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ALSO IN THIS ISSUE

**License suspension
and revocation**

**Q&A with NHTSA Deputy
Administrator Heidi King**



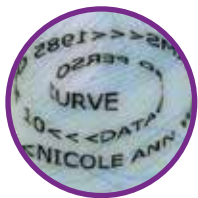
Drivers of Success

**Women leaders in transportation and their
varied paths to chief executive positions**

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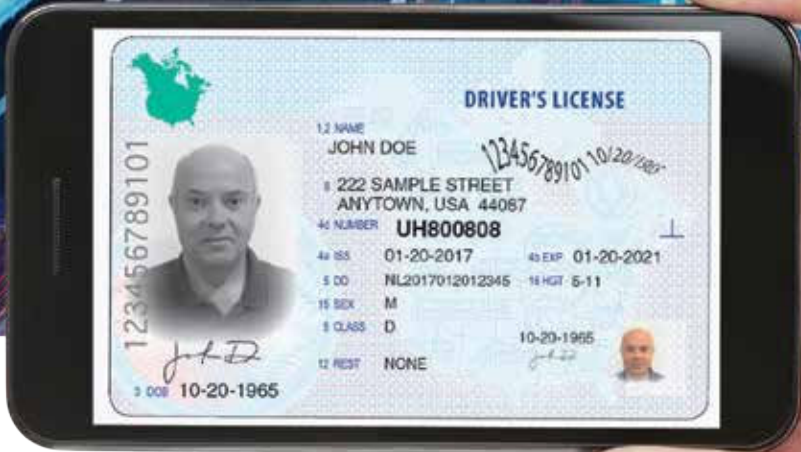


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& LAW INSTITUTE**
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MARCH 20-21



**REGION 1
CONFERENCE**
CAMBRIDGE, MD
MAY 14-16



**REGION 2
CONFERENCE**
HOUSTON, TX
JUNE 25-27



**REGION 4
CONFERENCE**
DENVER, CO
JULY 15-17



**INTERNATIONAL
CONFERENCE**
OMAHA, NE
AUGUST 20-22



**REGION 3
CONFERENCE**
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Cover story photography by Ellen Barnes



Enhancing identity protection and customer service in Georgia with polycarbonate driver's licenses, innovative security features, and advanced enrollment

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Women leaders in transportation and their varied paths to chief executive positions

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SUSPENDED FUTURE

Linking non-highway safety offenses to license suspension burdens government agencies and, in particular, young drivers

BY ANDREW CONNER



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ONLINE EXCLUSIVE

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

PODCASTS AND TRANSCRIPTS

Visit the new MOVEMAG.ORG website for full transcripts and audio podcasts of the interviews with the women featured in the cover story.



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Guiding My Path

CHALLENGING STEREOTYPES AND UNCONSCIOUS BIAS

This issue featuring women leaders in highway safety prompts me to reflect on my journey to AAMVA and the opportunities I have had along the way.

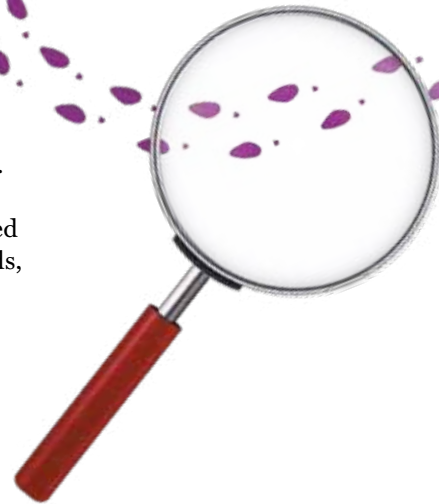
Starting with my parents, I rarely heard a response other than “why not?” or “give it a try” when life or job presented a path to a new challenge. Did I face barriers? Sure. Likely, I was too impulsive to notice, too persistent to back down or too curious to hear any other response. Luck played a role too, and I kept moving forward with a lot of help from family, friends, bosses, coworkers and strangers. Some encouraged me, many taught and inspired me, and a few highlighted paths I did not want to follow.

Women were my earliest mentors and guides—my mother, grandmothers, sister, and grade-school teachers. They nurtured, tortured or tolerated me exploring my boundaries. Through my teen years onward, my buddies in class and on the field were girls and boys, my bosses and professional mentors were men. This did not seem strange at the time.

But at an impressionable age, my mother began hosting a women’s consciousness-raising group in our home. My father, after years of roaming the globe as a foreign correspondent, stayed home to be a freelance-writer and picked up parenting duties while my mom returned to school to get her master’s degree. Taking on non-traditional roles through the ’70s and early ’80s, they made it seem effortless, but I suspect they faced resistance from family, friends and coworkers.

Even with these great examples of gender equality, my husband and I encountered resistance when he offered to stay home and raise our children in the mid-’90s. He sensed a put-down from professionals when attending my work events for being “unemployed” and I imagined being judged the “absent mom” when attending school events. Were these stereotypes in our heads or in the people we encountered? I suspect a bit of both.

The stereotypes and unconscious bias are still present. Stay-at-home dads may have more support groups, but they still face resistance to taking paternity or parental care leave. Women are working their way up to the C-Suite, but a stint of several months at home to care for family is used against a woman when she re-enters the workforce. Unconscious bias is present in all of us and reveals itself



in unexpected ways. The challenge is to learn how to challenge it in ourselves and in the workplace.

In this issue of *MOVE*, you’ll hear from women who’ve pushed past barriers and faced resistance that could have put them down. They are brave, talented people who make a conscious effort to help others sometimes by example and often with a helping hand. They readily give credit to those who have contributed to their success and gladly move forward arm in arm with other women.

Whatever your gender or role, I encourage you to take the paths these women reveal and follow them in finding ways to unravel bias-barriers, lend a helping hand, collaborate to challenge norms, mentor others and encourage people to pursue opportunities to be their fullest selves.

Enjoy reading this issue and check out *MOVE* online (movemag.org) to learn more about their paths. **m**

Anne Ferro
AAMVA President and CEO

 jurisdiction spotlight

*WASHINGTON STATE
FOLLOWS AAMVA'S
GUIDANCE ON NON-
HIGHWAY SAFETY
LICENSE SUSPENSIONS*

Refocused Resources



Like many jurisdictions, the State of Washington has limited resources and a finite budget for traffic safety law enforcement. To focus their efforts where it matters most—getting unsafe drivers off the road and saving lives—Senate Bill 6284 was passed in 2012 and went into effect July 1, 2013, ending license suspension for all but a handful of non-highway safety offenses.

“We went from approximately 25,000 suspended drivers per month and reduced that by 12,122, a 49 percent reduction,” says Jason Berry, assistant chief of the Washington State Patrol Investigative Services Bureau.

The idea here is simple: License suspension should be a punishment for those who are most likely to crash and potentially injure others. AAMVA research has found that approximately 39 percent of license suspensions nationwide are for non-highway safety reasons. These drivers are only 2 percent more likely to crash than any other driver on the road.

“If you remove that pool of suspended drivers from the people that troopers pull over, then we’re not spending our time on the side of the road

impounding the car, taking the enforcement action and going to court,” Berry explains. “In Washington State, that equates to 15 full-time employees for the entire year who are now available to do proactive traffic law enforcement, rather than deal with a suspended driver who we know doesn’t have an increased likelihood of a future crash. The driver who

fails to respond to a highway safety violation will still be suspended in Washington, but we know they crash at six times the rate of an average driver. That is where we would rather focus to prevent those dangerous drivers from being on the road.”

Washington has also been very forward-thinking in providing its drivers with an array of alternatives to

“We can focus on other things that move the needle for greater traffic safety rather than deal with a suspended driver who we know doesn’t have a crash involvement history.”

JASON BERRY

Assistant Chief of the Washington State Patrol Investigative Services Bureau

prevent unnecessary license suspensions. In the past, when drivers received a court summons, they had to appear before the judge in person. Now, there are options to provide written statements or to have hearings via email. There are also penalty payment plans for those who can't pay full penalties all at once.

“The focus is on getting people to comply to the extent they are able but still hold them accountable, rather than suspend their license, which restricts their ability to get to their job.”

JASON BERRY

Assistant Chief of the Washington State Patrol
Investigative Services Bureau

“The focus is on getting people to comply to the extent they are able but still hold them accountable, rather than suspend their license, which restricts their ability to get to their job,” Berry says. “We don't want to put people in the position where they have to make choices like, ‘Do I pay to get my car out of impound or do I pay my court penalty or do I pay my rent?’ The research shows that if a driver has to choose between paying rent or taking the risk of driving to work on a suspended license, they're going to take the risk and drive. It's better if that person retains their ability to drive to work.”

In Berry's view, the purpose of penalties is to compel compliance. When people comply with the law, the result is better safety. But, he acknowledges, “There are some people who just need to go to jail.



AAMVA research has found that approximately **39 PERCENT** of license suspensions nationwide are for non-highway safety reasons.

There are some people who need to pay a penalty. And there are some people who need education. The goal is getting people to understand the safety implications of their decisions and actions. But not everyone can be put in the same line and given the same hard-line penalty.”

“When we follow the rules, less people crash. By providing alternatives rather than the hard line, it increases involvement, it increases the likelihood of compliance

with laws in the future. That's the whole point of enforcement, to change behavior. When you take a hard-line approach with no alternatives, people make choices that aren't always the best for traffic safety.” **m**



Education is a key component of Washington's efforts to improve driver safety.

go online

VISIT **AAMVA.ORG** FOR THE RECENTLY UPDATED GUIDE: **REDUCING SUSPENDED DRIVERS AND ALTERNATIVE REINSTATEMENT BEST PRACTICES.**

! news

NMVTIS BROCHURE WORKING FOR STATES

AAMVA's "Working for States" brochure and companion video aim to facilitate communication within a state regarding:

- > What NMVTIS is designed to do;
- > How your state participates and benefits from it;
- > How AAMVA helps states get the most from it.

AAMVA encourages states to share the brochure and video with state titling customer service representatives, county offices, law enforcement, third-party vendors, the governor's office and anyone else in the vehicle title processing field working toward safer highways and consumer protection.

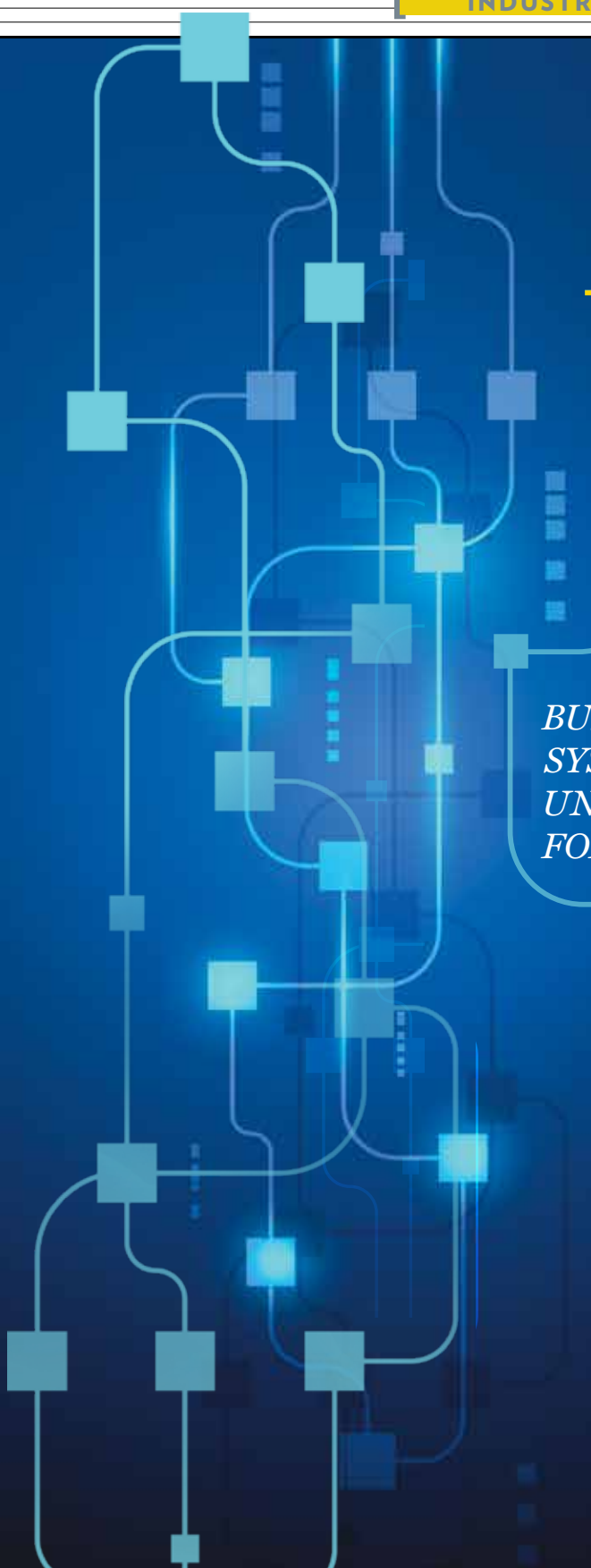


NMVTIS VIDEO RAISING AWARENESS

The "NMVTIS Vehicle History for Consumers" video raises awareness for anyone considering the purchase of a used vehicle. An NMVTIS Vehicle History Report helps protect consumers from vehicle fraud and unsafe vehicles. Jurisdictions are encouraged to show the video in their public offices and on their websites.

AAMVA also suggests reaching out to the agency responsible for consumer protection and offer the video to them as a promotional resource.





flexible by design

BUSINESS INFORMATION SYSTEMS DEVELOPS A UNIQUE DIGITAL ECOSYSTEM FOR TENNESSEE

In 2015, the State of Tennessee Department of Revenue and Business Information Systems (BIS) signed a contract to create a new, fully integrated real-time Vehicle Title and Registration System (VTRS) to modernize a 40-year-old mainframe database.

“We saw immediate results, a 5-to-1 increase in efficiency, pretty much overnight,” says Katie Bryan Julian, communications manager of the vehicle services division of the Tennessee Department of Revenue.

In the initial stages of development, BIS analysts reviewed workflow processes to identify inefficiencies and redundancies. “Working together with the State of Tennessee, we were able to provide process improvements through the software,” says Stoney Hale, BIS solutions consultant. ▶

Moving to a real-time system enables error corrections instantly, unlike the old batch system. Miskeying VINs is one of the most common errors made in processing motor vehicles, Hale says. In addition to VIN decoding, VTRS is able to verify addresses, reference NADA fair market value for vehicles, and calculate all fees to be collected.

As a result of the successful partnership between the State of Tennessee and BIS, another system was also developed during this time by statute from the state legislature in response to an uninsured motorist killing James Lee Atwood. The Electronic Insurance Verification System (EIVS) was designed to reduce the number of uninsured motorists in the state of Tennessee. As of June 30, 2018, 18 months after the system launched, the number of insured motorists had increased nearly 7 percent.

EIVS uses web services as well as full book-of-business data from insurance companies to verify that registered vehicles are insured. If they are not, the system generates a notification letter that is sent to the vehicle owner. And EIVS works together with VTRS. If a vehicle owner tries to renew registration but does not have a verified insurance policy on file for the vehicle, he or she is unable to renew that vehicle registration unless an insurance policy number is provided.

“We saw immediate results, a 5-to-1 increase in efficiency, pretty much overnight.”

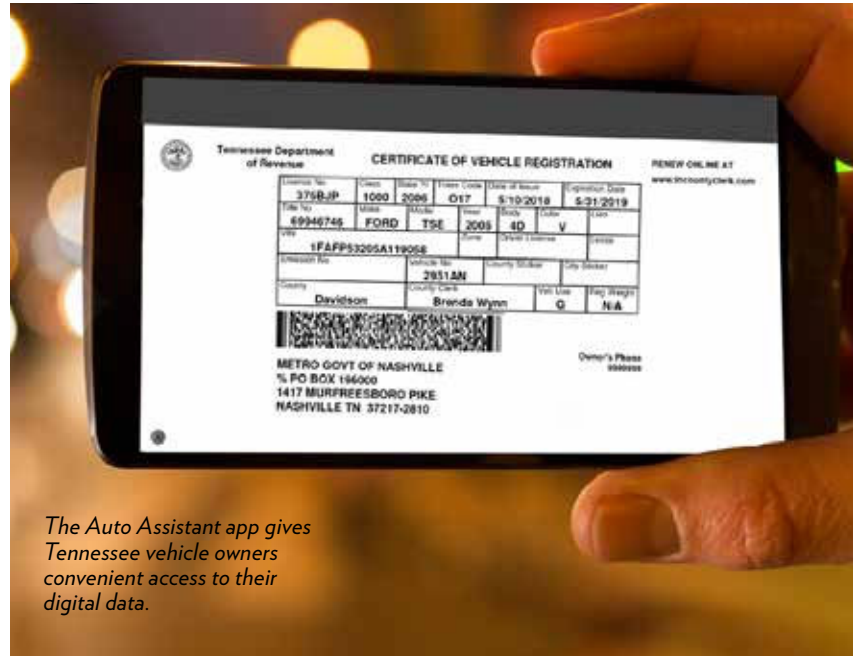
KATIE BRYAN JULIAN

Communications Manager of the Vehicle Services Division of the Tennessee Department of Revenue

The unique ecosystem of digital solutions BIS has developed for the State of Tennessee not only provides workflow efficiencies for Department of Revenue employees, it also brings convenience to customers.

As of July 1, 2018, Tennessee began offering electronic vehicle registration. BIS created a mobile app called Auto Assistant as a useful tool for customers to access their digital vehicle owner data. The app sends users notifications for things like license renewals, but also allows access to insurance information that can be provided to law enforcement as proof of insurance.

“It’s really a neat app,” says Hale. “It’s another enhancement that provides efficiency and convenience.”



The Auto Assistant app gives Tennessee vehicle owners convenient access to their digital data.

“Technology is going to continue to advance and you need a modern system that can keep up with it,” Julian says. “Having this flexible system allowed us to create an app that ties into it so customers can actually have a true digital record from us and keep all their vehicle information in one place.”

Both Hale and Julian recognize that each jurisdiction is unique and requires

a custom-tailored system to meet the needs specific to that jurisdiction.

“You can’t just pull one [jurisdiction’s system] and throw it into another,” Hale says. “You have to understand the processes first in order to improve them and provide maximum benefit.”

“It’s just a fact that there’s no one-size-fits-all solution for building one of these systems,” Julian says. **m**



THE NEW MOVEMAG.ORG

Members rely on AAMVA as an authoritative information source. To better serve that mission, the *movemag.org* website has been redesigned for greater functionality on mobile platforms and to provide a more intuitive, user-friendly experience. The new website will also feature more multimedia content—videos, podcasts and more—to offer an immersive and dynamic engagement as well as different means for accessing information based on user preferences. Visit the new site today and let us know what you think!



HOW HAVE YOU COMMUNICATED ABOUT REAL ID IMPLEMENTATION TO THE PUBLIC IN YOUR JURISDICTION? WHAT ADVICE WOULD YOU HAVE FOR OTHER JURISDICTIONS COMMUNICATING ABOUT REAL ID?

Jenna Wamsganz, Alaska Division of Motor Vehicles

Alaska has a set of unique challenges due to the remote nature of some of the communities in our state. For that reason, we've chosen to use several different communication mediums. We partnered with news organizations to run Real ID stories on the local level, attended conferences tailored to our rural communities, participated in social media outreach and also sent out postcards to customers with ID renewals coming up, to name a few.

The best advice I can give to other jurisdictions is to make sure that they have clear, concise document guidelines that are easy to understand by the public and their employees and to make sure they get that information to their customers before they come into their locations so they aren't forced to send customers away.

Jennifer Gonzalez, Idaho Transportation Department

Idaho launched its campaign specific to the availability of Star Cards ahead of the Jan. 2 2018 issuance date. That included paid ads on various platforms: Facebook, Pandora, Spotify and radio spots. In addition, we shared information through statewide media channels via press releases, social media posts, on camera interviews, etc. Our website is quite comprehensive and we really encouraged folks to visit itd.idaho.gov/starcard and use the Star Card tool to learn about the materials that are necessary in order to apply for the card.

This year, ITD is looking to target airport advertising opportunities at our airports statewide as part of that marketing. Airport advertising definitely appears to be on the higher end of the spectrum (cost-wise).

ITD will be relying on and continue to utilize free media opportunities. Our plan intends to focus moving forward on the very real threat that if you don't have a Star Card come Oct. 2020, you might not be able to board a flight for a family trip to Disneyland (hypothetical) or you might miss a job interview out of town. Again, it's to reinforce the fact that "hey, we're not kidding about this."

Idaho also worked proactively with the TSA to get our informational posters placed at airports in Idaho before you enter security.

Naitore Djigbenou, Office of Public Affairs, Kentucky Transportation Cabinet

In Kentucky, the implementation of the new REAL ID compliant cards is among one of many changes we are making to the production and issuance of credentials. We are moving to a single issuance

production facility (meaning cards will be mailed) and are extending the lifespan of cards to eight years. We are also offering people the option between a REAL ID compliant credential and a non-compliant credential (a requirement of legislation passed that allowed us to offer the new cards).

We branded the entire initiative as Confident Kentucky to communicate a sense of assurance that the new cards are more secure. The initiative launched in August 2018. This is not an exhaustive list but will give you a sense of some of our efforts.

- › We developed a dedicated website the public can visit to learn about all of the changes. <https://drive.ky.gov/confidentky/Pages/default.aspx>.
- › Partnered with Commission of Deaf and Hard of Hearing to create a video featuring a sign language interpreter interviewing a member of our project team.
- › Purchasing billboards that will be posted for four weeks the week before each county is set to begin offering the cards (we are doing a phased county-by-county rollout to all 120 counties that begins mid-march to May).
- › Running ads on Facebook and Instagram; regular organic posts on Twitter, Facebook, and Instagram.
- › Will begin running video ads on YouTube and other sites in the coming month.
- › Communicate with legislators and ask them to share social media posts.
- › Give presentations to stakeholder groups.
- › Printed brochures, posters and rack cards for Circuit Court Clerk offices and public libraries.
- › Exhibitor Tables at state fair, large conferences.
- › Work with our six commercial airports to place printed and digital signage about initiative; provided them with printed rack cards.
- › Running :15 and :30 radio spots on Kentucky Public Radio stations, iheart radio stations (and streaming stations) and Kentucky News Network; have ran 3:60 Audio News Releases on Kentucky News Network.
- › Press releases and interviews with the media.
- › Wrote articles to run in newsletters and printed publications of stakeholder groups: AAA, Kentucky Trucking Association, Kentucky Law Enforcement Magazine, Kentucky Chamber of Commerce, etc.
- › In January we began mailing postcards that are sent to Kentuckians at the beginning of their six month renewal window. ▶

musings CONTINUED

Paul Grimaldi, Rhode Island Department of Revenue

Our communications plan has three broad parts:

- > Legislative/interagency education/coordination at the state/municipal level
- > Outreach to industry/trade/civic organizations
- > Earned/paid media

The goal with the first two parts is to develop information conduits and enlist ambassadors who can amplify our messaging. The earned/paid media campaign is aimed at general constituent education about the goals of REAL ID and the application requirements.

Given our launch date of Dec. 3, 2018, we began outreach in October with one-on-one and small group meetings. (Those will continue

into the spring.) We wanted to avoid our public messaging getting lost in the noise around the 2018 election cycle and the commercial holiday advertising blitz. It also gave us time to make sure our operational processes are in order before our offices get hit with large numbers of REAL ID applicants.

We launched our paid media campaign after New Year's Day. The first phase will continue for six months. It includes social media video, radio ads, billboards and mass-transit signage. With a limited budget, we chose to run the ads serially as opposed to concurrently, for the most part. The ad spend will be more significant in Fiscal Year 2020.

We've layered the paid media with a traditional earned media campaign—a launch press release, Op-Ed submission, radio/TV



dashboard

LICENSE SUSPENSION AND REVOCATION

BY AAMVA'S DATA LADY, JANICE DLUZYSKI

Here are the most recent jurisdiction surveys related to license suspension and revocation. 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

SUSPENDED DRIVER ALTERNATIVE REINSTATEMENT [38 RESPONSES]

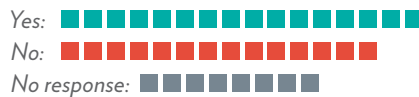
ARE YOU UNDER STATUTORY MANDATE TO SUSPEND OR REVOKE THE DRIVING PRIVILEGE OF INDIVIDUALS FOR VIOLATIONS NOT RELATED TO DRIVING BEHAVIOR (NON-HIGHWAY SAFETY REASON(S) EXCLUDING SUSPENSIONS FOR FAILURE TO APPEAR/PAY)?



DO YOU SUSPEND FOR FAILURE TO APPEAR OR PAY (FTA/P) ON INFRACTIONS/CITATIONS RELATED TO DRIVING BEHAVIOR?



DO YOU SUSPEND FOR FAILURE TO APPEAR OR PAY (FTA/P) ON INFRACTIONS/CITATIONS NOT RELATED TO DRIVING BEHAVIOR?



SUSPENSION HEARINGS [26 RESPONSES]

DOES YOUR MOTOR VEHICLE ADMINISTRATION CONDUCT SUSPENSION HEARING SERVICES ONLINE?



DO YOU SCHEDULE APPOINTMENTS FOR SUSPENSION HEARINGS?



interviews and print media pitching.

As for advice, expect to field a lot of questions, and many of the same ones repeatedly. People can be confused about how there is a deadline (Oct. 1, 2020) for an “optional” program. There are also nuances to the document requirements that have to be explained. We have an extensive Q-and-A on a dedicated REAL ID web page.

Be prepared as well for pushback from constituents who pull discussions about REAL ID into the national political debate. We circle back to the fact that getting a REAL ID credential is optional. **m**

HOW ARE CUSTOMERS NOTIFIED OF THEIR APPOINTMENT?

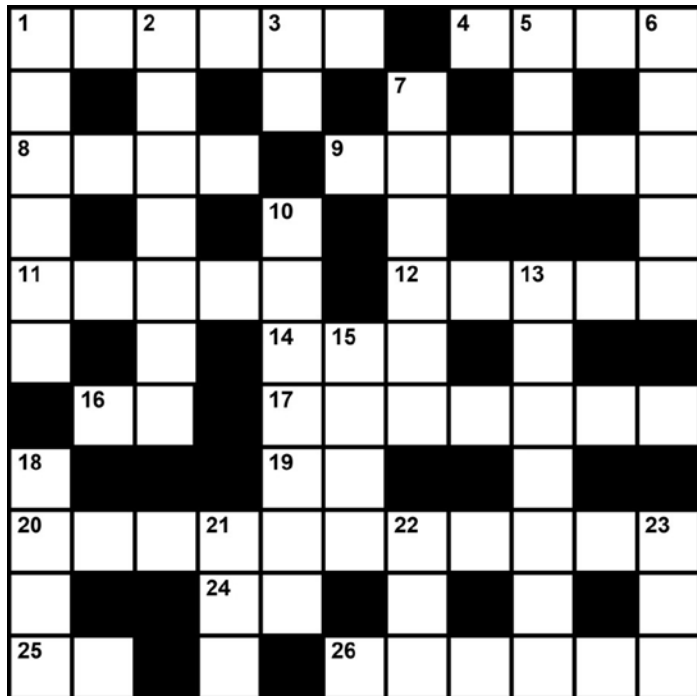
Online: ■
Letter: ■■■■■■■■■■■■■■■■■■■
No response: ■■■■■■■■■■■■■■■■■

DO YOU USE METRICS TO TRACK SUSPENSION HEARING PERFORMANCE? IF YES, WHAT METRICS DO YOU TRACK?

Customer wait times: ■■
Number of hearings by officers: ■■■■■■■■■■■■■■■■■
All of the above: ■■ No response: ■■
N/A: ■■■■■■■■■■■■■■■■■

Please visit AAMVA's website to access the new best practice: Reducing Suspended Drivers and Alternative Reinstatement Best Practices (November 2018)
All best practices can be found at this link:
aamva.org/best-practices-and-model-legislation.

crossword



ACROSS

- 1 She spoke at AIC 2018 on Women in Highway Safety, Georgia _____
- 4 Take the initiative
- 8 Routine penalty for many driving offenses
- 9 Recommended action by the working group in regard to suspensions for non-highway safety-related offenses
- 11 Delay, as a motion
- 12 Highway
- 14 Important number for vehicles, abbr.
- 16 Augusta's state
- 17 Motivate to do greater things
- 19 Prefix before operate and exist
- 20 They've been used to address poor driving behavior
- 24 It has 50, abbr.
- 25 Rhonda Lahm is the Director of this state's DMV
- 26 Allow

DOWN

- 1 Always a primary concern for drivers and vehicles
- 2 Make great
- 3 Baton Rouge's state, abbr.
- 5 Time period just before an event
- 6 Look closely, with into
- 7 Benefits from driving lessons
- 10 Mobile phones, tablets, etc.
- 13 Identifying work outfit
- 15 Already alerted to, 2 words
- 18 One of the A's in AAMVA, abbr.
- 21 Place
- 22 Lady referred to
- 23 Met, as a board

(Left to right) Whitney Brewster, Executive Director, Texas Department of Motor Vehicles; Anne Ferro, AAMVA President and CEO; Georgia Steele, Director, Motor Vehicle Division, Georgia Department of Revenue; Rhonda Lahm, Director, Nebraska Department of Motor Vehicles; Chrissy Nizer, Administrator, Maryland Motor Vehicle Administration; Kristina Boardman, Administrator, Wisconsin Division of Motor Vehicles



DRIVERS OF SUCCESS



leadership

WOMEN LEADERS IN TRANSPORTATION AND THEIR VARIED PATHS TO CHIEF EXECUTIVE POSITIONS

BY BRAD CAUSEY

A mountain's peak is rarely reached by a straight climb. There are many different paths that lead to the top. With perseverance, skill and the will to succeed, great heights await the indomitable individual, regardless of gender, race or creed.

The women leaders of the AAMVA community exemplify that indomitable spirit. Where the path forward was uncharted, they blazed their own trail. And while some are the first to reach that summit in their respective jurisdictions, they all agree they have a responsibility not to be the last.

Though each woman's journey is unique, the common theme is just that: there is no prescriptive career path to success. Ambition is not the key ingredient, but rather, passion. To love the work, and to be the best person for the position—that's ultimately how the divergent career paths of these women all led to the same place: the pinnacle of the profession.

YOU CAN HAVE IT ALL

As the first person of color to become director of the Georgia Motor Vehicles Division, Georgia Steele is also one of the youngest directors in the country. She was born and raised in Jamaica, W.I., is a single mother, a graduate of

AAMVA's Leadership Academy and recently completed a doctoral degree in organizational change and leadership from the University of Southern California.

"One thing I've learned, you can have it all as a woman," Director Steele says. "It just depends what 'all' is for you, defining your own version of success, and then putting in the work."

From the outset of her career as a New York City 311 call center operator, Director Steele fell in love with public service and helping others. It was during this time that she had her son. Upon return from maternity leave, a member of the NYC 311 leadership team denied her request for some flexibility in her work schedule to spend more time with her newborn.

"I was really taken aback. I thought



Visit the new movemag.org website for full transcripts and audio podcasts of the interviews with the women featured in this article. Learn more about their careers, their approach to work-life balance, and how they are each working to promote and expand the diversity of their respective workforces.





leadership

about it. I'm not bound to that one organization. I want to serve and I want to be in public service, but [NYC 311] was not the only agency where I could do that. So I left there to work for the New York City Taxi and Limousine Commission [TLC] and it literally opened up all these doors," Director Steele says.

At the TLC, she found a supportive environment where her leadership qualities were recognized and valued. She received training and was promoted several times, setting her on a path toward her eventual position as Georgia motor vehicles division director.

A NATURAL WOMAN

Leslie S. Richards, Secretary of the Pennsylvania Department of Transportation, is the first woman to serve in the role. Her journey began at the Environmental Protection Agency, followed by positions in city planning and economic development, then a stint in the private sector prior to an eight-year departure from the workforce to raise her children. She returned to work on a part-time basis with an environmental engineering firm, where she was first exposed to the world of transportation.

Director Georgia Steele
Georgia Motor Vehicles Division



Director Steele's 13-year-old son joined her at the University of Southern California graduation ceremony where she received her doctoral degree in organizational change and leadership.

Secretary Leslie S. Richards
Pennsylvania Department of Transportation



Secretary Richards is passionate about connecting with employees and often joins her Department of Conservation and Natural Resources counterpart Cindy Adams Dunn to encourage more community connections.



At the same time, she was heavily involved in her community, serving on the township planning commission. That work compelled her to run for Montgomery County Commissioner. After winning that election, she came to the attention of Tom Wolf, who would eventually become governor of Pennsylvania and appoint her to his cabinet.

"I wasn't being strategic in any way," Secretary Richards says. "I just kept doing things that felt right and also that were right for the balance I wanted between my family and my profession."

Her career path through the world of politics has brought her into many meeting rooms where she is the only woman present. "After making many mistakes trying to mimic the men and talk in the way they spoke to each other, I realized that I'm most effective when I use a voice that comes natural to me," Secretary Richards says. "I don't have to yell. I don't have to give ultimatums. Using language that's comfortable to me, I can show them my passion and that I can get things done."

LIVE YOUR VALUES

As a West Point graduate from the first class to include women, Sue Fulton, Chief Administrator of the New Jersey Motor Vehicle Commission, says

gender and sexuality have been important issues throughout her career.

“I left the Army as an officer after five and a half years because I had come to terms with my sexuality—I’m a lesbian—and I knew that wasn’t compatible long-term with military policies,” Chief Fulton says. “They were going to kick me out at some point and I wasn’t willing to continue to lie about who I was.”

She spent the next 25 years in brand management at Fortune 500 companies, but maintained her connection with West Point as a mentor to cadets and junior officers. After the election of President Barack Obama, Chief Fulton was involved with the formation of the first West Point LGBT alumni group and became active in efforts to repeal Don’t Ask Don’t Tell as well as the transgender ban.

Her work to repeal these military policies raised her profile and that’s how she met Phil Murphy, who would later become governor of New Jersey. When he was filling out his cabinet, he wanted a military veteran and invited Chief Fulton to join his team.

“My career path has been a series of surprises and unexpected opportunities that I’ve been able

Chief Administrator Sue Fulton New Jersey Motor Vehicle Commission



More than 30 years after Chief Fulton graduated from West Point in the first class to include women, she and Penny Gnesin are the first same-sex couple to wed at West Point Cadet Chapel.



IT’S OKAY TO ASK

Director of the Iowa Motor Vehicle Division Melissa Spiegel began her career with the Federal Emergency Management Agency.

“There were a variety of people that came from different places that were all required to work together for one common mission. I really enjoyed that aspect of working for FEMA and I think that’s what really sparked my interest and my commitment to public service.”

A graduate of AAMVA’s leadership academy, Spiegel joined the Iowa Department of Transportation in 2010 and quickly moved through the ranks to the position of director in 2017.

“When I first came into leadership, I thought I had to have all of the right answers so I could prove myself. I’ve learned that it’s okay if I don’t know all of the answers and instead to ask. Building relationships and making connections with people is actually more important in the long run.”



Director Spiegel with her son, Jase, age 2. While seven months pregnant, she spoke at a leadership conference about hiring and retaining talented professionals.



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Visit the new **MOVEMAG.ORG** for the full interview with Director Spiegel, also available as a podcast.



leadership

Administrator Chrissy Nizer
Maryland Motor Vehicle Administration



Administrator Nizer joined her brother, sister-in-law, niece and nephew for a holiday train ride.



to pursue, she says. “I think people worry way too much about what’s going to advance their career. Focus on what you care about and what you’re good at. Live your values.”

COORDINATING COLLABORATION

Chrissy Nizer, Administrator of the Maryland Motor Vehicle Administration, comes from a public policy background, working in the state legislature and then the local office of the Department of Homeland Security. One of her main tasks as the Maryland DHS liaison was to bring together many state agencies to coordinate for natural and man-made disasters.

“The environment was male-dominated with representatives from the military and law enforcement,” Administrator Nizer says. “It was not easy, coming into a new position, in a newly created office, and I was younger than most of my colleagues.”

One of the men told her on day one he was going to take her job. “In the end, he was no longer there, but I was through hard work, keeping at it and doing the right things,” she says.



Delaware State Police Executive Staff

FROM THE NECK UP

Major Melissa Zebley is a Delaware State Police operations officer who oversees nearly 300 troopers, including the statewide traffic division. She is the first woman in the state’s history to serve in this capacity.

“There are so many different skill sets required to do this job effectively, but a lot of it is from the neck up—your mental discipline and your ability to talk to people and relate to them.”

She reports to Colonel Nathaniel McQueen, Jr., the first African-American appointed to the superintendent position. “At some point maybe there are no more ‘firsts’ to be achieved, but over the course of time it will happen.”

go online

Visit the new **MOVEMAG.ORG** for the full interview with Major Zebley, also available as a podcast.

Director Whitney Brewster
Texas Department of Motor Vehicles



Director Brewster enjoys a round of golf with her husband, Stefan.



Reflecting on her career and the challenges she overcame, she shares insight on her sustained success: “How you present yourself and the ability to make people feel comfortable in different environments encourages a willingness to follow you as a leader.”

FEARLESS CONFIDENCE

Texas Department of Motor Vehicles Executive Director Whitney Brewster knew as a child she wanted to work in public service. From her early career as a mental health counselor working with at-risk young women, to the Alaska legislature and then the DMV, she has lived that childhood dream every day of her adult life.

When she moved from Texas to Alaska, her parents thought she was crazy, she says. They feared they had done something wrong. On the contrary, they had instilled in their daughter the confidence to go anywhere and try anything.

“I just felt the need to go out and explore,” Director Brewster says. “And what I learned is that wherever I go, I’ll be okay. I will flourish.”

When she is approached by women and asked how she managed to achieve her success, it catches her off-guard, she says. “I’ve just been fearless because my mom impressed upon me that you can do anything.” And she has spent her career making that belief a reality.

THE ART OF COMPROMISE

Wisconsin Division of Motor Vehicles Administrator Kristina Boardman, whose parents were both educators, grew up in a household dedicated to public service. After a decade working in the Wisconsin State Assembly, she was drawn to the DMV as a place to “dig in and make a difference” with an agency that serviced everyone.

During her time in the legislature, she says, “I set myself up as someone willing to talk through the issues and find solutions on those topics that we all cared about. I appreciate the art of compromise.”

Her work in the legislature as the clerk for the transportation committee is what led to her interest in the DMV. “Transportation is a topic that touches everyone. I really appreciate having a direct impact on the service that is provided to customers every day and finding ways to reinvent DMV business so that we can meet our customers’ needs in a more innovative way.”

EVERYTHING IS A RELATIONSHIP

Rhonda Lahm, Director of the Nebraska Department of Motor Vehicles and AAMVA Chair of the Board, became a leader in transportation safety

Administrator Kristina Boardman
Wisconsin Division of Motor Vehicles



Kristina enjoys vacation time with her children, Kyle (20) and Anna (17).





leadership

Director Rhonda Lahm
Nebraska Department of Motor Vehicles
AAMVA Chair of the Board

In the office, Director Lahm serves as the race official for a bit of friendly competition to build employee relationships. Out of the office, she builds her relationships with her granddaughters.



by way of law enforcement. Her first job out of college was at an adult male correctional institution, after which she joined the state patrol and achieved the rank of major.

“All throughout my career, I’ve been in the role of the minority,” Director Lahm says. “Even in my current position in the governor’s cabinet, I’m one of two females.”

As the first female trooper in west-central Nebraska, Director Lahm confronted gender bias on a routine basis from her fellow troopers and from the general public. “There were officers who, when I was introduced, would not even shake my hand,” she says. But strides have been made since then and no one would be surprised to see a female trooper now, she says.

This April, Director Lahm will celebrate her 40th year in state government. “I’ve learned throughout the years the most important thing is relationships. At every level you are going to have a relationship. You can either let it happen by chance or you can actively take steps to make it what you want it. If I wrote a book, the title would be ‘Everything in Life is a Relationship.’”

SENSE AND SENSIBILITIES

For 35 years, AAMVA President and CEO Anne Ferro has dedicated herself to public service and promoting workplace diversity. She was the first woman administrator of the Maryland Motor Vehicle Administration, the first woman to lead the Maryland Motor Truck Association, and was appointed by President

Obama to a five-year term as Administrator of the U.S. Department of Transportation’s Federal Motor Carrier Safety Administration.

Reflecting back on her experiences, Ferro identifies the character traits that have led to her success: “An undying curiosity, a willingness to take on a hard job, and a passion for helping others.”

“When you have those kinds of sensibilities, looking back, I can see that it cuts through the pressure and sometimes the intimidation of being in a male-dominated environment,” Ferro says. “Certainly 35 years ago, whether it was the Peace Corps or government or in the trucking industry, there weren’t many, if any, women in the room.”

For any organization, Ferro believes diversity is essential. “Getting all voices to the table, ensuring that everybody’s voice counts and that each idea and each individual is respected, that’s at the heart of diversity. By enriching that environment, we achieve a better sense of community and a better sense of trust. And it energizes everybody to do more work and harder work and better work by helping each other.”

“Getting all voices to the table, ensuring that everybody’s voice counts and that each idea and each individual is respected, that’s at the heart of diversity.”

ANNE FERRO
AAMVA President and CEO

FABULOUS AUTHENTICITY

As a senior business analyst with the fraud prevention business integrity office of the Ontario Ministry of Transportation, Laura Barkley-McKeeman is entering her 30th year in public service.

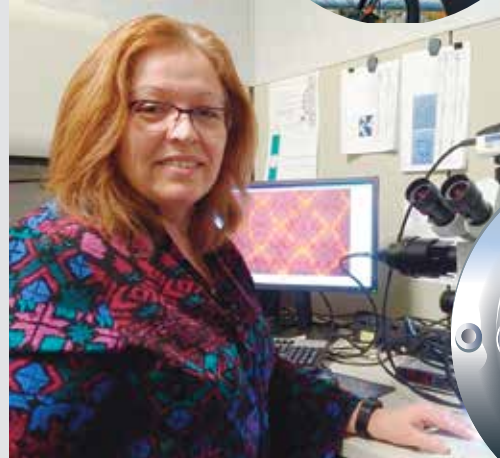
She began her career in government through an affirmative action hire to the Ontario Provincial Police as a special constable, and was the only woman in her graduating class from the police academy.

“I think you have to look in unusual places to find mentors. It isn’t always somebody that’s a higher up giving sage advice, it’s quite often somebody who’s just willing to speak their truth about what they see in you and give you constructive criticism.”

“I’ve always been drawn to really authentic people who know who they are, and I’ve been fortunate over the years to have been surrounded by some really fabulous authentic women.”



When she’s not at the office investigating fraud or in the field teaching Fraud Detection and Remediation, Laura Barkley-McKeeman enjoys cycling.

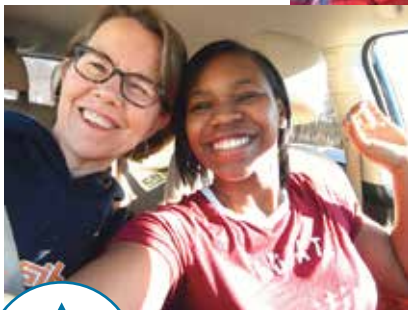


go online

Visit the new **MOVEMAG.ORG** for the full interview with Laura Barkley-McKeeman, also available as a podcast.

Former FMCSA Administrator Anne Ferro AAMVA President and CEO

Ferro spends her free time with husband Dan and children for a pizza night out (right) and in rookie-driver training with her goddaughter (below).



SEE IT TO BE IT

While each of these leaders acknowledge the many people who helped them achieve their success—mentors, networks of colleagues, professional organizations and the support of family—they each recognize their responsibility to be the standard-bearers of a new era.

“I take the role very seriously,” Secretary Richards says. “I strongly believe you have to see it to be it. Whenever I speak at an event, often it’s the first time [the audience] has seen a female speak with this title in this role. And so I try to be at as many events as I can.”

“I think it’s imperative to a woman’s success in the workplace to find someone she can bounce ideas off of and talk to when things aren’t so clear, when you haven’t had the experience,” Director Brewster says.

She visits the Lyndon B. Johnson School of Public Affairs at the University of Texas regularly to speak with students. “Being able to give whatever I can in terms of information and knowledge as a woman executive, but also hearing ▶





their questions and their thoughts, is very energizing,” Director Brewster says.

“My advice to young people—because a lot of them are not sure where they want to go with their career—you don’t have to know on day one,” Administrator Nizer says. “My career path is a testament to that. Having a wide variety of experiences prepares you [for leadership]. You need to be able to pull from all different kinds of skill sets in order to be successful.”

Chief Fulton, like many military women in her network, she says, did not have a formal mentor. “For me, my advancement has been less about having a senior person who advocated for me or advised me. It’s the network of people I’ve come to know over the years who have really provided the support and insight that’s been the most useful to me.”

The value of mentorship has led Wisconsin to formalize a program that pairs new supervisors with senior advisors who are not in their direct chain of

While each of these leaders acknowledge the many people who helped them achieve their success, they each recognize their responsibility to be the standard-bearers of a new era.

command to give them support without risk of judgment. Administrator Boardman explains, “Everyone wants you to succeed in your job. Mentorship is a great approach.”

Wisconsin also has a leadership development program. “We have a whole curriculum put together to grow our employees,” Administrator Boardman says. “I love to promote from within. People spend so much time

learning the business, making that investment in us as an employer. I want to invest back in them as employees.”

“I’ve had employees tell me I’m a mentor to them and it’s very humbling,” says Director Lahm. “I feel I have a responsibility to provide information and knowledge and pass it along, pay it forward like others did for me.”

“Never hesitate to ask someone you admire for a little of their time,” Ferro says. “They may take you under their wing. For women, I think we just need to keep making our connections. There’s a lot of power when women help each other with problem solving, relationship development, professional growth. We need to embrace it and reach out.” **m**



SOLUTIONS & BEST PRACTICES

Solve your business challenges by following the guidance of subject matter experts and your colleagues. AAMVA's best practices, standards, white papers, and guidance documents establish ideal approaches for developing and maintaining programs in your jurisdiction.

NEW RELEASES

The cover features the AAMVA logo in the top left corner. The main title is 'Reducing Suspended Drivers and Alternative Reinstatement Best Practices'. A central image shows a person at a service counter. The bottom left shows a classical building facade, and the bottom right shows a police car. The date 'November 2018' is in the bottom right corner.

Reducing Suspended Drivers & Alternative Reinstatement

The cover features the AAMVA logo in the top left corner. The main title is 'Persons with Disabilities Placards and License Plates Best Practices in Deterring and Detecting Fraud and Misuse'. A central image shows a person in a wheelchair. The bottom left shows various license plates and placards. The date 'August 2018' is in the bottom right corner.

Deterring & Detecting Fraud of Disability Placard & Plates

The cover features the AAMVA logo in the top left corner. The main title is 'Ignition Interlock Program Best Practices Guide'. A central image shows a person in a car. The bottom left shows a license plate with 'KANSAS' and a person's photo. The bottom right shows a 'START STOP' button. The date 'September 2018' is in the bottom right corner.

Ignition Interlock Program Best Practices Guide

For these and the entire library of AAMVA solutions & best practices, visit aamva.org.



*LINKING NON-HIGHWAY
SAFETY OFFENSES TO
LICENSE SUSPENSION
BURDENS GOVERNMENT
AGENCIES AND,
IN PARTICULAR,
YOUNG DRIVERS*

BY ANDREW CONNER

SUSPENDED



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safety

Tim is a senior at a local high school. He went through driver's education as a junior, and since receiving his license, he has been working at a fast-food restaurant to make some much-needed cash for himself and his family. While he has a perfect driving record, one day he receives a notice that his driver's license has been suspended because he has missed too many days of school. Needing the money from his job and lacking the savings to pay the fine to get his license back, he continues driving anyway. On his way to work he gets pulled over for speeding and now what was just a fine has turned into a much larger problem.

Although Tim's case is just a hypothetical example, stories like this are common across North America. License suspensions for non-highway-safety-related offenses—which can include truancy, school performance, drug possession and failure to pay child support or other debts—account for 39 percent of all suspensions and 75 percent of those suspended drivers continue driving anyway.

FALLING BEHIND

Any person can fall into a similar pattern, however, license suspension for non-highway-safety-related offenses has a particularly negative effect on young people, especially those who are low-income or minorities.

"It can be a never-ending cycle," says April Rai, member of AAMVA's Suspended Driver Alternative Reinstatement Working Group and CEO of the National Organizations for Youth Safety. "It disproportionately affects people with low incomes and minority groups because they are often unable to take care of the fines, or secure transportation to get to the place where they can take care of the fines."

As part of the Working Group, Rai helped put together a recently-released AAMVA Best Practices



"While the goal [of the legislation] is to reduce recidivism, it has the effect of creating a citizen who has multiple layers of issues with law enforcement and other state agencies."

APRIL RAI
CEO, National Organizations
for Youth Safety

guide, *Reducing Suspended Drivers and Alternative Reinstatement*, which updates a previous 2013 guide and adds a new focus on the experiences of young drivers. Rai explains that license suspension issues can end up pushing young people to more extreme situations.

"It really can cause a snowball effect because, for that person, what is the alternative?" she asks. "What they turn to in order to make ends meet could be something illegal. While the goal [of the legislation] is to reduce recidivism, it can, in some cases, cause a citizen to have multiple layers of issues with law enforcement and other state agencies."

Kurt Myers, Deputy Secretary of the Pennsylvania Department of Transportation for the past 12 years and a former Chair of the AAMVA Board of Directors, has seen this problem affect young people in his jurisdiction firsthand.

"It has a definite impact on individuals, especially young people," says Myers. "That's

FUTURE



safety

been a concern of mine because it's our responsibility to ensure safety, but there's also another part of the equation—it's incumbent upon us to do everything we can to help individuals get their license back—or get it in the first place—to help them become productive members of society.”

THE BOTTOM LINE

In Pennsylvania, Myers has been part of multiagency effort to eliminate a number of non-highway-safety-related license suspension offenses. Pennsylvania General Assembly 2018 Act 95, which was signed into law in October 2018, ends license suspensions for offenses including: sale of tobacco to a minor; misrepresentation of age; purchase, consumption, or transportation of liquor by an individual under age 21; and simple possession and possession with intent to deliver, among others.

Myers explains that getting to this point required interest and cooperation from many Pennsylvania agencies, including top Pennsylvania policymakers. He says that the 2013 release of AAMVA's *Best Practices Guide to Reducing Suspended Drivers* also helped to bring the issue to the forefront and provided necessary background on the topic.

When making the case for Act 95, Myers found that there were two main arguments.

“One is about quality of life,” he says. “While we all know driver's licenses are a privilege, we also know it is a really important part of our everyday life. And for our younger generation, it's important to ensure they get a good start. In addition to that, we also had the impact of non-highway-safety-related suspensions on law enforcement, the courts and the DMV.”

When Act 95 goes into effect later this year, Myers expects to see improvements in suspension issues for drivers and savings across many state agencies. Spencer R. Moore, Commissioner of the Georgia Department of Driver Services (DDS), saw a similar act passed in his jurisdiction—Senate Bill 100, which was passed on July 1, 2015—and the impact was staggering.

Moore explains that in the first year the act was


The first year Act 21 was in effect, the Georgia DDS saved almost \$200,000.

WHERE TO START

Whether your jurisdiction is just beginning to think about reworking your approach to suspended and revoked licenses, or you're already in the middle of the discussion, AAMVA's recently released *Reducing Suspended Drivers and Alternative Reinstatement Best Practices* guide has a wealth of recommendations and information.

“What I find extremely powerful [about the guide] is that they capture information from various jurisdictions and compile it in a way that shows the information clearly for folks who are working with this day-to-day, as well as with the big picture,” says Spencer R. Moore, Commissioner of the Georgia Department of Driver Services (DDS).

The guide features topics such as the impact of non-highway-safety-related suspensions on various governmental agencies (e.g., motor vehicle agencies, law enforcement, and the courts), real world examples of successful alternative reinstatement programs, and, new to the 2018 edition, the aggravated effect suspensions can have on young people.

“I consider the guide an ultimate resource and our goal is to continue to look at that document so we can find out what others are doing and find new ways to improve what we're doing,” says Moore.

The first year the Act 21 was in effect, the Georgia DDS saved almost \$200,000 solely in postage on just two categories of license suspensions: school-related and controlled substance-related suspensions.

EFFECT OF SENATE BILL 100 ON SELECTED GEORGIA LICENSE SUSPENSIONS AND DDS POSTAGE COST

	2014	2015	2016	Total savings in DDS Postage (for mailing suspensions)
Drivers suspended for school-related offenses (such as truancy or threatening or causing violent harm in school)	15,328	15,982	0	>\$88,000
Drivers suspended for controlled substances offenses	19,036	20,210	0	>\$102,000

in effect, the Georgia DDS saved almost \$200,000 solely in postage on just two categories of license suspensions: school-related and controlled substance-related suspensions.

“That’s just postage and printing alone and doesn’t include the amount of staff time that goes into it,” says Moore. “These are minimal savings compared to how that affects the overall criminal justice systems. You can imagine the police or court time that comes with 20,000 violations that no longer have to be processed.”

PROTECTING THE FUTURE

Beyond the financial impact of reducing non-highway-safety-related license suspensions, Moore, like

Myers, sees the impact to Georgia citizens as just as, if not more, important as the money saved.

“In our state, we have had great success in getting folks’ lives back on track and making them more productive citizens.”

In addition to doing this through legislation, the Georgia DDS has also partnered with the Georgia Department of Corrections on driver’s license reinstatement programs that proactively help eligible offenders get licenses or identification cards so that when they are ready to get a job, they have what they need to become productive. Another example of this type of proactive action is a Pauper’s affidavit, which people who meet federal poverty guidelines in Georgia

can apply for to reduce the fees they have to pay for license reinstatement.

“We looked at different states that successfully implemented alternative reinstatement programs with measurable results,” says Rai. “In Florida there was a program that was related to youth with non-serious misdemeanor offenses and the program allows them to do community service and monitors their progress in school. The recidivism rate for young people in this program was 4 percent compared to 42 percent in a residential program.”

Rai also points to a prevention program in Massachusetts that targeted drivers between the ages of 15 and 24 years old for training and created an 83 percent reduction in minor traffic violations among participants over a span of three years. She says programs like this are proof that, if given the tools to succeed, most people, especially young people, will take advantage of them.

“There will always be young people who have more trouble, but the majority of them really want to do the right thing,” says Rai. “Given the right information, opportunity and proper reinforcement, they will enter adulthood as a strong and more well-balanced adult, instead of feeling like they’re starting from behind.” **m**



find out more

FIND THE SUSPENDED DRIVERS BEST PRACTICES GUIDE AND LEARN MORE AT AAMVA.ORG/BEST-PRACTICES-AND-MODEL-LEGISLATION.

I'M SO FOCUSED ON PARTNERING BECAUSE NONE OF US CAN SOLVE THESE PROBLEMS ALONE.

Q & A WITH

Heidi King

*NHTSA DEPUTY ADMINISTRATOR
DISCUSSES THE IMPORTANCE OF
OPENNESS AND COLLABORATION*

INTERVIEW BY BRAD CAUSEY

Q WHAT IS THE SECRET TO YOUR CONTINUED SUCCESS AND WHAT IS YOUR LEADERSHIP PHILOSOPHY?

Throughout my career, I've always followed my curiosity and I've always enjoyed working on the steep part of the learning curve. I'm not shy about taking on things that are new to me. I think that is what has kept my career both exciting and dynamic, and allows me to learn from one experience and apply it to another.

Encouraging curiosity and open discussion across all of NHTSA, with our stakeholders and the public is essential because we're going through a time of change. It's so important that we be comfortable talking openly, even about difficult topics. Creating a safe space for open conversation on the shared mission of safety is very important to me, and that's been a big part of how I've approached my work at NHTSA.

Q HOW DO YOU FOSTER THAT OPEN DIALOGUE?

I have been traveling throughout the United States and meeting with local officials. Sitting in a room together with a very light agenda and talking openly



about our problems has been a great trust builder. It allows us to identify solutions together and to build the trust to execute those solutions together.

Internally here at NHTSA, I try very hard to make sure I'm engaged with all of our team and not working through only the leaders. So, for example, in our research program, I ask that the researchers on each project describe their research to me so that I can be engaged and supportive. It helps me be smarter about our work. It helps them feel comfortable approaching me with things they think we should be doing better or that they want me to know about.

Q WHAT ARE YOUR CURRENT GOALS FOR NHTSA?

One of the things that's very important to me is raising the public awareness of open recalls like Takata airbags. Another is the very complex and important work of setting fuel economy standards. And a third is the work to raise public awareness and support for our community partners in drug-impaired driving. Those are all three critically important priorities for safety. We see these new challenges emerging that we have to get ahead of, and that's why I'm so focused on partnering because

FAST FACTS

Heidi King



HOMETOWN
Ventura, CA



EDUCATION
M.S. Economics,
California Institute of Technology



ON THE ROAD
Subaru Spec B



FAVORITE PODCAST
99% Invisible or Ear Hustle

none of us can solve these problems alone.

One of the reasons I came to NHTSA is because the values resonate with me: integrity, leadership and service. Emphasizing service and adapting to the changes in society and in technology is very important to me. That's also why we are committed to open communication.

I suspect all of us have ideas on how things can be better but people don't know how to change them. We can all look at those opportunities together to make our work better and make ourselves more successful at the mission by being open and unleashing the creativity of our teams.

Q WHAT TRANSPORTATION-RELATED ISSUES ARE YOU MOST PASSIONATE ABOUT?

Well there's one that scares me, and it's the ticking time bombs in the cars in your community and mine with the Takata airbag recall. The

reason it's so important is because without warning these airbags can explode and injure or kill a driver or a passenger. And also, because we need to change car owners' and drivers' awareness and behaviors about open recalls.

We are eager to partner with DMVs in particular because DMVs are a trusted voice with drivers and owners of registered vehicles. We continue to do as much as we can to raise awareness on social media, through public appearances, through every mode of communication. Our friends and neighbors are very busy and getting their attention on this is difficult. But it's so important because their lives could depend on it.

Q WHAT DO YOU ENJOY DOING IN YOUR FREE TIME?

Well, I don't have a lot of free time now, but I was completing my SCUBA instructor training until about 10 p.m. the night before I joined



Deputy Administrator King is an avid undersea diver with an assistant instructor certification.

NHTSA. I'm only an assistant instructor now, but I look forward to continuing both diving and helping other people learn how wonderful it is to relax and see the magical world underwater.

My favorite dive was in 2017 in the Sulu Sea in the Philippines where I encountered a number of whale sharks. It was an experience I never ever dreamed I would be blessed to have.

Q THE COVER STORY FOR THIS ISSUE FEATURES WOMEN LEADERS IN TRANSPORTATION SAFETY. REFLECTING BACK ON YOUR CAREER, WHAT CHANGES HAVE YOU SEEN WITH REGARDS TO GENDER AND DIVERSITY IN THE WORKPLACE?

My daughter is now training as a scientist. I see these wonderful women scientists coming into the community that are recognizing they do have a role and a voice. We're making a lot of progress as a nation. It's important that people recognize the opportunity open to them in transportation or in technical fields or in fields that traditionally have not been as diverse. Optimizing the effectiveness of our talent pool is one of our competitive strengths as a nation. And it's very important to me as a leader to make sure that all of my team members are able to excel in the job for which they're best suited, even if it's not one that their grandparents would have been welcomed to. **m**



Suspension Status

RETHINKING THE APPROACH TO LICENSE SUSPENSIONS AS BEHAVIOR INCENTIVES

CONSIDERING COLLECTION

BILL RAFTERY, PH.D., ANALYST, NATIONAL CENTER FOR STATE COURTS

In 2014 and 2015, the unrest in Ferguson, Missouri spurred a reaction to license suspensions being tied to non-highway safety offenses. For many years, license suspension was used as a mechanism in order to collect fees and fines. This was an issue that received attention during Ferguson because the city heavily relied on fees for its budget. For example, according to NPR, in 2013 the city collected “\$2.6 million in court fines and fees, mainly on traffic violations and other low-level municipal offenses,” making up 21 percent of the city’s budget.

Due in large part to this attention, many state courts began to analyze their practices. For example, in Texas the chief justice questioned why many offenses were immediately going to license suspension and why the judiciary didn’t have or wouldn’t use more flexibility when making judgments. Virginia passed legislation to try to end the practice. And Arizona started using more flexibility in its judgments to give offenders the opportunity to get on a payment plan and as long as they paid something, they wouldn’t receive a license suspension.

Another aspect of the issue that courts have dealt with is lawsuits. While these lawsuits have mostly been in federal court, they still bring attention to license suspension—especially automatic license suspension where a court has no option but to suspend someone’s license—not only as potentially unfair or burdensome practices but also as civil rights violations.

From the perspective of state courts, this is an important issue because where the policy meets the person is right there in that courtroom. State legislatures meet for limited times—in some states they only meet every other year—the governor is just one person, and where a citizen actually interacts with the government is in the court system. The judge is the key point of

contact for that interaction and in many instances the options they have available to them are defined at a very, very local level; they can be state-by-state or even county-by-county. So whether a judge has any flexibility in dealing with license suspension can differ greatly depending on where you are.

However, the overall awareness of this issue has increased and the ramifications of the practice are becoming more and more obvious. In many places, courts are addressing the issue for the first time. Prior to several years ago, this was just what you did. When Ferguson put the numbers into focus, it was shocking to realize how many thousands of people were on license suspension rolls and it had nothing to do with their motor vehicle.



States like Michigan are encouraging discipline rather than suspension of a driver's license.

THINKING THROUGH CONSEQUENCES

JAMES FACKLER, DIRECTOR OF THE OFFICE OF PROGRAM SUPPORT AND DEVELOPMENT, CUSTOMER SERVICES ADMINISTRATION, MICHIGAN DEPARTMENT OF STATE

Historically in Michigan, we've long advocated against any suspension program that's not driving related. The only suspensions we have supported over the years that aren't driving related are drug crimes and delinquent child support. Outside of those two areas, we fought things like truancy or non-payment issues. Our philosophy is that it should be about how an individual operates a vehicle, their physical or mental condition, not their ability to pay debts like library fines or parking tickets. That philosophy has come from our elected officials, and thankfully, the legislature has agreed.

Take an example of a kid who skipped school, and then gets a license suspension. Now you're putting a block in front of that kid to not only getting licensed but also to getting driver's education. Then when the kid is 18, driver's education is no longer a requirement so they can just take the road test to get a license. Two things our state really pushes is proper licensure and proper training, and it would work against both of those things to suspend some kid's license to make them go to school. Instead, maybe we should be focusing on why they aren't going to school. That's just one example where we look at our goals, and try to create situations that reinforce those goals. The idea of punishment related to driving counteracts the other positive things we do with kids, such as promoting driver's education.

In addition to counteracting some of our goals for young people, license suspension

also is probably not as strong of an incentive to kids today as it seemed when a lot of these rules were made. When you look at the big picture, kids are delaying licensure. This is partly because of the cost of driver's education and partly because of the culture with phones and social media—they connect with their friends that way versus getting in a car and driving somewhere. I'd love to see someone propose a bill that says a kid can't use a cell phone if they're truant in school—let's see how that goes over! That might be a much better deterrent than licensure. I know my kid would be far more concerned about losing access to the phone than the driver's license.

Regardless, we know driving is important—robot cars aren't going to be here tomorrow—and it's even more important for families that may have difficulty paying fines to relieve suspensions. For people who can afford the fees, it's not as much of an issue, but for lower income families, they can get locked into a debt cycle. One option we have for that is alternatives such as volunteer programs. However, the way we should look at it is we should try to be conscious about the cost of driver's education for young drivers or the total cost of a young or new driver or even costs for families in general. These costs aren't going down, and if we don't add to it, that will be helpful for everyone. Of course we want to provide safety to the public, but we also don't want to start a process where more people start driving without insurance or driving without a license. **m**

Looking ahead, it seems unlikely that any states will add new legislation to increase the number of offenses on the suspension list. At worst, states have entered into steady state, however, more courts are using existing discretion to do things like offer payment plans or alternate reinstatement paths. Other ramifications this issue will have for courts are yet to be seen. It could add to a court's docket if more hearings are needed to provide these alternate paths. How prosecutors decide to react will also affect this. For example, in some California counties, they've cleared out dockets for certain debts, which results in fewer suspensions because there are no active fines or fees against those people. But in some states, prosecutors may want to fight for that money.



Vilfredo's Harvest

ANALYZING PATTERNS OF BEHAVIOR TO IDENTIFY AND SOLVE ISSUES

Born into an exiled Genoese family, Vilfredo was harvesting peas in his garden when he noticed an interesting phenomenon. The majority of the peas he harvested came from only a small number of peapods. Vilfredo built upon this observation and, in 1896, applied it to the field of economics, specifically noting 80 percent of the land in Italy was owned by just 20 percent of the population. Consultant, Joseph Juran, later applied this idea to business management and named it after the individual who first discovered it, Vilfredo Pareto.

The Pareto principle, also known as the 80/20 rule, has been applied to the worlds of software development, sports, engineering, and even health care. We can see this idea in our everyday lives. We repeatedly eat the same types of food, or at the same restaurants, despite there being an almost unlimited variety. We wear the same, favorite items of clothing regularly, even though we have closets full of outfits.

Despite the likely apocryphal nature of the story of Vilfredo harvesting peas, the Pareto principle is a concept with wide applicability, including to our own world of motor vehicle administration. As professionals, we witness this phenomenon regularly, but may not always call it by its name. The majority of our day is consumed by a small number of recurring issues. It might be a piece of equipment that regularly breaks down, customers presenting similar, but difficult-to-resolve situations, or completing bothersome, time-consuming paperwork.

The Pareto principle helps us identify those things in our lives and workplaces where we spend a disproportionate amount of time. The challenge, however, is not only to identify them, but also to do something about them. Working in the public sector with a focus on customer service challenges us to not only identify and resolve the problems we face, but to do so from the perspective of our customers. Where are the problem areas customers face

when interacting with our agencies? What business do they dread to do with us?

AAMVA recently published a report emphasizing the challenges young drivers face when seeking to reinstate a license. The report noted the obstacles and the potential impact of license suspension on their lives. With studies showing approximately 75 percent of all suspended drivers continue to drive, it is essential we, as motor vehicle administrators, play our vital role in informing drivers, and making it as painless a process as possible to be reinstated. Our goal needs to be to advise and educate the residents in our jurisdictions. To eliminate the 20 percent of interaction which, from our customers' perspective, gives them 80 percent of their headaches.

Identifying our own blind spots and finding ways to resolve them is our constant challenge, and one which requires renewed vision and focus at the beginning of a new year. We must remember the 80/20 rule cuts both ways. We must develop solutions to those 20 percent of areas which cause the biggest problems for our customers, while doing the same for our teams. Much like Vilfredo taking stock of his crop, we too must pause to consider those patterns in our processes and behaviors, which prevent us from delivering our best. **m**

Rhonda Lahm
2018-2019 AAMVA Chair of the Board

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