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success working with
third-party agents

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AAMVA's Driver's License
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Safe vehicles
Secure identities
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BY BRAD CAUSEY



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AAMVAcast - Episode 37 - AAMVA's Julie Knittle and Minty Patel of the Pennsylvania Department of Transportation discuss the best practices document for managing data privacy.

AAMVAcast - Episode 38 - AAMVA's Casey Garber and Steve Murphy of Service Alberta discuss the third-party agents best practices document.



Business as Unusual

WHILE WE CAN'T MEET IN PERSON, COMMUNICATION IS STILL KEY

AAMVA's first multi-platform virtual Workshop and Law Institute just took place, and it was exciting to behold. With a big selection of great sessions for jurisdictions and rich opportunities to connect with our exhibitors and associate members, the 2021 Workshop and Law Institute offered substantive exchange of issues, ideas and solutions. Panelists of dedicated jurisdiction subject matter experts—supported by talented AAMVA staff and good technology—provided a renewed sense of connection to the AAMVA community.

AAMVA gatherings are on my mind a lot lately—how we gather today and what AAMVA can do to enrich your conversations, even though not in person. What seemed so temporary a year ago—restricted travel and difficulty maintaining connections—is the norm today, and AAMVA's Board of Directors and staff are focused on making the best of what we have to keep you connected.

In looking back at AAMVA's in-person gatherings through the lens of virtual connections, I have a deeper appreciation for the regularity of AAMVA's meeting calendar and the fabric of new and stronger connections each gathering wove.

The depth and breadth of the unintentional encounters among conference and committee meeting attendees—whether agency leaders, program managers, field service professionals, investigators, enforcement executives, industry experts or other government and

association partners—all generated new insights and exciting ideas to try back home or include in a new best practice.

In-person meetings also created a surprisingly efficient way to engage with AAMVA's associate member community. In an exhibit hall, during a break between meetings or after hours, I am only now understanding how effective in-person meetings were in providing lots of informal opportunities to connect with lots of people all day long—it was a highly efficient way of finding out what is going on. In today's world, we must set up calls, emails or webchats to do this, rarely as casual, personal or insightful.

Instead of gathering in person, we connect via technology (THANK YOU, infrastructure team!), and try to convey interest, compassion, curiosity and gratitude through the tone of our voice instead of the body language of our presence. Emojis are

ubiquitous (...guilty 😊)! We also have added unusual meeting behaviors, like exiting the room with the click of a button and the speed of light or waving on our way out the “door.” We even raise our hands to enter the discussion (...still practicing 😊). I wonder how these new behaviors will translate to future in-person gatherings.

In the meantime, we teach each other new tricks and shortcuts: how to mute using the space bar, ways to change your background or your name on screen and new tools for more intimate discussion groups that break away from larger meetings, for example.

I hope our AAMVA community and the world are on our way to being fully vaccinated and protected from the virus, and that this time next year, I am writing this column on the heels of a great in-person Workshop and Law Institute and preparing for a robust AAMVA Board meeting and an exciting AAMVA Leadership Academy.

Until then ...👋👋... click. [m](#)

Anne Ferro
AAMVA President and CEO



in the **headlights**

- news
- statistics
- events
- education

news

On the Same Page

AAMVA UPDATES ITS LICENSE PLATE STANDARD GUIDANCE DOCUMENT



License plate readability is crucial for law enforcement, tolling authorities, parking enforcement and also for witnesses to crimes or people on the lookout for AMBER or other alerts.

In 2016, AAMVA released its original License Plate Standard to help standardize license plates across the country. The document included standards for the administrative component of issuing license plates, as well as for designing and manufacturing them.

License plate design is more nuanced than many people realize. In addition to its alphanumeric characters, a license plate contains information regarding the jurisdiction that issued it and what type and class of plate it is. Specialty license plates have also become a popular method of fundraising over the past 20 years, and motor vehicle agencies often have to work with fundraising entities when designing their approved specialty plates.

In October 2020, AAMVA created edition 2 of the License Plate Standard. The updated version of the License Plate Standard contains the same information as the 2016 version, but with some significant additional topical areas based on feedback from the AAMVA community.

The standard allows jurisdictions the flexibility to have their own identity and can proudly promote their state or help raise awareness and raise funds for important causes.

The updated document is separated into two distinct parts: Part One includes the original AAMVA License Plate Standard with two additional chapters addressing temporary license plates and alternative license plate displays. (The latter includes guidance on digital license plates and license plate wraps.) Part Two contains chapters outlining two newly established best practices: one for specialty license plate programs and one for the issuance of vanity license plates. It should be noted that while Part One outlines a specific standard for jurisdictions to follow, Part Two involves best practices and recommendations for jurisdictions.

The AAMVA 2020 License Plate Standard Working Group, which collaborated to create the updated document, comprised 11 individuals representing motor vehicle administration and

law enforcement member agencies and six technical advisors from key industries in license plate design and manufacturing.

If all jurisdiction-issued license plates aligned with the standard, AAMVA estimates the license plate read rate would be substantially increased. The benefits of adopting the standard are far-reaching. The standard allows jurisdictions the flexibility to have their own identity and promote their state or help raise awareness and raise funds for important causes. Motor vehicle agencies can provide more reliable registration data, a more streamlined license plate retrieval process and help tolling authorities improve revenue collection. And law enforcement can benefit from better eyewitness accounts and enhanced accuracy from license plate readers, both of which help solve crimes. **m**

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TO ACCESS EDITION 2 OF THE LICENSE PLATE STANDARD, VISIT [AAMVA.ORG/BEST-PRACTICES](https://www.aamva.org/best-practices). FOR ANY QUESTIONS, EMAIL [BRIAN URSINO](mailto:brian.ursino@amva.org), DIRECTOR, LAW ENFORCEMENT, AT URSINO@AAMVA.ORG.

@ Home Services

THE ARIZONA MVD AND IDEMIA PARTNER TO PROVIDE E-TITLING AND ONLINE PERMIT TEST SOLUTIONS

BY KATHLEEN HAGAN

Like all jurisdictions, the Arizona Motor Vehicle Division (AZ MVD) saw a decrease in the number of office visits and a higher demand for online services when the COVID-19 pandemic hit last year. Thanks to its longstanding partnership with IDEMIA, the AZ MVD has been able to meet its citizens where they are—at home—with its cloud-based e-titling and online permit test solutions.

“People are looking for more online options, so we’ve seen huge growth in these two programs since COVID-19 [began],” says Eric Jorgensen, director, Arizona MVD, Arizona Department of Transportation. “Our customers have been very happy—and pleasantly surprised—with our online offerings.”



E-TITLING SOLUTION

E-titling in Arizona is made possible by IDEMIA's Mobile ID, which authenticates the identity of both the buyer and seller against the jurisdiction's system of record. "To unlock the potential for remote transactions, you need to have a trusted identity," says Matt Thompson, senior vice president, Identity Solutions at IDEMIA, a longtime trusted partner with AZ MVD. "Mobile ID helps agencies trust that the person is who they claim to be."

For now, the e-titling solution is only an option for Arizona residents because both parties need to be known to the AZ MVD. "But as more jurisdictions adopt this kind of technology, there could be cross-jurisdictional use of these kinds of tools," Jorgensen predicts. He also is excited to explore expanding the e-titling program to include other use cases, such as multiple owners and dealership transactions.

ONLINE PERMIT TESTING

The AZ MVD's Permit Test @ Home program, which is based on an IDEMIA solution that is also used by a growing list of states, including Minnesota, Iowa, South Dakota, Illinois and Virginia, gives driver's license applicants the flexibility to take their written knowledge test online from the comfort of their home or another third-party location. The catch? It's only offered to teens under 18 who must be proctored by a parent or guardian.

"Permit Test @ Home is a great example of the kinds of efficiencies you gain online," Jorgensen says. "With a 50% failure rate, about half the time it was a wasted trip for the teen and their parent/guardian to come into the office and take the test. Now they only need to come in once they pass."

One of the AZ MVD's biggest concerns about implementing the at-home permit test was if cheating would



With the implementation of remote permit tests, the average office visit length is now **22 MINUTES**, compared to **52 MINUTES** previously.

occur. But Jorgensen says the data has not shown this to be the case—the pass/fail rate has remained constant even as more applicants have been taking the test online.

As a result, office visit frequency and duration have been significantly reduced—the average office visit length is now 22 minutes, compared to 52 minutes previously. This not only makes for satisfied customers, but Jorgensen says his staff is happier, too.

PUSH-AND-PULL PARTNERSHIP

The partnership between IDEMIA and the AZ MVD started out as a traditional buyer/vendor relationship in 2013. But since then, it has grown into so much more.

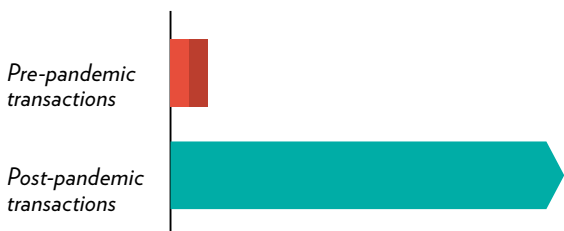
"I love the push and pull we have with IDEMIA," Jorgensen says. "I appreciate that they are forward-thinking, bring new ideas to the table and are consistently looking for ways to make the customer experience better—all while being willing to listen to our thoughts and ideas."

Likewise, Thompson loves the collaborative nature of their relationship. "We've been testing a lot of new innovations with [the AZ MVD] in our effort to improve the customer experience," he says.

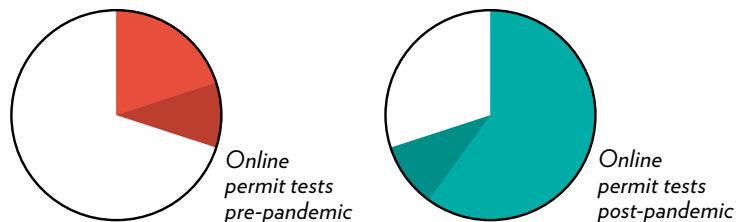
Currently, the two organizations are piloting a virtual backdrop solution for remote driver's license renewal photos, which will eliminate the photo backdrops located in the offices and provide added flexibility in serving customers in-office and online. "There are a lot of services and transactions that people should be able to do online," Thompson says. "We're working together to make that happen." **m**

SKYROCKETING GROWTH

Pre-pandemic, the number of e-titling transactions in Arizona hovered around 50 to 100 per month. Now, the number of monthly transactions is more than 1,000, and that number is expected to grow.



Pre-pandemic, the percentage of teens who took the Permit Test @ Home was about 20%–30%. Now, approximately 60%–70% of permit tests are taken at home, freeing up valuable staff time to accommodate customers requiring in-office services.





Peace of Mind



WISCONSIN DMV PUTS AAMVA'S DRIVER'S LICENSE DATA VERIFICATION SERVICE TO WORK FOR SAFE AND SECURE IDENTITY VERIFICATION

BY ANDREW CONNER



With 95% of jurisdictions in a “fully operational” state, the vast majority of motor vehicle departments across the United States make use of the AAMVA Driver’s License Data Verification (DLDV) service. While one of the major advantages of using the DLDV service is allowing organizations to verify that an ID they are presented with is the same as the ID that the jurisdiction has on file, Kristina Boardman, administrator at the Wisconsin Division of Motor Vehicles, explains that its advantages go beyond that.

“Since we joined the service in December 2015 through November 2020, over 145,000 Wisconsinites have been able to get their replacement social security card online because we participate in this service,” she says. “This has been such a win for our consumers. If we weren’t part of the service, we would be denying them that opportunity to do their business with the [Social Security Administration (SSA)] remotely.”

And the wins DLDV offers aren’t exclusive to consumers, Boardman explains.

“Consumers are definitely seeing that benefit, but on the business side, there are also

a lot of benefits, especially for the financial community where they depend on identity verification and are making decisions based on these documents,” Boardman says. “Financial fraud is always a concern, and communicating the availability of this easy reference tool to the financial community has been favorably received.”

Additionally, Boardman sees an opportunity for DLDV to become more useful in the future with the requirement of REAL ID licenses for boarding airplanes and entering federal buildings taking effect in October 2021.

“Right now, DLDV doesn’t have the REAL ID identifier as one of its data elements,” she says. “However, adding this functionality could be a great opportunity to assist with confirming airline traveler identification. Having a process for quick verification of REAL ID on the back end with a jurisdiction would be a great use of this tool with very little IT work required on behalf of jurisdictions.”

With Wisconsin seeing so much success with the DLDV service, particularly with the COVID-19 pandemic making the ability to do SSA business remotely especially important for citizens, Boardman has seen nothing but positives for her organization. She points to the fact that no information is shared—the DLDV check on an ID is essentially a “red light or green light”—as a factor in its security and ease of implementation. For jurisdictions that are not fully taking advantage of the DLDV service at the moment, Boardman recommends getting on board as soon as possible.

“For Wisconsin, DLDV has been a 100% value-add program,” says Boardman. “We have a lot of systems that we maintain, and this is one that we don’t worry about. It was easy to implement and we feel very comfortable with the service and its security.” **m**

find out more

TO LEARN MORE ABOUT THE DRIVER'S LICENSE DATA VERIFICATION SERVICE, VISIT [AAMVA.ORG/DLDV](https://www.aamva.org/dldv).

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WHAT CHANGES DID YOU IMPLEMENT DURING THE PANDEMIC THAT YOU CAN SEE BEING PERMANENT CHANGES TO YOUR JURISDICTION'S OPERATIONS?

Terry Walsh, Office of Public Affairs, Wisconsin DMV

The pandemic has dramatically changed the way Wisconsin DMV conducts business with customers and within our internal operations. New safety protocols to protect our customers and staff drove many of these new innovations. **The shift to online services for all vehicle transactions** has allowed hundreds of thousands of customers to realize that they can complete vehicle transactions less expensively and/or more conveniently via self-serve options. As a result, we expect to see a permanent reduction of in-person transactions, which will reduce wait times for customers who are required to visit a DMV

office. **Cross-training of DMV staff** — DMV personnel working at in-person offices have been cross-trained to answer phones and emails, along with how to process mailed-in transactions. This cross-training will ensure that all staff have adequate work whether or not there are customers in the offices. This also creates flexibility for future staffing decisions. Two pilot programs implemented during the pandemic could become permanent with legislative action. The first pilot program, online driver's license renewal, allows most customers between the ages of 18 and 64 to renew their license online. The other pilot program allows parents of drivers under age 18 to elect to waive the in-person road test and obtain their child's Probationary License online.

Ashley Millner, Maryland Department of Transportation Motor Vehicle Administration

1. **CDL online renewals/corrections/duplicates** — MDOT MVA implemented IT system upgrades in May to make it easier and more convenient for commercial drivers to obtain new or replacement copies of their license. Commercial drivers with proper documentation on file can renew, correct or order a duplicate driver's license through the MDOT MVA online store or at a 24-hour kiosk.
2. **First Stop tool** — First Stop is a new tool to help customers navigate the many services we have available online. When a customer visits the MDOT MVA website, First Stop prompts them to enter their information, such as a driver's license number or tag and title number. With one click, the customer is provided with their own unique menu of transactions that they are eligible to complete online.
3. **Correspondence look-up tool** — MDOT MVA launched a new web feature in January 2021 that allows customers to view all correspondence associated with their vehicle since July 2020, after the deployment of Customer Connect. Customers can access the information from anywhere—phone, tablet, computer—at any time by entering their personal and vehicle information.
4. **Vision screening** — For customers required under state law to take a vision test to renew their driver's license, the MDOT MVA implemented a new process that no longer requires people to touch the machine in order to complete the test.
5. **Appointments** — The MDOT MVA is currently open by appointment only for all transactions to ensure the health and safety of employees and customers. While a final decision has not been made to keep the MDOT MVA appointment-only permanently, the agency has received positive feedback from both customers and employees about possibly continuing this structure post-pandemic.

Richard D. Holcomb, Virginia DMV Commissioner and AAMVA Board Treasurer

In Virginia, 2020 taught us a lot about what is possible. We had to reinvent our DMV service delivery model virtually overnight, a seemingly impossible feat in itself. Some aspects of our response will remain in one form or another moving forward. We anticipate that our appointment system will continue as part of our model in some way because our customers love the convenience. Online commercial driver's license renewals, another feature necessitated by the pandemic, will also stay with us.

One initiative that is definitely permanent in Virginia and elsewhere is our third-party CDL testing program. In April 2020, Virginia asked the Federal Motor Carrier Safety Administration (FMCSA) to grant us a waiver allowing nongovernmental third parties to conduct CDL knowledge testing to address the urgent need for qualified drivers to deliver life-saving medical supplies and help keep the economy moving. We were proud to learn that FMCSA would grant this waiver for all U.S. jurisdictions, paving the way for similar programs nationwide. We quickly stood up our program with Virginia community colleges and driver training schools, and it is here to stay.



Many jurisdictions plan to continue the use of video calls beyond the pandemic.

Susan Sports, Georgia Department of Driver Services

The team at Georgia Department of Driver Services (DDS) has viewed this emergency period as an opportunity to develop efficiencies including:

- **Increased telework opportunities** — DDS had a telework policy that was quickly expanded at the beginning of COVID-19 by each team members' job function.
- **Age 64 and over remote renewal** — Customers age 64 and over are now able to renew or replace their driver's license without visiting a DDS center in person. While this was on the DDS future enhancement list, it was quickly bumped to the top during COVID-19, as it affects one of the most vulnerable populations for virus transmission.
- **Appointments for counter services** — DDS has had a successful Online Services Appointment System on our website to allow customers to schedule road tests (i.e. vehicle, motorcycle and commercial). We were able to quickly expand this application soon after the pandemic health emergency was declared to allow customers to secure an appointment for counter service.
- **Modified contactless road testing** — DDS instituted contactless road testing. To eliminate the need for a driver examiner to ride in the vehicle, a parent or responsible adult is required to accompany the applicant.
- **Safety improvements** — DDS will continue to expand and improve safety measures. Many of the improvements are permanent improvements like the installation of glass partitions to separate team members and customers in the CSCs and Contact Center. The availability of hand sanitizer, social distancing and mask wearing are changes that have had a positive impact on stopping the spread of germs, such as colds and flu, in addition to COVID-19.

Marla McHughes, Arkansas Department of Finance and Administration, Revenue Division, Office of Driver Services

Arkansas has remained "open for business" during the COVID-19 pandemic. Our employees have stayed positive and worked hard to serve the citizens of our jurisdiction. Like many others, we implemented the use of Zoom meetings during this time of social distancing.

This has allowed us visual contact with our employees across the jurisdiction. During these challenging times, Zoom meetings have provided us with a method to assist our customers and strategize new processes, and a way to work together to solve day-to-day challenges. These meetings have also allowed us to provide support to those who are performing necessary services across the state.

While we are all anxious to be able to gather together in the same room once again, I see many more Zoom meetings in our future, as I believe this is a technology we will continue to utilize beyond the pandemic. **m**

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"The shift to online services for all vehicle transactions has allowed hundreds of thousands of customers to realize that they can complete vehicle transactions less expensively and/or more conveniently via self-serve options."

TERRY WALSH

Office of Public Affairs, Wisconsin DMV



 dashboard

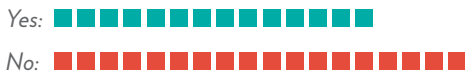
THIRD-PARTY SERVICE PROVIDERS

BY AAMVA'S DATA LADY, JANICE DLUZYNSKI

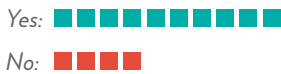
Here are the most recent surveys related to third-party service providers. All surveys have additional questions that provide more information. Full details of these surveys can be found at AAMVA.ORG/SURVEY/USER/SEARCH.ASPX.

NON-CDL THIRD-PARTY SKILLS TESTING 32 RESPONSES

DOES YOUR JURISDICTION ADMINISTER STANDARD SKILLS TESTS VIA THIRD-PARTY EXAMINER?

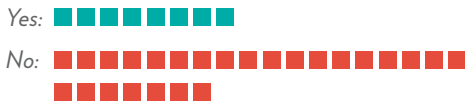


DO YOU REQUIRE THE THIRD-PARTY EXAMINER TO CARRY A BOND?



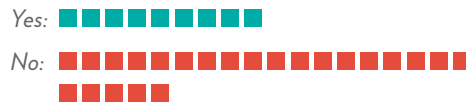
CDL THIRD-PARTY SKILLS TESTERS 33 RESPONSES

DOES YOUR JURISDICTION ADMINISTER CDL SKILLS TESTS ONLY THROUGH A THIRD PARTY?



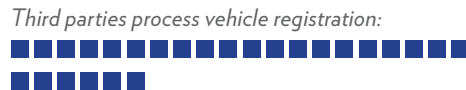
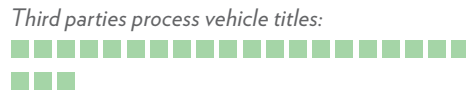
VEHICLE TEMPORARY TAG SOLUTIONS 32 RESPONSES

DOES YOUR JURISDICTION UTILIZE A THIRD-PARTY GROUP THAT MANAGES YOUR VEHICLE TEMPORARY TAGS?

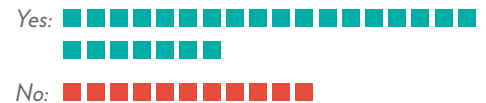


THIRD-PARTY AGENT WORKING GROUP 47 JURISDICTIONS RESPONDED

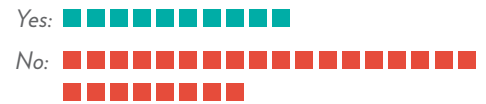
DO THIRD PARTIES PROCESS VEHICLE TITLES, VEHICLE REGISTRATION, DRIVER LICENSES, OTHER?



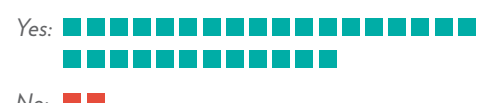
DO YOU HAVE STATUTORY GUIDANCE OR AUTHORITY GOVERNING THIRD-PARTY PROGRAMS?



ARE ANY OF THE TRANSACTIONS PERFORMED BY THIRD PARTIES MANDATED BY LAW?



DOES YOUR AGENCY AUDIT THE THIRD PARTIES THAT PROCESS TRANSACTIONS?





standards

INFORMATION



*AAMVA RELEASES NEW BEST PRACTICE GUIDE
FOR ADMINISTERING THIRD-PARTY AGENTS* ▶

BY BRAD CAUSEY

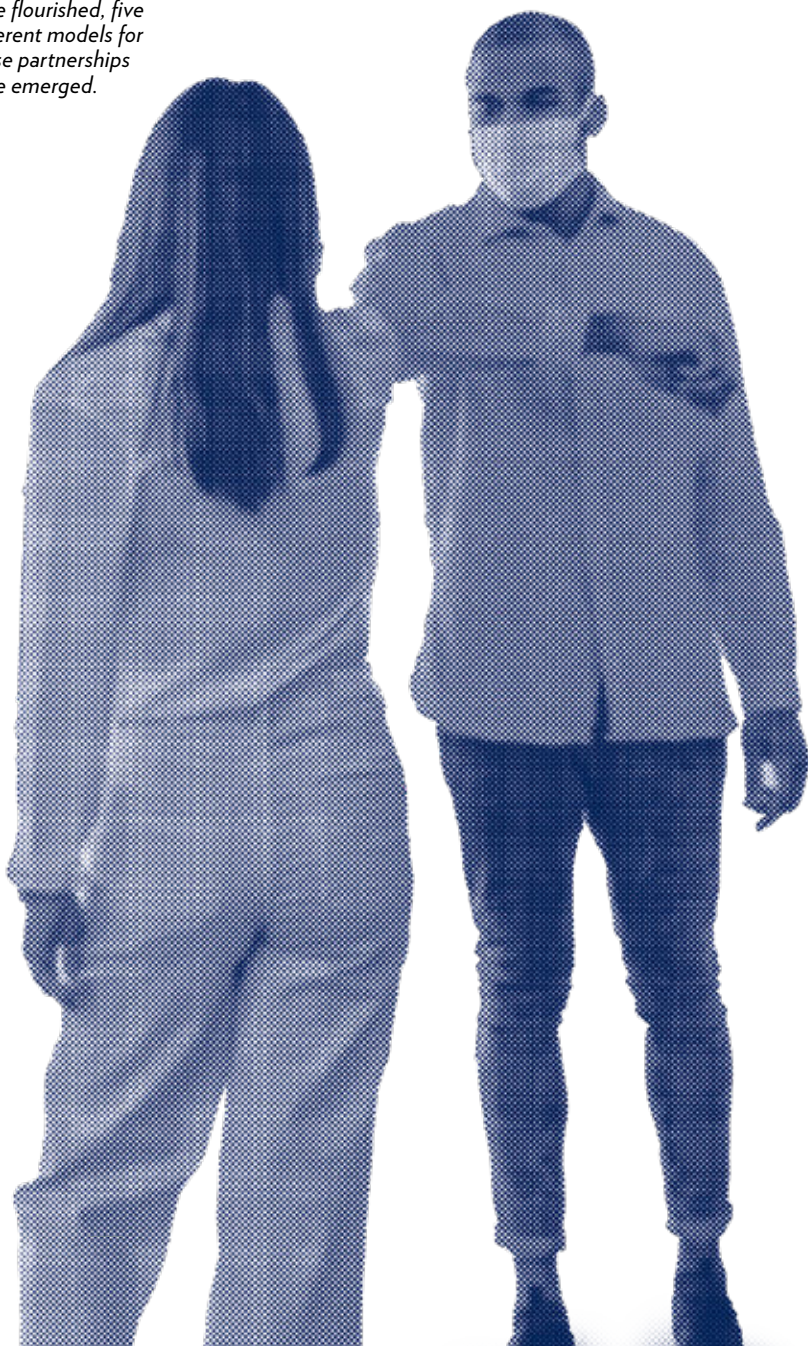
HANDOFF



Jurisdictions all across North America partner with third-party agents for a range of reasons and under differing arrangements. A few years ago, AAMVA began hearing from its members about some issues and challenges they were experiencing with third-party agents in part due to the gray areas of those partnerships that had not been contractually defined or for which a remediation process had not been outlined. Guidance was needed.

Advancements in technology, among other factors, have led to an increase in the number of third-party agents providing services, software and/or support to jurisdictions. As these partnerships have flourished, a handful of different models

As partnerships with third-party agents have flourished, five different models for those partnerships have emerged.



for those partnerships have emerged. To provide best practices on this topic, AAMVA first had to define these different partnership models. Over the course of a year, a working group of jurisdiction representatives from the U.S. and Canada along with a cohort of third-party agents came together to tackle the task.

The inclusion of and input from third-party agents in the development of this best practice was essential, according to Casey Garber, AAMVA manager of Vehicle Programs. “We really wanted to understand their businesses and the way they operate as well so that we could make sure our recommendations weren’t going to cause them problems when everything is implemented.”

OVERVIEW AND GOALS

AAMVA’s “Best Practices for Administering Third-Party Agents” has three main sections:

- › Operational and legal considerations around administering an existing program, expanding an existing program or establishing a new program
- › Framework under which third parties will operate
- › Courses of action to ensure compliance with program standards, security and service goals

The best practice guide does not endorse any single model for administering a third-party agent program that should be adopted by all jurisdictions. Its purpose is to assist jurisdictions that are seeking to implement or expand agent services, as well as those looking to upgrade existing policy documents and procedures with a goal of improving oversight. Regarding contract or memorandum of understanding (MOU) provisions, the guide’s recommendations aim to bring increased standardization for vendors or agents operating in multiple jurisdictions.

For each partnership model defined, the benefits and concerns of each are also included in the guide. Because of the range of services involved in these partnerships, the different models exist to facilitate those different types of partnerships, which is why there is not a one-size-fits-all recommendation. As an added resource, the guide contains a comprehensive appendix that lists the types of third-party agent services used by each North American jurisdiction and province.

Steve Murphy, Director of Registries Administration and Accountability at Service Alberta and Chair of AAMVA’s Third Party Agents Working Group says, “At the end of the day, we wanted to structure the document so that it would suit everyone’s needs—a ▶

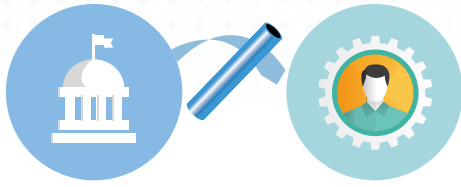
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THIRD-PARTY PARTNERSHIP MODELS

AAMVA's "Best Practices for Administering Third-Party Agents" defines five general models that account for the majority of third-party agent partnerships across North America.

Direct Jurisdiction – Agent

PRIME CONTRACT - Agent
BENEFITS - Agent using jurisdiction system
CONCERNS - Jurisdiction responsible for maintaining equipment and upgrades



Jurisdiction – Vendor and Agent

PRIME CONTRACT - Vendor and Agent
BENEFITS - Direct relationship with each entity
CONCERNS - Additional contracts



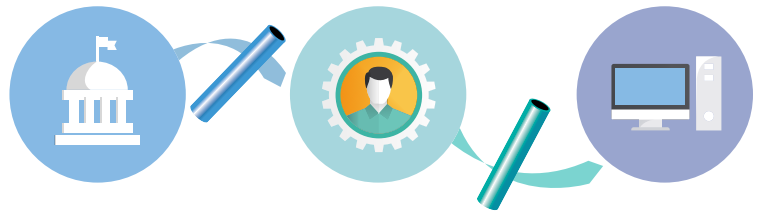
Jurisdiction – Vendor Subcontract to Agent

PRIME CONTRACT - Vendor
BENEFITS - Single connection to vendor enables quality control on multiple agents by vendor
CONCERNS - No direct relationship to the agent



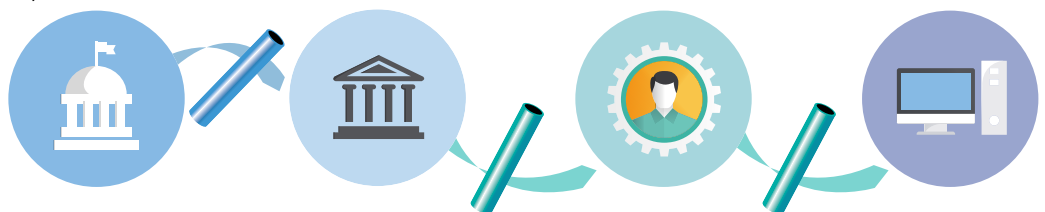
Jurisdiction – Agent Subcontract to Vendor

PRIME CONTRACT - Agent
BENEFITS - Direct relationship with agent; agent has options on vendors and software
CONCERNS - Quality and availability of vendor software



Jurisdiction – Local Government Entity Subcontract to Agent – Vendor

PRIME CONTRACT - Local Government Entity
BENEFITS - Local Government Entity engages with agents and vendors as needed
CONCERNS - Added layers of responsibility



KEY

JURISDICTION

LOCAL GOVERNMENT ENTITY

AGENT

VENDOR/
SOFTWARE PROVIDER

CONTRACTS CONTROLLED BY JURISDICTION

CONTRACTS CONTROLLED BY OTHER ENTITIES



MANAGING DATA PRIVACY AND EXTERNAL ACCESS

Third-party agents are often given access to citizens' personal data. It is imperative that provisions for data security are written into a third-party agent contract. A separate AAMVA working group developed best practices for managing data privacy in parallel with the third-party agents working group, and that best practice, "Managing Data Privacy and External Access," is a necessary companion to the "Best Practices for Administering Third-Party Agents."

"We have provided some models in the [data privacy] best practice for data governance as well as risk management frameworks that jurisdictions can follow," says Julie Knittle, AAMVA Director, Member Services, Regions 3 & 4. "But we recognize each jurisdiction may be set up differently or have different resources available, so we also recommended the key components for customization and incremental implementation in jurisdictions if they're not ready to implement 100% right out of the gate."

Minty Patel of the Pennsylvania Department of Transportation and Chair of AAMVA's Managing Data Privacy and External Access Working Group recommends jurisdictions start with a focus on record management, compliance and auditing.

"Even if jurisdictions are in the early stages of establishing a data governance structure ... the best

practice will help make jurisdictions' data privacy program strong," Patel says.

"COVID-19 has added an extra layer to the importance of data security because there are so many people now working remotely," says Casey Garber, AAMVA manager of Vehicle Programs.


While all the lessons learned from the pandemic are not yet fully realized, those jurisdictions with established third-party agent partnerships and mature data governance processes pre-pandemic likely will be found to have fared better than those without, especially where online transactional systems and infrastructure for supporting a remote workforce are involved.

With the technological changes driving greater convenience through online services, data security and privacy is paramount. Managing that security across multiple networks, systems, vendors and third-party agents is a big task. AAMVA is up to the challenge and working hard to provide clear guidance and best practices on these topics and more.

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AAMVA published a Managing Data Privacy Best Practice meant to accompany the recently released Managing Third-Party Relationships Best Practice.

Access these documents at aamva.org/best-practices.



“Spell everything out in writing, so all parties understand what has to happen in order for the business relationship to be successful.”

CASEY GARBER

AAMVA Manager of Vehicle Programs

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jurisdiction looking to expand a third party partnership, or one looking to bolster their auditing or performance management, or a jurisdiction starting from scratch.”

DISCOVERIES AND INSIGHTS

From the outset, the working group sought to answer the recurring questions from the community: “What happens when someone isn’t doing what they’re supposed to do? What authority do jurisdictions have, and what actions can be taken?”

“We had to work our way backward into that challenge,” Garber says. “How do you resolve the issue they’re facing? We had to reverse it all the way back to what you need to start with.”

This reverse engineering approach to answering those questions yielded the following general guidance:

1. Build a business case, and decide what kind of program is needed.
2. Evaluate the different partnership models to determine the one best suited for the program.
3. Write a contract or an MOU that sets out all the general requirements.
4. Develop standards of performance with specific details for the third-party agent(s).
5. Outline oversight procedures for quality assurance and auditing as well as remediation steps for noncompliance.

“Spell everything out in writing, so all parties understand what has to happen in order for the

business relationship to be successful,” Garber says. “We want service agents to be successful because that’s what makes jurisdictions successful.”

And to drive home the importance of that success, Garber notes that citizens see these agents as an arm of the jurisdiction, not as a separate entity, in most cases. Thus, it is mutually beneficial for everyone to operate at a top level of performance.

BENEFITS FOR ALL INVOLVED

From a holistic perspective, AAMVA’s recommendations in this guide are like a cascading waterfall, according to Garber. Each part flows from another, like water coursing down a stepped terrain. “Without the contract and the standards of performance, you’re not able to do the program compliance and the audit pieces to make sure everyone is doing what they need to do,” she says.

“We highlight the most important areas jurisdictions need to consider,” Murphy says, “and also explain why. We hope when a jurisdiction reads the document, they say, ‘OK, I understand why I should give this area some thought.’”

“If you’re not using a third party, but a third party might help you serve your citizens, give the document a read,” Garber says. “If you want to expand your third-party program, here are some things to consider.

“You might just have an ah-ha moment and say to yourself, ‘Oh, I had not thought about that.’” **m**



operations

PARTNERS FOR THE JOURNEY



JURISDICTIONS FIND SUCCESS WORKING WITH THIRD-PARTY AGENTS

Like education, clean water and healthcare, motor vehicle services are something that drivers and would-be motorists of North America have come to expect to be readily accessible in their communities. And with good reason. Eighty-five percent of Americans rely on cars to get to work — and only 9% of that total carpool. Motor vehicle services are critical to the economic engine of a region and the ability of its residents to earn money, receive medical care, become educated and provide for themselves.

To meet the challenge of providing timely, accessible motor vehicle services across the sprawling continent, jurisdictions rely on a network of field offices and third-party agents. Partnering with third parties has proven successful in some jurisdictions — especially those with disparate populations. But extending government operations to private industry is not without its challenges and requires a diligent commitment to high standards. Here, we highlight four jurisdictions that are modeling that commitment. ▶



ALBERTA

A UNIQUE ARRANGEMENT

Government of Alberta, Alberta Motor Association, Association of Alberta Registry Agents

In Canada, the Government of Alberta has taken a unique approach to providing driver services to customers in its jurisdiction. While most jurisdictions offer some combination of public and private options, in 1993, Alberta made the decision to exclusively offer services through third-party-operated registry agent offices.

“Alberta is the only jurisdiction in North America where public registry services are completely offered through a network of individually owned private agencies,” says Steve Murphy, director, Registries Administration and Accountability at Service Alberta. “There are 218 private registry agent locations where Albertans can access registry services. These registry agent locations vary in size, transactional volumes and number of employees.”

Registry agents offer a wide range of services on behalf of the Government of Alberta, including traditional motor vehicle services but also land title searches, corporate registry, personal property (lien) searches and registration and even healthcare registration.

What’s even more unique is how Alberta handles its relationship with the numerous registry agent offices located throughout the province. Alberta largely communicates issues through two organizations: the Alberta Motor Association (AMA) and the

Association of Alberta Registry Agents (AARA).

TAILOR-MADE SERVICES

Having private agencies orchestrate these inquiries and transactions—and designated associations representing the best interests of the agencies—not only lets Alberta concentrate on other pressing matters, but also allows for fine-tuned detailing of what each individual community needs.

“Alberta is very geographically spread out,” says Rikki McBride, CEO of the Association of Alberta Registry Agents. Her organization represents 217 of the 218 registry agents across the province (all but AMA). “Our agents are in over 150 different communities throughout the province. So the beauty of our situation is we have a huge variance in the type of community that we serve in the province.”

For example, she says customers in the more rural areas of Alberta may have significantly different needs when compared to urban Albertans.

Customizing the services offered for each community leads to increased efficiency and lower costs for both the government and customers.

While AARA represents registry agents offering the previously mentioned services, AMA takes things a step further. Jeff Kasbrick, vice president of government and stakeholder relations at the Alberta Motor Association, explains that his organization is the Canadian equivalent of the American Automobile Association (AAA). “Our registry operations are co-located with all of our other business operations at AMA, which includes a travel agency, an insurer and a variety of other member services, including retail items, prepaid gift cards and things of that nature.” He likens AMA to a “one-stop shop” for customers and their various needs, adding yet another form of convenience for residents of the province.

ACCOUNTABILITY IS KEY

Before entering into agreements with registry agents, Alberta vets each private business it is considering partnering with. “When new registry agent opportunities are identified, the Government of Alberta issues a public request for proposals [RFP], and as a component of the RFP, a copy of the contract the successful proponent would be required to sign is included,” Murphy says.

Registry agent contracts do not have a specific end date and can be sold, although all sales

“Alberta has a robust performance monitoring and auditing program guided by a data-driven accountability framework.”

STEVE MURPHY

Director, Registries Administration and Accountability at Service Alberta





The extensive measures taken by the Government of Alberta to ensure top-notch partnerships help provide impeccable service to Albertans.

must be approved by the province. The approval process involves background and financial checks as well as approval of location and premises if a relocation will occur. Any adjustments to contracts are facilitated through the registry associations. “Contracts are typically reviewed when change is needed,” McBride says. “This could be identified either by our association via member feedback or by the government, or it may be a change to a specific program where there is a need to incorporate new language into existing contracts.”

What’s also important is how Alberta determines whether each registry agent is pulling its weight and honoring its agreement. “Alberta has a robust performance-monitoring-and-auditing program guided by a data-driven accountability framework, which encompasses performance monitoring, measurement, management and enforcement,” Murphy explains.

Every quarter, agents are issued performance reports based on baselines for satisfactory performance. “Every month, our consolidated agent reporting system calculates a performance score for each agent based on issue severity and the number of issues found,” Murphy says. “A quarterly score is created based on the average of the monthly scores, a network average is then calculated, and individual agent scores are plotted on a bell curve in comparison to the network average. Standard deviation is used to establish the baseline for satisfactory performance.”

Outside of specific contract requirements, Kasbrick says his organization consistently reviews its own performance, as well. “We’re guided by a whole suite of policies that outline greater specificity as to what is actually required of our registry

agents, or how it is that we operate our daily interactions that we have with the provincial government. These are pieces that are regularly reviewed and discussed in collaboration and in partnership with the government.”

Murphy notes that a corresponding sanction model is used to manage registry agent behavior and performance—at both an individual and contract level—if performance slips or responsibilities aren’t handled properly. “The model classifies breaches and administers consistent, repeatable and progressive sanctions to correct agent behavior in alignment with the Government of Alberta requirements for satisfactory performance.”

SATISFACTION GUARANTEED

The extensive measures taken by the Government of Alberta to ensure top-notch partnerships help provide impeccable service to Albertans. Customers are clearly happy with how the jurisdiction is running its registry services. “We did a public survey a few years back, and satisfaction with registry services was extremely high,” McBride says. “Services are delivered quite efficiently—we have short lines and long open hours thanks in part to the agencies being operated privately.”

Kasbrick says customer satisfaction is high because of how smoothly the partnership runs between the government and his and McBride’s associations. “I would define it, actually, as a very extraordinary, special and unique relationship,” he says. “We have the shared goal of improving the experience for our public—and that’s what I think is most critical.” ▶



WISCONSIN

LOOKING TO EXPAND

Wisconsin Department of Transportation, Opus

While there's no such thing as a perfect partnership, there are some that just seem to work. When we find a partnership like this, we tend to hold onto them—as is the case with Wisconsin Department of Transportation (WisDOT) and Opus.

WisDOT and Opus have been working together for about eight years since Opus won a competitive bid that WisDOT requested for emissions services. Along with providing emissions services through its Opus Inspection division, Opus also provides registration renewals through its Opus VTR division. “That came as a bonus,” says Michael Domke, section chief, Dealer and Agent Section, WisDOT Bureau of Vehicle Services.

Partnering with various car dealerships and garages, Opus is able to do emissions and registration all in one place. Opus VTR President Chris Smith says they see about 250,000 registration renewals per year, with that number holding steady. “I think customers like the convenience of getting these services done at one time,” he says.

Because vendors like Opus partner with outside agents like dealerships, contracts work in a trinity format, where WisDOT contracts with vendors and agents, and vendors also contract with the agents, Domke notes.

“We recently overhauled our contracts because, as they were originally written, there were some equipment requirements that no longer exist because these are all web-based programs,” he adds. “Now, there's a heavy focus on data security to make sure vendors understand the appropriate use of DOT data, how it can be accessed and penalties for breaching that.”

AN EXPANDING MARKET

Implementing the emissions and registration services eight years ago went relatively smoothly, with no significant challenges at the time, Smith recalls. However,

“Customers like the convenience of getting [multiple] services done at one time.”

CHRIS SMITH
Opus VTR President



in 2015, WisDOT opened its market to new vendors to limit vendor monopolies and give customers more options. This change also came with an update to WisDOT's system. These new partnerships and updates have presented various challenges.

“The update was done by a different vendor, so Opus had to update our systems and processes, as well,” Smith says. “Working with another vendor adds another layer [of challenges].”

Domke says WisDOT is holding kickoff meetings with new vendors nearly every three months, and while adding new vendors is complicated, it is also expanding services and providing more for customers, stakeholders and WisDOT itself.

“Outsourcing these services has allowed us to get our internal work product out the door faster and create more streamlined processes for what we're doing,” he says. “That has been no more applicable than during the [pandemic], when all of our DMV service centers closed [due to COVID]. Customers can access titling and registration services through third parties instead of everything having to be mailed in. That definitely helps us.”

Stakeholders are also seeing increased revenue by offering these services, Domke adds. “They're using it as a mechanism to get customers into their stores. Maybe it's a gas station or grocery store, and they're hoping that while customers are in their stores, they buy something else.”

LOOKING TOWARD THE FUTURE

As WisDOT continues to grow its market, it is looking forward to its continued partnership with Opus, which will expand to include titling services this year. Smith says Opus is also excited about this new project because working with WisDOT has historically been a great experience.

“Michael and his staff are fantastic,” he says. “In the past, they have always been knowledgeable. They know what they're talking about and they follow through. We're excited about the new project and already have some developers ready to roll.”



ARIZONA

COOPERATIVE, CONTINUOUS IMPROVEMENT

Arizona Department of Transportation, Motor Vehicle Division, Ginger's Auto Title Services

For just under three decades, authorized third parties (ATPs) have been supporting the Arizona Department of Transportation (ADOT) in the provision of services, including title, registration and driver license transactions. Created by statute in 1993, today the Third Party Program comprises more than 100 companies in more than 180 locations across the state.

ATPs function like an extension of the Motor Vehicle Division (MVD) — operating with direct access to the ADOT/MVD title, registration and driver license databases. During the height of the pandemic, in the last quarter of 2020, ATPs completed nearly one million motor vehicle-related transactions — four times that of ADOT field offices. While these volumes are one way to measure the substantial service ATPs provide, two other unique qualities of the Third Party Program help evaluate and optimize third-party services.

ANNUAL REVIEW AND RENEWAL

The first way ADOT's program is unique is that agreements authorizing third parties to provide MVD services are renewed on an annual basis. Robert J. Smith, ADOT MVD administrator, has been responsible for all authorized agent operations for the department for the last 15 years and says the renewal process offers a valuable opportunity for performance review and reassessment.

"A notice goes out to the third party two to three months prior to the agreement expiration, and it's potentially an opportunity to identify a third party that, perhaps, is not producing to our expectations for various reasons," Smith says.

Smith and the MVD consider a variety of factors when evaluating new and existing ATPs. "We look



Third-party transactions spiked 40% to 50% during the pandemic.

at the anticipated transaction fees and the minimum transactions they expect will come through their door. We look at the region they're operating in, and we evaluate saturation or the dire need," Smith says.

A PERFECT PARTNER

Those factors are part of the equation that has made Sierra Vista, Arizona-based Ginger's Auto Title Services a successful authorized third party. Located 200 miles southeast of Phoenix, Sierra Vista is a rural community of just over 43,000 located adjacent to the U.S. Army's Fort Huachuca.

"We recognized that our field office could potentially be challenged by the growth in Sierra Vista," Smith says. "We extend our customer service to the public through private entities, and in 1999, we recognized a perfect opportunity with the transaction population that Ginger's had at the time. They were a perfect candidate."

FORGING BEST PRACTICES

The second unique component of the Third Party Program is the cooperative development of best practices. Authorized third parties have their own association in Arizona, which meets with ADOT monthly to discuss process and opportunities for expansion of services. In April 2020, ADOT upgraded its computer system, a massive overhaul that replaced elements of its 35-year-old platform.

"I think it's imperative industry is involved, and many of them have processes in place that we can learn from," Smith says.

"The state has really done a wonderful job of allowing us

to put our opinions, ideas and suggestions out there," says Jennifer Morris, owner-operator of Ginger's Auto Title Service. "A lot of great changes have been implemented, and we've done really well in just over a year."

ADOT plans to select 15 ATPs to demonstrate their quality assurance practices, and by July 2021, it intends to publish its quality assurance best practices.

IN A PANDEMIC PINCH

When the COVID-19 pandemic began last spring, many governmental agencies temporarily shut down as safety measures and virtual protocols were developed. The transaction capacity of ADOT's field offices was destabilized.

"We saw third-party transactions spike 40% to 50% during the pandemic," Smith adds. "Third parties drove the industry for a period of time when government was shaky."

Morris says the demand for services surged during the pandemic, requiring her to hire one additional full-time employee and one part-time employee.

"We put a lot of measures in place. We only allow a certain amount of people in at a time, but we put chairs outside. Every day, I bought popsicles, I bought water, I worked the line," Morris says. "I would stand outside, talk to everybody and make sure they had everything they needed. It was quite a challenge at [the start of the pandemic], but it's actually bettered us as an office. We didn't lose the customer base because of these challenges. I think they've appreciated us going the extra mile." ▶

During the height of the pandemic, in the last quarter of 2020, ATPs completed nearly one million motor vehicle-related transactions — four times that of ADOT field offices.



ADOT field office transactions

ATP transactions



MINNESOTA

PUBLIC AND PRIVATE OPTIONS

Minnesota Department of Public Safety, Driver and Vehicle Services Division, Blue Earth County Deputy Registrar

Minnesota operates on a model that allows vehicle services to be offered by both government entities and private enterprise. It provides some services through its Department of Public Safety, Driver and Vehicle Services Division (DPS-DVS), like examination stations. However, the jurisdiction reserves all motor vehicle services, such as vehicle registration and titling, for deputy registrar offices. DPS-DVS does not offer these services at any of the state-run facilities, so the only other way Minnesotans can access certain vehicle services is online through DPS-DVS. The goal of this system is to ensure there are easily accessible service options for all Minnesotans, conveniently located in their own communities.

“The commissioner of the Minnesota DPS is the state registrar and has the authority to appoint deputy registrars,” says Emma Corrie, driver and vehicle services director at the Minnesota Department of Public Safety. “DPS offers the opportunity to establish a deputy registrar office to the auditor of the county where the office will be located. If the county declines, DPS offers the opportunity to the city in which the office is located. If both decline, DPS can post a public notice, and both individuals and privately owned businesses may apply for the appointment.”

One example of a deputy registrar office that has formed a great relationship with DPS-DVS is the Blue Earth County Deputy Registrar. With its current appointment dating back to 1995, and having been first established in 1970, its partnership with the Minnesota government has been successful for many years.

Suzanne Jensen, license center administrator at the Blue Earth County Deputy Registrar, describes the vast services offered by her county and other offices across Minnesota, which extend beyond traditional vehicle services: “We provide

the citizens of Minnesota with car registration, title transfers and driver’s license credentials. Some offices do DNR [Department of Natural Resources] transactions as well, which are for boats, snowmobiles and ATVs. They also might do game and fish licenses, and some offices even do vital statistics—which our office does—where we provide birth certificates, marriage certificates, death certificates and ministerial credentials.”

Jensen worked at a deputy registrar office in Brown County, Minnesota, before joining Blue Earth County, and she says her previous office even provided liquor and tobacco licenses to local businesses.

ADDING PARTNERS

It’s clear that the Minnesota DPS-DVS entrusts its deputy registrars with a wide variety of tasks to better serve customers in the jurisdiction. In order to ensure that its partners are vetted properly, Minnesota performs ample

fact-finding missions before commissioning a new office. This includes background checks, a look at related experience and the ability to procure an insurance bond. Corrie states that DPS-DVS also looks at how a new deputy registrar would affect the community, including:

- The needs of the community, including if the proposed location would be convenient.
- The proposed office’s accessibility to the public.
- The proposed office’s proximity to other office locations.
- Jurisdiction costs associated with deputy registrar audits, support and training.

In terms of legal agreements, deputy registrars are required to sign a contract with the state that outlines their duties and responsibilities. Contracts are amended when there is a change to who is operating a deputy registrar office or if new terms or services need to be added. All deputy

Minnesota’s partnership with DPS-DVS has been successful for more than 25 YEARS.

The goal of Minnesota’s system is to ensure there are easily accessible service options for all Minnesotans. Vetting of any new location includes research into the convenience of the location, the office’s accessibility to the public and the proximity to other office locations.



registrars, including Blue Earth County, were recently required to sign updated agreements with DPS-DVS.

PREPARING A NEW SYSTEM

Having trusted and reliable partners goes a long way toward the success of programs and customer satisfaction—maybe most evident in the rollout of Minnesota’s aforementioned vehicle services system, MNDRIVE, which went live to the public in November 2020.

Administering training to deputy registrar employees was one of the biggest challenges of implementing the system. Training was supposed to take place during the summer, in person, but restrictions and complications stemming from the pandemic caused some issues for administrators and front-line personnel. “Finding time to have employees safely pulled from the counters to do the training was the biggest challenge,” Jensen says.

Corrie says DPS-DVS had to move all of the jurisdiction’s training online to respond to the circumstances. “We shifted training online and successfully trained deputy registrars and their staff through webinars. We continue to listen to feedback and look for innovative ways to present timely training for deputy registrars and their staff,” she says.

PROVIDING DIRECTION FOR FUTURE CHALLENGES

Relationships of any kind require work, and the public-private partnerships that these jurisdictions have forged are a testament to that. Their experiences have produced the lessons and learnings that will inform best practices throughout North America, but the work of optimization is never complete. There will always be a new technology, new services or an unexpected crisis, but like the challenges before them, these partnerships will continue to evolve in kind. **m**

The proactivity in solving potential issues and delivering clear and concise advice to the deputy registrar offices allowed for the implementation of MNDRIVE to be a huge success. Once training was complete and employees were up to speed, Jensen says employees were 100% onboard. “My staff at the counter say they love it.”

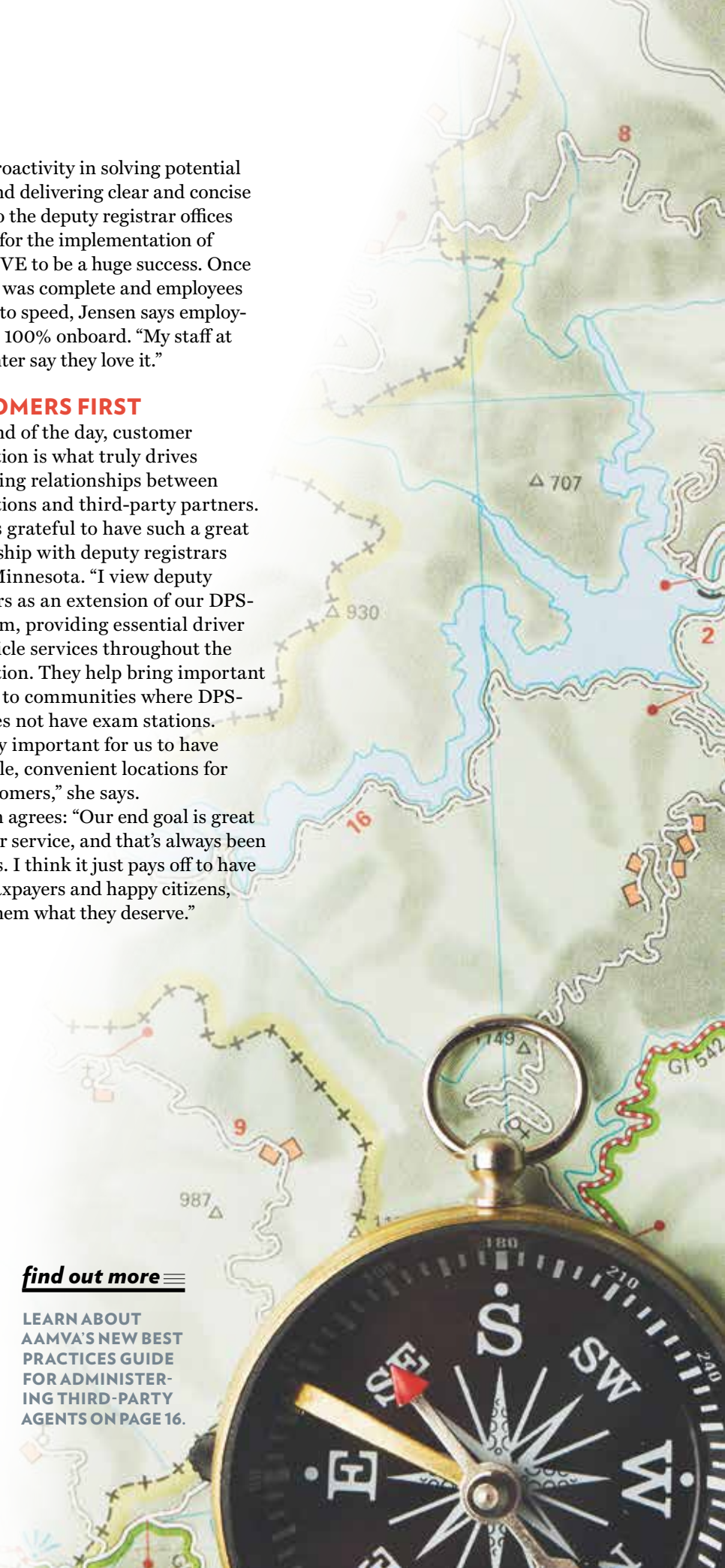
CUSTOMERS FIRST

At the end of the day, customer satisfaction is what truly drives all working relationships between jurisdictions and third-party partners. Corrie is grateful to have such a great relationship with deputy registrars across Minnesota. “I view deputy registrars as an extension of our DPS-DVS team, providing essential driver and vehicle services throughout the jurisdiction. They help bring important services to communities where DPS-DVS does not have exam stations. It’s really important for us to have accessible, convenient locations for our customers,” she says.

Jensen agrees: “Our end goal is great customer service, and that’s always been my focus. I think it just pays off to have happy taxpayers and happy citizens, giving them what they deserve.”

find out more ≡

LEARN ABOUT AAMVA’S NEW BEST PRACTICES GUIDE FOR ADMINISTERING THIRD-PARTY AGENTS ON PAGE 16.



I'VE BEEN SO BLESSED WITH SOME REALLY WONDERFUL MENTORS THAT HAVE APPEARED IN MY LIFE WHEN I NEEDED THEM.



Q & A WITH

Dianne Graham

DIRECTOR OF CONFERENCE SERVICES IN THE MEMBER SERVICES AND PUBLIC AFFAIRS DIVISION RETIRES AFTER 42 YEARS WITH AAMVA

Q HOW DID YOU ENTER THE WORLD OF TRAFFIC SAFETY?

When I first started, I worked for the agency that is now the National Highway Traffic Safety Administration (NHTSA), for what was then the accident investigation unit. It was a group of engineers and traffic safety professionals who would investigate what they called "special accidents," for things like school bus crashes or seatbelt incidents. I was the secretary, and part of my job was to finalize their reports and go through decks of 35mm slides.

At one point, NHTSA asked me to take a computer class because technology was advancing quickly. I took a class and the instructor hired me to work at the Federal Highway Administration because they were working with AAMVA to automate the application process and calculation of fees for the International Registration Plan (IRP).

1979 Dianne began working for AAMVA as a computer programmer

Q HOW DID YOU LAND YOUR FIRST JOB AT AAMVA?

I had been working for a few years at the Federal Highway Administration, and AAMVA's assistant executive director at the time approached me about a job as a computer programmer. I'm laughing because I hadn't even seen a computer before then.

I think my first real accomplishment was just being one of the programmers automating the IRP system, which at the time was really huge. That led me to the job of director of motor carrier services, where I was responsible for the business program for the IRP and other motor carrier issues. It was my job to get jurisdictions to join the plan and train them. I developed a training program for new jurisdictions as they came on board, administered the training program and led a team of member volunteers who trained new IRP jurisdictions.

1993 Dianne began organizing AAMVA's International Annual Conferences and, eventually, all meetings

go online

HEAR MORE FROM DIANNE GRAHAM ON EPISODE 42 OF AAMVACAST AT AAMVACAST.PODBEAN.COM.

2002 AAMVA conference in Saskatoon, Saskatchewan



FAST FACTS

Dianne Graham



FAVORITE FOOD

Puerto Rican dishes my mother used to make



DREAM VACATION

Aruba



WHAT DO YOU DRIVE

2019 Hyundai Santa Fe SUV



FAVORITE BOOK

"The Celestine Prophecy" by James Redfield



2019 AAMVA conference in Omaha, NE

Q HOW DID YOU GET YOUR CURRENT ROLE?

I've been so blessed with some really wonderful mentors that have appeared in my life when I needed them. I had an executive director—the title is president and CEO, now—who would just give me everything. Once, he asked me what I knew about health insurance, and I said, "You give the doctor a card and you don't have to pay any money." So, he dropped a big pile of files on my desk and said, "Well, good. Negotiate us a new health plan." Off I went to find a new health plan for our staff. Then, he called me up one day and said, "Have you ever been to an annual conference?" I said yes, and he said, "Well, good, because you're going to coordinate them from now on." At the time, we didn't have central meeting planning; everybody did their own. So, I coordinated the next year's conference. It was crazy. I look back now and think he must have been out of his mind, but he would always say to me, "You can do it."

Q DO YOU HAVE PLANS FOR HOW YOU WILL SPEND YOUR RETIREMENT?

I don't have exact plans. I certainly want to spend more quality time with my family. I have a 94-year-old father and I'd like to spend more quality time with him. I also have two granddaughters: two-month-old Kamryn and 11-year-old Teagean. I'm hoping to spend time with the people that mean the most to me—and by that I mean more quality time with family and closest friends. We get time now, but I'd like it to be "Mom/Grandma is not working on a computer" time.

I'd also love to volunteer, hopefully with a military organization like the United Service Organizations (USO) or Wounded Warriors. And then I think I'll do something to keep me busy professionally—just not full time. I just don't know what that'll be yet. **m**

2013 AAMVA conference in Scottsdale, AZ



2017 AAMVA conference solar eclipse viewing in San Francisco



Learning to Adapt

HIGHWAY TRAFFIC SAFETY PROFESSIONALS ARE GRAPPLING WITH THE CHALLENGES OF MODIFYING DRIVER EDUCATION DUE TO THE PANDEMIC

EDUCATIONAL PIVOT

LORRAINE MARTIN, PRESIDENT AND CEO, NATIONAL SAFETY COUNCIL

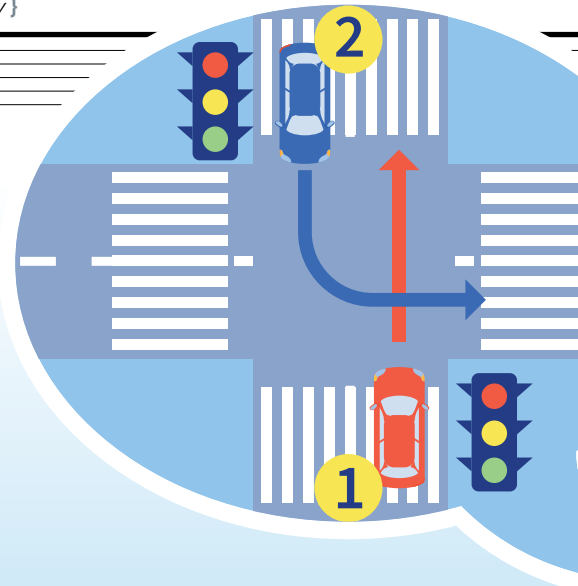
The National Safety Council is America's leading nonprofit safety advocate—and has been for over 100 years. In 1964, we pioneered the country's first defensive driving course. Since then, we've trained more than 75 million drivers in all 50 states and around the world. These are licensed drivers who are already behind the wheel—they know the basics, but they need defensive driving skills.

We had to make significant changes to our defensive driving course when the COVID-19 pandemic arrived last year. This was no small task, since each of our 22 jurisdiction partner programs have unique requirements about the duration and content of the training. Our goal was to ensure the course remained equally impactful despite the remote environment.

To demonstrate the scale of the challenge, I'll give the example of Massachusetts, one of our largest programs. We train approximately 150,000 licensed drivers in the state annually. The online training is student-paced with no instructor.

But I do think, as human beings, we like to interact with other people when we're learning, so we'll have to figure out the model for the future. In some of our courses, especially for repeat offenders, students get together in a classroom and talk about the challenges they're having. The learning that happens when people share their stories in person is sometimes hard to replicate virtually.

Early on, we had to pivot from traditional classroom training to virtual instruction, which we had already set up. (Before the pandemic, about 40%



In the first six months of the pandemic, we saw a 20% jump in the fatality rate—and that's with 17% fewer miles driven.

of the instruction was online.) I think everyone providing classroom training has had an epiphany during this time: We can actually conduct all training online, even if we couldn't have imagined it before 2020. In some cases, it will be temporary, but other jurisdictions will consider keeping the online capability available beyond the pandemic since it makes it easier for many to complete trainings and get back on the road safely.

As a safety organization, we provide many recommendations and resources, including an initiative called SAFER, which we launched to help employers and workers



Hear more from
NSC's Lorraine
Martin in Episode 21
of AAMVAcast
bit.ly/3uu2o5K

navigate the world during the pandemic. It includes guidance for working environments, transitioning to in-person instruction, transportation safety during COVID-19 and mental health.

We're also concerned about overall road safety. In the first six months of the pandemic, we saw a 20% jump in the fatality rate—and that's with 17% fewer miles driven. So that means there are many people driving tired, distracted or not wearing seatbelts. It's very important that employers—including DMVs—keep their employees safe.

Everyone is under so much stress right now. The most important thing is to have some empathy. Understand that your employees are distracted as well and offer them a defensive driving course to boost their skills. At MVAs, for those served or employed, it's very important to make sure everyone gets home safely.

VIRTUAL CHALLENGES

BRETT ROBINSON, PRESIDENT, HIGHWAY SAFETY SERVICES; EXECUTIVE DIRECTOR, AMERICAN DRIVER AND TRAFFIC SAFETY EDUCATION ASSOCIATION (ADTSEA); SECRETARIAT, ASSOCIATION OF NATIONAL STAKEHOLDERS IN TRAFFIC SAFETY EDUCATION (ANSTSE)

In normal times, I log 50,000 to 75,000 miles each year flying. I have not traveled since March [2020], but I don't believe I've ever worked as hard. We are a small consulting company in highway traffic safety and driver's license test administration.

We've faced a number of challenges in driver education alone in the past year. The norm for driver education is 30 hours in the classroom, six hours behind the wheel and, in most jurisdictions, six hours of observation time. Now, of course, it's a challenge to conduct classroom instruction as well as behind-the-wheel instruction. Some programs are doing all virtual training sessions while some are doing half classroom and half virtually. By far the biggest challenge has been that teachers/instructors had no idea how to conduct live, virtual training (versus traditional classroom) because they were never trained how to do it—but that will change. I see the future as more of a blended approach that includes virtual, e-learning and classroom training. When we're done, probably 90% of the jurisdictions will allow some form of virtual training, compared to only 39% before the pandemic. Some topics, like those that use videos, can actually be presented better virtually than in the classroom. Cognitive skill development can also be done very effectively in a virtual setting. On the other hand, anything that involves a group conversation or has to do with behavior modification, like fatigue or impairment, may better be done in the traditional classroom because you're shaping attitudes. In terms of discussing values, it's much harder to read someone on-camera than it is face-to-face.

We provide management services to the American Driver and Traffic Safety Education Association (ADTSEA), and in the spring, we began offering COVID-19 guidance on their website, such as tips for driver educators. The Association of National Stakeholders in Traffic Safety Education (ANSTSE), of which ADTSEA and AAMVA are members, conducted numerous webinars and developed "Stopgap Measures in Driver Education During a Pandemic or an Emergency," which provides temporary solutions for behind-the-wheel instruction, testing and assessments, and addresses the need for risk management planning. These are unprecedented times, so sharing information, passing along promising practices and working collectively is critical. This is beyond any one organization. It's not just about saving lives on our highways anymore, but about saving lives because we're all susceptible to catching the virus. We've learned an important lesson from this—that there's a need to develop risk management plans. To think something like this won't happen again is a mistake. ▶

"When we're done, probably 90% of the jurisdictions will allow some form of virtual training, compared to only 39% before the pandemic."

BRETT ROBINSON

President, Highway Safety Services

PARTNERING FOR SUCCESS

LEWIS DENNIE, ASSISTANT ADMINISTRATOR, LICENSING-ENDORSEMENTS TRAFFIC SAFETY, WASHINGTON STATE DEPARTMENT OF LICENSING

In Washington state, we regulate commercial driving schools for new drivers, and we've always had brick-and-mortar requirements. Online was a concept that we knew was out there, but nothing that we had considered. Moving from in-person to online was a real paradigm shift for us.

COVID-19 first hit here, in Washington. A number of industry leaders came to us and said, "What options do we have?" Our regulations required that in-person training happened at the schools and did not permit online training. So we quickly educated ourselves about the state's emergency rule process. We learned that you're only allowed to implement emergency rules for a certain time period, not indefinitely. We also realized that the online training—both for public schools and commercial schools—had to be live and interactive with students. We actually had to create language in our administrative rule to allow web-based instruction.

Then, on April 29, the American Driver & Traffic Safety Education Association (ADTSEA) facilitated a national conference call. Participants included my counterparts and administrators of safety education in three-quarters of the jurisdictions across the United States. What we learned was that we were all in the same boat with the challenges we were facing. I shared our emergency process and documentation.

Not only did we partner with the industry in creating an emergency rule that would allow online training, we also partnered with other state agencies, including the health and labor departments and the governor's office. It was great working with teams of smart people on these efforts. While we don't have oversight of the public schools, we are in regular communication with our peers who are responsible for school oversight. We provided our safety protocols to the Office of the Superintendent of Public Instruction, and they communicated it to their schools. That allowed them to make decisions for their own driver education and be consistent with the commercial schools—which is important for public safety.

Instruction is still primarily online. Some schools began offering in-person training and in-car instruction after additional safety protocols were established. Students need to be six feet apart, so they'd have maybe four students in a classroom instead of 25. The driving started out with one instructor and one student, and then they allowed two students in the car with windows rolled down and vents on. Everyone must wear masks, the instructor must wear gloves, and the car needs to be cleaned between drivers.

"Some schools began offering in-person training and in-car instruction after additional safety protocols were established."

LEWIS DENNIE

Assistant Administrator, Washington State Department of Licensing



YOUTHFUL IMPACT

DAN MAYHEW, M.A., SENIOR RESEARCH SCIENTIST AND ADVISOR, TRAFFIC INJURY RESEARCH FOUNDATION

This is a tough time for all those teens who are looking forward to getting their driver's license. Government responses to COVID-19 across North America have had major and varied impacts on public and private driver education schools. But that doesn't change the fact that young and new drivers need to successfully pass a road test before they can drive. At many driver licensing offices, road test appointments are suspended indefinitely because safe alternatives are in short supply.

Some jurisdictions have implemented waivers to reduce backlog and maintain a contactless approach. Georgia, for example, allows any 16-year-old with a learner's permit to get a state driver's license after passing a modified road test with a parent in the vehicle and the examiner instructing and monitoring from outside of the vehicle. In Wisconsin, the Department of Transportation waived its road test for 16- and 17-year-olds, deferring decision-making to parents. This puts the onus on parents instead of a qualified driving examiner to decide if their teenager is ready to drive.

In both of these cases, the waivers may reduce backlog, but they raise concerns with road safety stakeholders. Research shows that teen drivers have the highest crash risk of any age group of drivers. During their first six months with a license, young drivers are eight times more likely to be involved in a fatal crash than more experienced drivers. They simply haven't driven or lived long enough to fully develop the skills needed to identify and safely respond to hazards on the road.

Fortunately, most jurisdictions are choosing cautious approaches such as hiring and training more driver examiners, extending the hours of driver licensing offices and increasing the daily number of road tests. Although this alternative to the backlog may take longer to implement, it puts safety first. In the meantime, I'd encourage parents and teens to be patient and use this time for practice drives. Formal driver education is important, but a clear understanding of safe driving comes from hours of driving practice with a parent on all types of roads and under a variety of traffic and weather conditions. Spending time in the car with your teen creates opportunities to talk about good choices and habits as well as reinforce the importance of

safety—particularly when it comes to other teen passengers in the car and peer pressure to take risks. Remember to be a good role model and practice the habits you want your teen to adopt. **m**

go online

THE GRADUATED DRIVER LICENSING (GDL) FRAMEWORK SAFETY CENTER OFFERS A COMPREHENSIVE APPROACH TO YOUNG DRIVER SAFETY. LEARN MORE AT GDLFRAMEWORK.TIRF.CA.



Governments and motor vehicle administrations are still trying to figure out the best way to educate young, first-time drivers due to pandemic safety restrictions.

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Mapping Out Cooperation

AAMVA WORKS TO HELP JURISDICTIONS DEVELOP PRODUCTIVE RELATIONSHIPS

It's hard to imagine that we're reaching the year mark in which DMV administrators and their teams pivoted to serve residents under the constant cloud of the COVID-19 pandemic. During this challenging time, our vendors and AAMVA continued to support us so that we could conduct credentialing and motor vehicles services, and in some jurisdictions, third-party agents stepped in to assist with these critical services. As we look back at our roadmap, we see that we've worked together to successfully serve residents to issue driver's licenses, identification cards, vehicle titles, registrations and other DMV services in our respective jurisdictions.

This issue of *MOVE* focuses on the third-party partners and best practices on managing them. While third-party agents have been in business well before the COVID-19 outbreak, in many jurisdictions, they took on a much larger role during the pandemic. Just like DMV programs, these third-party providers had to quickly shift and modify procedures to meet public health orders. Whether in a pandemic or after, DMV administrators have the responsibility to manage these agents to ensure effective service to the public.

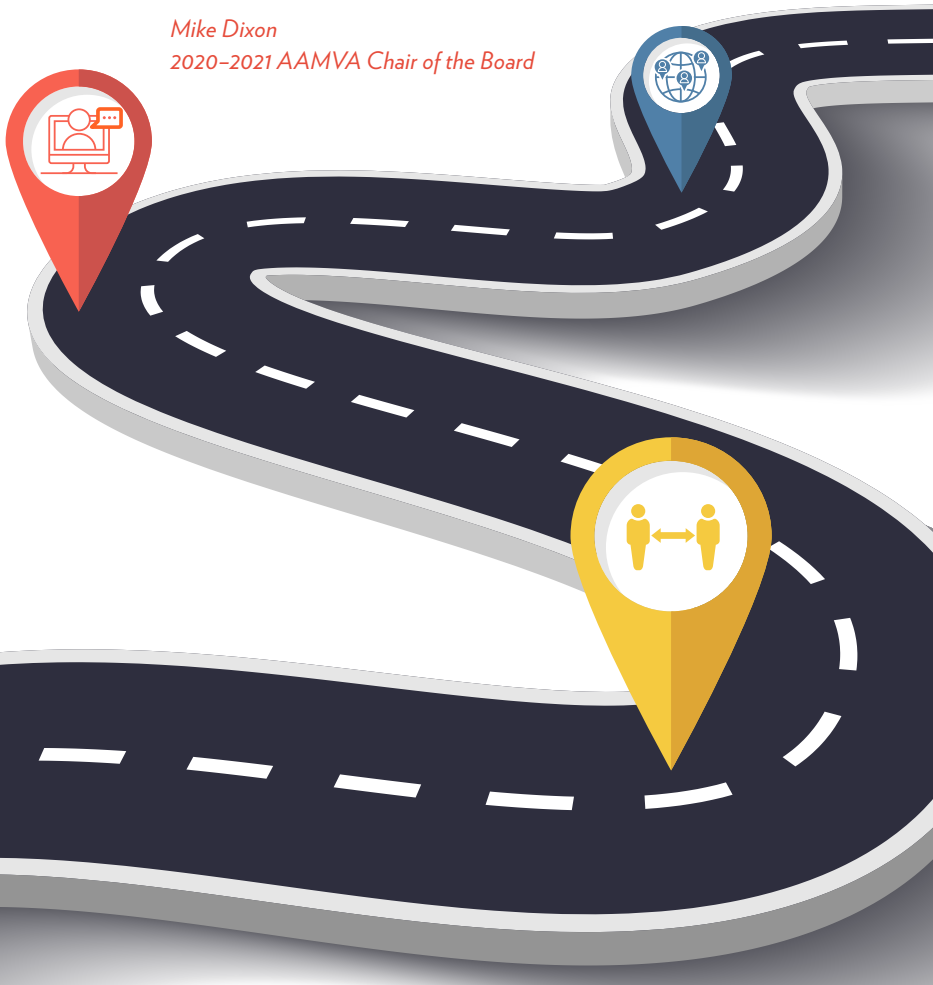
In addition, the recently published Best Practices for Administering Third-Party Agents document approved for release by the AAMVA Board of Directors in January offers a comprehensive perspective on managing these important partners. This 52-page guide was the culmination of many months of work involving jurisdiction members across all four regions, AAMVA staff and associate members from industry. This document will assist jurisdictions seeking to implement or expand

agent services or help in upgrading policies and procedures with existing agents.

I would also like to take the opportunity to recognize and thank Dianne Graham for 42 years of service with AAMVA. In recent years, Dianne served as one of AAMVA's Directors, providing critical support to the AAMVA community. You may have seen her at a virtual meeting or two this past year. Dianne will be missed, and on behalf of the AAMVA Board of Directors, we wish her the very best as she begins a well-deserved retirement.

The Board of Directors and AAMVA staff remain hard at work ensuring the association is meeting the needs of its members. While virtual meetings have become the norm, our committees and working groups continue to create new documents and resources for our members. This is a true testament to the dedicated individuals that comprise AAMVA's membership and staff. Well done, everyone! **m**

Mike Dixon
2020-2021 AAMVA Chair of the Board





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