

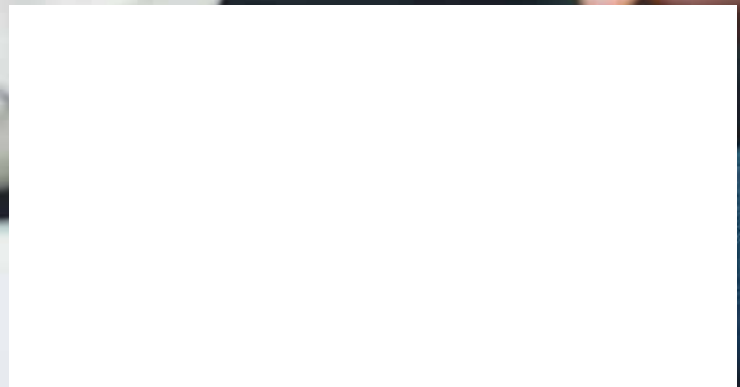
# move

## OFF TO A GOOD START

AAMVA's updated  
Noncommercial Model Driver  
Testing System prepares drivers  
for the road ahead

### ALSO IN THIS ISSUE

- Bridging the Communications Gap
- Safe Trailering Driver Education
- AAMVA Lifetime Achievement Award Winners





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# STRATEGIC FRAMEWORK

OCTOBER 1, 2022 - SEPTEMBER 30, 2027

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## STRATEGIC PRIORITY 1.0: MEMBER-DRIVEN SOLUTIONS



**Innovative, high value, timely solutions that support members' evolving business needs**

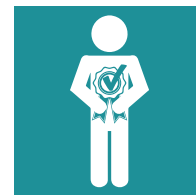
Goal 1.1 | Develop new or enhanced solutions to meet jurisdiction needs

Goal 1.2 | Enhance jurisdiction member engagement

Goal 1.3 | Ensure meaningful and effective inclusion to enhance value for associate members

Goal 1.4 | Increase awareness of AAMVA's mission and resources

## STRATEGIC PRIORITY 2.0: CULTURE OF EXCELLENCE



**Boards, committees, and staff who are diverse, engaged, and motivated**

Goal 2.1 | Board governance provides strategic leadership and guidance to ensure AAMVA is accomplishing its mission

Goal 2.2 | Committees, subcommittees, and working group members are committed to providing a productive forum for collaboration and engagement

Goal 2.3 | Effective managerial leadership ensuring a healthy organizational culture

Goal 2.4 | An organizational culture inspiring high staff engagement

## STRATEGIC PRIORITY 3.0: TECHNOLOGY MANAGEMENT



**Secure, reliable, and relevant systems**

Goal 3.1 | Provide secure, reliable, and compliant systems

Goal 3.2 | Explore and incorporate new and emerging technology and methodologies for AAMVA's products and services

Goal 3.3 | Support relevant, flexible, scalable, and effective IT solutions through engagement with the user community

## STRATEGIC PRIORITY 4.0: FISCAL INTEGRITY



**Sustainable, transparent, and compliant**

Goal 4.1 | Sustain operational revenue from multiple, balanced sources, while keeping increases in jurisdiction members' dues and fees minimal and strategic

Goal 4.2 | Ensure the highest standard of ethics, integrity, and transparency in fiscal management

### OUR MISSION

SERVE NORTH AMERICAN MOTOR VEHICLE AND LAW ENFORCEMENT AGENCIES TO ACCOMPLISH THEIR MISSIONS.

### OUR VISION

SAFE DRIVERS, SAFE VEHICLES, SECURE IDENTITIES, SAVING LIVES!



American Association of Motor Vehicle Administrators

Visit us online at [aamva.org](http://aamva.org).

# 2023 AWARDS PROGRAM

## CALL FOR ENTRIES!

The AAMVA Awards Program recognizes members of the motor vehicle and law enforcement community by honoring individuals, teams, and organizations who have committed their time and resources to the following categories.

### NEW CHANGES TO THE AWARDS PROGRAM:

- Security awards are now called Fraud awards.
- PACE awards have been expanded to 10 and are now called Communications awards.
- Communications awards no longer have categories under divisions and will include awards at the regional level.
- New Customer Service award for contact center and frontline employees.
- One submission per agency for each award but no restriction on the total number of submissions.

LIFETIME ACHIEVEMENT AWARDS

SERVICE AWARDS

FRAUD AWARDS

COMMUNICATIONS AWARDS

IDEC OUTSTANDING EXAMINER  
OF THE YEAR AWARD

### SUBMISSION DEADLINE:

**DECEMBER 16, 2022**

Please scan the QR code to visit our website for more information about changes to the awards program and to apply.



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2014 Pearl Award



2015 & 2016  
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2017 Hermes  
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#### OUR VISION

Safe drivers  
Safe vehicles  
Secure identities  
Saving lives!

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# Streamline DMV registrations with Thales Enrollment Kiosks

- Modular design for customized workflows
- Automatic height for standing to wheelchair users
- Automatic lighting & camera for ICAO-compliant photos
- Attended or self-service modes for efficiency



# 14

## GET IN GEAR

AAMVA releases new resources for training new drivers for the road ahead

BY STEVE HENDERSHOT

# 19

## BRIDGING THE COMMUNICATION GAP

Motor vehicle offices use a variety of tools to communicate with drivers who are deaf or hard of hearing

BY REGINA LUDES



## IN THE HEADLIGHTS



### FROM THE PRESIDENT

**05** Leaders shared their journeys at AIC 2022

**06**

### RESOURCES

A new white paper outlining how jurisdictions can improve their partnerships with prosecutors

**09**

### DASHBOARD

See what the data tells us about driver education

**12**

### MUSINGS

A look back at the record-breaking AIC in Baltimore

**10**

### JURISDICTION SPOTLIGHT

MDOT MVA provided documentation for people experiencing homelessness

**13**

### AAMVA CROSSWORD

Test your wits and motor vehicle knowledge

**08**

### INDUSTRY INSIGHT

U-Haul updates its Safe Trailering Driver Education Program



### BEHIND THE WHEEL

**23** Meet the AAMVA 2022 Lifetime Achievement Award winners



### CROSSROADS

**25** Adopting practices to better serve patrons who are deaf or hard of hearing

### TAILLIGHTS

**28** When we communicate and work together, we collectively move forward.

## ONLINE EXCLUSIVES

Don't forget to visit [MOVEmag.org](https://www.move.org) to read the latest web exclusives.

Watch the 2022 Lifetime Achievement Award winners receive their awards.



See Millicent Ford here: [youtube.com/watch?v=tHlFPV7HriE](https://www.youtube.com/watch?v=tHlFPV7HriE).



See Major Matthew Cox here: [youtube.com/watch?v=P1bh9hFH\\_No](https://www.youtube.com/watch?v=P1bh9hFH_No).



# Accept the Gift of Lessons Offered

## LEADERS SHARED THEIR JOURNEYS AT AIC 2022

Following an exciting and informative Annual International Conference (AIC), AAMVA members continue to connect through jurisdiction-to-jurisdiction visits, user group meetings, chief administrator roundtables and the AAMVA Region 3 conference. These planned meetings result in exchanges of ideas and solutions that fuel the forward momentum we talked about at the AIC.

The 2022 AAMVA AIC highlighted how public agencies and private interests are leveraging, testing and deploying a host of new technologies to help customers understand what they need and get services when and where they want. So, too, are employees at the center of these innovations, both for service delivery and in seeking new technologies to support more flexible work options and allow for remote work, to help DMVs become the employers of choice for a talented, service-oriented workforce.

Among the sessions that stand out for me from our week in Baltimore is one that was devoid of high tech and rich in conversation that focused on the resilience, humility, hard work and wisdom it takes to be a successful leader and person of influence. It was a panel discussion called Leadership in Safety.

This panel featured four leaders whose years of service and influence extend beyond the AAMVA Community: Georgia Department of Driver Services Commissioner, Spencer Moore; Chief of the

Washington State Patrol, John Batiste; private consultant/former PennDOT Deputy Secretary, Betty Serian; and moderator Maryland MVA Administrator and conference host, Chrissy Nizer.

These leaders shared their unique journeys to the C-suite, and discussed what and who helped them succeed. They answered questions about hardships they faced along the way as they courageously belied race and gender barriers on behalf of their agencies, coworkers and the public they serve. I was struck by the lessons they shared:

- › Work hard, go outside of your lane, take risks, seek formal and informal mentors.
- › Share your love and gratitude for those in the trenches and on the front line.
- › If you see a turtle on a fencepost, they did not get there by themselves.
- › To lead you need to be a good follower.
- › No one can define you. You define you.

When you read this issue of *MOVE* Magazine with a focus on driver safety and customer service, take in the various articles through the lens of lessons offered by these remarkable safety leaders. Chief among them: to influence the behavior of others to serve a higher good, strive to have courage, show love for your employees, be kind, be humble, persevere and let your passion for service and safety be your north star.

Spencer, John, Chrissy and Betty are extraordinary in their achievements, humility and willingness to share, in frank terms, the experiences that shaped them. I hope you are as inspired as I was by the passion for safety and service that drives them. It is exciting to know that the example they set and the mentoring they freely give to others is shaping generations of safety leaders to come. **m**



The panel discussion called Leadership in Safety featured industry leaders sharing their career journeys.

Anne Ferro  
AAMVA President and CEO

# Crime &

## resources

### *AAMVA RELEASED A NEW WHITE PAPER OUTLINING HOW JURISDICTIONS CAN IMPROVE THEIR PARTNERSHIPS WITH PROSECUTORS*

BY MEREDITH LANDRY

In an ideal legal world, any time a person commits a crime, that person is prosecuted. Legislators write laws for this very reason. But not all crimes are created equal, and not all prosecutors have the bandwidth to review every case.

“It seems very straightforward, right? You have a case, so you give it to the prosecutor to prosecute,” says Paul Steier, AAMVA’s director of vehicle programs. “But the kicker is that prosecutors’ plates are usually overflowing, so they have to pick and choose.”

Developing and maintaining partnerships with prosecutors can be difficult for motor vehicle agencies (MVAs), whose time and resources are also limited. And many prosecutors do

not have specialized training in MVA-related white collar fraud cases. But without these two entities working together, crimes can go uncharged, MVA employees could lose the enthusiasm to identify and prevent fraud, and victims are left without any closure.

“When a person fraudulently obtains an MVA product or



# & Punishment

service with false information, it can create all kinds of problems,” Steier says. “So helping the prosecutor see the potential impact that can have on society is really important.”

In June, AAMVA released a white paper titled “Developing and Maintaining Successful Prosecutor Partnerships” to educate jurisdictions on how to develop and enhance prosecutorial partnerships. In addition to the white paper, AAMVA included a Prosecutor Handout and Educational Slides, which MVAs can

provide to prosecutors during meetings and are designed to be customized to fit specific jurisdiction needs.

The 14-page white paper provides detail on how jurisdictions can get started working with prosecutors if they do or do not have an investigative staff; a list of relevant MVA resources to give to law enforcement and prosecutors; how to best support the prosecutor; how to navigate the court process; as well as a chart that illustrates the types of offenses and how they impact the victim and society.

For example, when the offense is identity theft, the impact that could have on victims and society could include:

- › Concealed identity and evasion
- › Financial fraud
- › Public and highway safety
- › Government benefits related fraud

Or, when the offense is motor vehicle fraud and theft, the impact that could have on victims and society could include:

- › Tax fraud
- › Insurance fraud
- › Theft
- › Odometer fraud
- › Title washing (removal of brands)
- › Public and highway safety

“The impact could be severe, and so often, the victims of these types of crimes get left out,” Steier says. “But with the help of prosecutors, innocent victims can get their identities and lives back.” **m**

*“Helping the prosecutor see the potential impact that can have on society is really important.”*

**PAUL STEIER**

AAMVA's Director of Vehicle Programs



## go online

DOWNLOAD THE WHITE PAPER TITLED “DEVELOPING AND MAINTAINING SUCCESSFUL PROSECUTOR PARTNERSHIPS,” THE PROSECUTOR HANDBOOK AND EDUCATIONAL SLIDES HERE [TINYURL.COM/Y7NTKCTH](https://tinyurl.com/y7ntkcth).

# Keeping Trailering Safe

 industry insight

## *U-HAUL UPDATES ITS SAFE TRAILERING DRIVER EDUCATION PROGRAM AS TRAILER RENTALS SURGE DURING THE PANDEMIC*

BY MEREDITH LANDRY

In 1945, Sam and Anna Mary Shoen founded U-Haul and began renting trailers to do-it-yourself movers for \$2 a day. Today, the annual mileage of North American U-Haul trucks, trailers and tow dollies would travel around the Earth 177 times per day, every day of the year.

Clearly, the couple filled a niche. And as their company grew, so did the need to keep customers, vehicles and other drivers on the road safe. So in the 1980s, the Phoenix-headquartered rental business released its first Safe Trailering Driver Education Program to provide basic, practical trailering information and guidelines for beginning drivers and first-time trailer customers.

Since then, the program has undergone several updates, and in 2022, U-Haul published its most recent version of the document. Also this year, AAMVA officially adopted the Safe Trailering guidance in the updated Noncommercial Model Driver Testing System (NMDTS) program as a best practice.

“The initiative is to help prevent injuries, hazards and fatalities on our roadways and provide an education to folks who might be towing for the first time or anyone who needs a refresher,”

says Joe Cook, vice president of government relations for U-Haul. “We’ve seen an increase in trailer rentals over the last couple years likely due to economic uncertainty, so it’s a good time to put it out there.”

The guidelines are also intended for driver education professionals, highway safety officers, law enforcement agencies and youth safety groups. Cook has even taken his safe trailering program to schools to show students demonstrations in parking lots.

“We bring all the equipment so kids can really get their hands on what it looks like to drive and load a trailer,” he says. “That’s been a huge hit.”

Aside from in-person demos, the program consists of a 35-page printed guide and a series of YouTube videos that demonstrate how to load and tow a trailer. Online, renters can request their own safe trailering demonstrator to visit

*“The initiative is to help prevent injuries, hazards and fatalities on our roadways and provide an education to folks who might be towing for the first time or anyone who needs a refresher.”*

**JOE COOK**

Vice President of Government Relations for U-Haul



 jurisdiction spotlight

# A Helping Hand

*DURING THE COVID-19 PANDEMIC, THE MDOT MVA PROVIDED DOCUMENTATION FOR DOZENS OF PEOPLE EXPERIENCING HOMELESSNESS*


BY ANDREW CONNER



For people experiencing homelessness, one of the biggest hurdles to finding permanent housing is having documentation. In 2020, during the COVID-19 pandemic, this was even more difficult due to office closures. That's why the Baltimore City Mayor's Office of Homelessness Services (MOHS) came to the Maryland Department of Transportation

Motor Vehicle Administration (MDOT MVA) in late November 2020 with a question: Could MDOT MVA help MOHS get a group of people experiencing homelessness identification in just a few weeks?

"They had about 100 people for whom the only thing holding them back from getting into permanent or semipermanent housing was not having the right credentials to start going

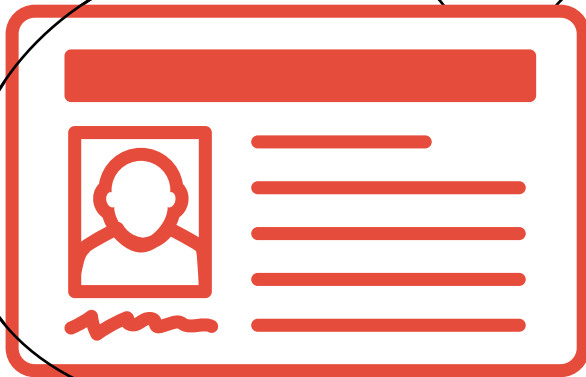


*"That is really just the best feeling, to be able to do all of this for these folks and get them on a path to where they could be back on their feet."*

**ADRIENNE DIACZOK**

Director, Office of Customer Experience at MDOT MVA

Read the press release from Baltimore City on the initiative to secure state-issued identification cards for individuals experiencing homelessness here: [tinyurl.com/43ckyavu](https://tinyurl.com/43ckyavu).



through the process,” says Adrienne Diaczok, Director, Office of Customer Experience at MDOT MVA. “We thought, ‘How can we help them? What can we do?’”

The individuals were temporarily being housed in hotels in Baltimore City, but they would need to be relocated by March 2021. Diaczok worked with her team, including her customer advocate, to create a plan. They decided to first meet the customers where they were in their hotels to determine what documents they already had in the system, if any.

“My customer advocate brought a couple of outreach folks and just went through all of the clients,” says Diaczok. “It was still early into COVID, so we protected them as best we could, but we knew

for these clients it was a chance to get housing and we had to do what we could to get these people their life’s opportunities—that is part of our vision and mission statement: Connecting people to life’s opportunities.”

Diaczok says that the biggest challenge in this project was the logistics. “We had to coordinate with the hotels and with Baltimore City during COVID,” she says. “We needed to make sure that we could have a space to do what we need to do, but also that the people we needed to help were there. We did a lot of promotion among the customers to make sure they knew what was happening and what they were going to get out of it. And then we had to manage the moving parts of getting a bus to Baltimore City and where we would park it.”

Referencing the next step of the plan, once those initial meetings with clients were done, Diaczok’s team brought in the MDOT MVA Mobile Bus, which is essentially an MVA branch on wheels. “We do have a branch in Baltimore City, but at the time

the logistics of getting people there to do all the things that were needed just didn’t make sense,” she explains. “So the bus pulled up, ready with three or four people to operate it. We had the clients scheduled so they could come in, get their picture taken, and then we’d send their ID to the shelter address we had on file. Overall, we were able to get 60 people documentation so they had it in time to get housing.”

For Diaczok and her team, achieving this goal was incredibly satisfying. “That is really just the best feeling,” she says. “To be able to do all of this for these folks and get them on a path to where they could be back on their feet, especially around the holidays.” The commitment to serving customers echoed the MDOT MVA’s mission statement: “We’re looking to connect people to life’s opportunities no matter who the customer is. It shouldn’t matter if they don’t have a permanent address, we can help that person. I think that’s what our team is here to do, and they did it flawlessly.” **m**

In Baltimore in 2020, over **2,000** people were homeless and the sheltered homeless population was over **5,000**.



 musings  
{AIC HIGHLIGHTS}



*Caption above: The new board is sworn in  
Caption R to L: Chrissy Nizer welcomes attendees, excited attendees fill the floor, Kurt Myers receives Chairs Award, AIC attendees raised over \$22,500 for Living Classrooms*

# Breaking Records in Baltimore

**A**AMVA's 2022 Annual International Conference (AIC), September 13-15, in Baltimore was a huge success. AAMVA's immediate past Chair of the Board, Chrissy Nizer, and the Maryland MDOT MVA welcomed over 1,000 attendees to Charm City for three days of engaging sessions and fun events. Our record-breaking crowd was so enthusiastic and excited to see one another for the first in-person AIC in three years, to learn from and support each other face-to-face once again. From lessons on leadership in transportation safety, to sessions on the future of document security and vehicle technology, this year's AIC provided a wealth of information for attendees to take back home.

Along with learning opportunities, the conference provided the chance to network with peers and attend events like the Jurisdiction Roundtables and Town Halls, Chair's Welcome Reception at Oriole Park and QuickConnect. Attendees also had the opportunity to see Immersive Learning Experiences at locations around Baltimore—an mDL demonstration at BWI Airport, Living Classrooms Tour, MDTA Command Center/Fort McHenry Tunnel Tour, a tour of the MVA Essex Branch, learning about imported vehicles at the Port of Baltimore and seeing law enforcement vehicles on display from the Maryland State Police.

Throughout the conference, we raised \$22,516.74 for Living

Classrooms. Established in 1985, using unique learning environments, Living Classrooms provides access to more equitable education, workforce development, community safety, and health and wellness opportunities that enable individuals to achieve their aspirations and build safer, stronger and healthier communities for all. Thank you for all of your generosity and hard work to make this fundraiser successful!

The 2022 AIC also saw the outstanding work of our members recognized at the Awards Luncheon, including recognizing our Lifetime Achievement in Highway Safety Award winners, Millicent Ford and Major Matthew Cox. The conference finally concluded with the Maryland State Banquet and the swearing in of our new International Board of Directors, including Chair of the Board, Kristina Boardman, who invited everyone to Madison, Wis., for the 2023 AIC. As outgoing Chair Nizer said of AIC in her remarks at the banquet, "Yes, it's the



opportunity to improve customer services. Yes, it's an opportunity to save lives on the highway. But, most of all, this week and my time with you this year, has been an opportunity to make today better than yesterday and make me better prepared for tomorrow."

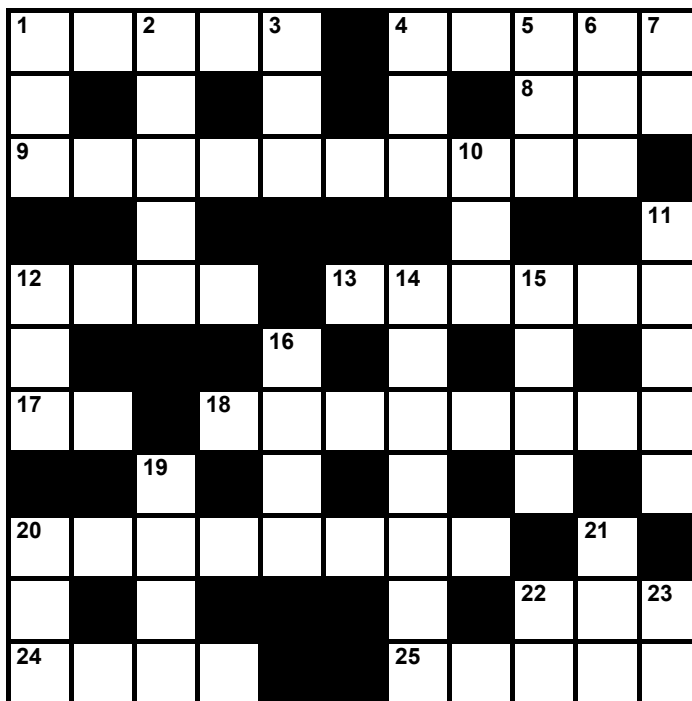
Thank you to all conference staff, sponsors, exhibitors and attendees for making this conference a success. We look forward to seeing you at next year's AIC in Madison. **m**

View our 2022 AIC Flickr album for pictures from the event here: [tinyurl.com/yt9n66p8](https://www.tinyurl.com/yt9n66p8).

Watch the wrap up video on YouTube here: [tinyurl.com/2p8m9mbh](https://www.tinyurl.com/2p8m9mbh).

Presentations are available for download on our website (available for AAMVA members only) here: [tinyurl.com/2mn4ddfn](https://www.tinyurl.com/2mn4ddfn).

## crossword



### ACROSS

- 1 The M in NMDTS
- 4 Moments of high tension for drivers, traffic \_\_\_\_\_
- 8 Slick as roads
- 9 "What to Do and Expect When Pulled Over by Law Enforcement" is a new one from AAMVA, 2 words
- 12 Give a ticket to
- 13 Communication device brand which can be used to improve communication between DMV personnel and those who are hard of hearing
- 17 Augusta's state, abbr.

- 18 Direction and education (purpose of the document in 9 across)
- 20 The first A in ADAS
- 22 Wedding vow (2 words)
- 24 Freeway division
- 25 Less dangerous

### DOWN

- 1 Trim the lawn
- 2 Driver's can't let their attention \_\_\_\_\_ just because they are driving an ADAS equipped car
- 3 Commit perjury
- 4 "America the Beautiful" last word
- 5 Be in debt
- 6 For each one
- 7 Urban throughway, abbr.
- 10 Canadian province, for short
- 11 Not influenced by alcohol
- 12 Piece of video gear
- 14 Plans spending
- 15 Indicator of a collision
- 16 Change direction
- 19 Level
- 20 Option when communicating to drivers hard of hearing, abbr.
- 21 Poem of praise
- 22 Provided that
- 23 Portland's postal code, abbr.



AVOID  
IMPAIRED  
DRIVING

WHAT TO DO  
WHEN PULLED  
OVER BY LAW  
ENFORCEMENT

DANGER OF  
FATIGUED  
DRIVING

SAFE  
TRAILERING

ADVANCED  
DRIVER  
ASSISTANCE  
SYSTEMS



# GET IN GEAR

## *AAMVA RELEASES NEW RESOURCES FOR TRAINING NEW DRIVERS FOR THE ROAD AHEAD*

**BY STEVE HENDERSHOT**

**T**his is an era of rapid, continual change for drivers, shaped in part by new technology like electronic driver-assist systems, and also by challenges ranging from fatigue and impairment to increased awareness of interactions between motorists and law enforcement.

It's with that shifting environment in mind that AAMVA recently updated its Model Driver's License Manual, part of the Non-commercial Model Driver Testing System (NMDTS) that AAMVA produces as a model for jurisdictions to use while preparing their own driver-testing materials.

One of the key additions in the updated NMDTS is a section on Advanced Driver Assistance Systems (ADAS), which is intended to highlight available safety features while underscoring how new drivers shouldn't become over-reliant on such technology. Describing specific features is a challenge because they vary by manufacturer; the manual includes a link to a website, [mycardoeswhat.org](http://mycardoeswhat.org), where drivers can learn more about the technology in individual vehicles.

The manual reminds drivers that just because they're in an ADAS-equipped vehicle they should never let their focus or attention drift.

"A big piece now is teaching teens and the general public to remain engaged in the driving task at all times, because it's ▶



Changes to the new Model Driver's License Manual include a section on safe trailering, driver fatigue and impairment.

easy to become complacent if you think the vehicle is always going to take care of everything,” says Brett Robinson, executive director of the American Driver and Traffic Safety Education Association, who consulted on the NMDTS updates.

Other changes and additions include a section on safe trailering, as well as how the Model Driver's License Manual discusses fatigue and impairment. Past versions of the manual also cautioned against impaired driving, but Robinson says the legalization of marijuana in many jurisdictions helped drive a reevaluation of that section.

“Just because something is legal doesn't mean you can operate a motor vehicle under its influence,” Robinson says.

Perhaps the most significant addition is a new section describing how motorists should behave when pulled over by law enforcement. Those stops can be very tense for motorists, especially new drivers, because nobody wants a ticket or a delay. These stops can be even more fraught, thanks to a string of highly publicized incidents.

Those high-profile cases have ratcheted up the tension associated even with routine traffic stops. In response, law enforcement agencies and motor vehicle administrators

are working on educational efforts that can help keep traffic stops safe. AAMVA and law enforcement partners have created a resource for drivers regarding both how they should behave during a traffic stop, and also what they should expect from the law enforcement officers on the other side of the car window.

“If anyone has blue lights behind them, their stress level goes up,” says Spencer Moore, commissioner of the Georgia Department of Driver Services and a member of AAMVA's International Board of Directors. “If people have some knowledge of what to expect once they're pulled over—what to do, and how to react—it can help de-stress the situation because, typically, both parties desire a safe outcome, not one that leads to tragedy.”

Many jurisdictions have long included instructions for how to respond in the event of a traffic stop in driver training materials. However, guidance from different sources including law firms, civic groups, insurance companies and other organizations doesn't always align. That lack of uniformity can lead to uncertainty, confusion and tension during a stop.


“We decided that we needed to create a document that included accurate guidance on what you should do if you're pulled over by law enforcement, and just as important was to partner with other organizations so that we would have multiple authoritative sources speaking with a single voice,” says Brian Ursino, director of law enforcement at AAMVA.

To that end, AAMVA's white paper “What to Do and Expect When Pulled Over by Law Enforcement” is co-signed by three other organizations: the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives and the National Sheriffs' Association.

The white paper outlines the preconditions for a stop (reasonable suspicion of a traffic or criminal violation) along with an acknowledgment that the experience can be stressful for motorists, passengers and law enforcement officials alike. Then 14 bullet points cover both the motorist's responsibilities



Drivers between the ages of 15 and 20 make up 5.3% of all licensed drivers.



*“It's easy to become complacent if you think the vehicle is always going to take care of everything.”*

**BRETT ROBINSON**

Executive Director of the American Driver and Traffic Safety Education Association

and what the motorist should expect from the officer. The list includes items such as turning off audio devices, keeping hands visible and alerting the law enforcement official if there is a weapon in the vehicle.

Drivers are advised not to reach for their license or vehicle documentation until instructed to do so by the officer, and to tell the officer where those documents reside—and to wait for acknowledgment—prior to reaching for them. Also, drivers are advised not to argue if they take issue with the officer's course of action or behavior, but instead are given advice on how they can pursue remedies later.

The white paper aims to help motorists avoid some of the behaviors that can cause alarm among law enforcement officers and perhaps spark an unnecessary escalation.

“The social unrest and the issues connected to that have driven a wedge between law enforcement and our communities, and a number of those incidents have started with traffic stops,” says Daniel Sharp, longtime police chief of Oro Valley, Arizona, and chair of the Highway Safety Committee of the International Association of Chiefs of Police (IACP). “We want the temperature brought down. We want people to understand that there's an expectation both for the motorist and for the officer.”

## SPREADING THE WORD

The purpose of the white paper isn't only to capture traffic-stop guidance, but to share it with the motorists who will benefit.

“We want to make this a community outreach tool—something that both our law enforcement and DMV members can use to reach out to the community and say, “This is how it should be done. If you follow these protocols, you'll make the traffic stop safe for yourself and for the officer,” says Ursino.

That means finding opportunities to share the white paper and its guidance with drivers. AAMVA has created a video that recaps the key points, and it is available as a free resource to jurisdictions across the country. It could also be included within driver training programs, to play in waiting rooms at driver services facilities and also as part of outreach programs to community groups.

Additionally, AAMVA's Noncommercial Model Driver Testing Systems subcommittee will recommend that state jurisdictions include “What to Do and Expect When Pulled Over by Law Enforcement” in their driver training materials, as part of the next edition of its published best practices. ▶

## WHAT CAN YOUR CAR DO?


The Model Driver's License manual includes a link to the website [MyCarDoesWhat.org](http://MyCarDoesWhat.org), which provides detailed information on the latest ADAS technologies, including:

Adaptive Cruise Control > 

< Blind Spot Warning 

Adaptive Headlights > 

< Drowsiness Alert 

Automatic Emergency Braking > 

< Lane Departure Warning 

Back-Up Warning > 

< Lane Keep Assist 

Bicycle Detection > 

< Parking Sensors 



standards



*The manual instructs drivers not to reach for any documentation until directed by a law enforcement officer to do so.*

The promise of widespread distribution is “one reason it’s so important that it’s been endorsed by so many groups that have a national reach,” says IACP’s Sharp. “We want everyone to understand that this has been a collaborative effort.”

### **SAFETY, TRUST AND COLLABORATION**

By bringing together so many different partners, AAMVA is contributing not only to the white paper’s authority, but also to a broader movement in which law enforcement is endeavoring to foster trust and improve relations with citizens. For Georgia’s Moore, that’s one of the most gratifying aspects of the project.

“The better we understand each other, the less we are apt to react in negative ways. And what I am seeing—certainly here in this state—is law enforcement engaging the community at an unprecedented level, trying to build relationships within the community to educate each other and learn from each other. That’s going to be the key to resolve these issues,” Moore says.

*“The better we understand each other, the less we are apt to react in negative ways.”*

#### **SPENCER MOORE**

*Commissioner of the Georgia Department of Driver Services and a member of AAMVA’s International Board of Directors*

Indeed, the white paper dovetails with a broader IACP trust-building campaign that aims to build trust both among different law enforcement agencies as well as the communities.

By creating this new collaborative white paper and sharing its contents

with drivers, AAMVA hopes not only to avoid tragedies, but also to ease the tension of traffic stops, and that the exercise of sharing this information builds trust and repairs a frayed relationship between citizens and law enforcement. **m**

#### **go online**

**TO VIEW THE MODEL DRIVER’S LICENSE MANUAL, GO TO [TINYURL.COM/4JBM92HP](https://tinyurl.com/4JBM92HP).**

**AND TO SEE THE “WHAT TO DO WHEN STOPPED BY LAW ENFORCEMENT” WHITE PAPER AND VIDEO, VISIT [TINYURL.COM/2S3SWNC6](https://tinyurl.com/2S3SWNC6).**



# BRIDGING THE GAP

Communication

*MOTOR VEHICLE  
OFFICES USE A  
VARIETY OF TOOLS  
TO COMMUNICATE  
WITH DRIVERS WHO  
ARE DEAF OR HARD  
OF HEARING ▶*

BY REGINA LUDES



According to the Center for Hearing and Communications, 48 million people in the U.S. experience some form of hearing loss. From complete deafness to partial loss, the disability can impact their everyday lives in many different ways, including driving on the nation's roads. Communicating with these drivers can become complicated unless highway patrol officers and DMV staff are trained to manage the encounters properly. Visual aids, electronic devices, communications cards and ASL instructional videos can improve communications with these drivers and ensure that they receive the same level of service as other customers.

DMVs and highway patrol offices have many programs and initiatives in place to assist drivers who have hearing difficulties.

Adult men are **TWICE AS LIKELY** as adult women to have hearing loss or deafness.

## NEBRASKA DMV

While many DMVs provide interpreters of American Sign Language (ASL) when requested, the Nebraska DMV takes it a step further by offering a driver knowledge test in ASL. The agency partnered with the Nebraska Commission for the Deaf and Hard of Hearing, which provided the sign language expertise on the project, says Rhonda

Lahm, executive director of the Nebraska DMV.

In a rural state like Nebraska, most residents depend on their vehicles to travel from place to place and there are few public transit options, except in some larger towns. Offering an ASL driving test makes it easier for the deaf or hard of hearing to function in society, Lahm says.

*“These drivers are part of our base, so we’re always looking for ways to better serve them.”*

### RHONDA LAHM

Executive Director of the Nebraska DMV



The Nebraska DMV provided see-through masks during the pandemic so lip-reading drivers could understand employees.

When an individual arrives at the DMV, they notify staff that they have difficulty hearing. The staff offers the ASL test option. “It’s always the applicant’s choice which version of the test they choose to take,” Lahm says. With the ASL test, there’s less need for interpreters.

The Nebraska DMV has provided other resources for the deaf. During the pandemic when masking was common, for example, the DMV provided see-through masks so lip-reading drivers could understand employees. There’s also an ASL instructional video that explains how to use the agency’s online services for basic tasks such as renewing a driver’s license. In the video, one employee gives the instructions while another staff person interprets them in sign language.

“These drivers are part of our base, so we’re always looking for ways to better serve them,” Lahm says.

## VIRGINIA DMV

Waiting at the DMV for an ASL interpreter to be called can be frustrating for some drivers. To cut down on waiting times, the Virginia DMV began using a new wireless communications device called Ubiduo, which consists of a small screen and keyboard. Two Ubiduo devices are connected to one another so the DMV employee can type questions on one keyboard while the customer responds using the other device, allowing for face-to-face conversation in real time.

“While we still use interpreters, Ubiduo helps us process transactions more immediately,” says Fran Kelly, SecuriTest program manager at the Virginia DMV, who was the lead on the project.

The devices were financed with a grant for their CDL testing program, she adds. One set of Ubiduos is available at each of the state’s 76 DMV locations at a cost of \$2,800 per device, which includes signage and carrying cases to store the devices. Despite the hefty price tag, Kelly says it enables employees to provide better service on the spot.

The Virginia DMV also offers a Visor Alert card that can be clipped onto the car’s sun visor. If stopped by the police, the driver points to the visor to inform the officer that they have difficulty hearing. The officer can point to one of the common traffic situations on the visor to explain why the driver is being pulled over.

“It’s important that we give customers who are deaf and hard of hearing the same level of service at the DMV just like everyone else,” Kelly says.

## OHIO STATE PATROL

Getting stopped by a patrol officer on the road can be especially upsetting to someone who has

# Written Communication



The Virginia DMV uses a wireless communication device called Ubiduo, which enables users to communicate by typing back and forth between each other.

a hearing problem. In many instances, officers have had to rely on exchanging notes on a small note pad to communicate with the driver. The constant going back and forth can be time consuming and stressful for drivers with hearing loss.

To make the process simpler, the Ohio State Highway Patrol began using communication cards in early 2022 to assist these drivers. The Ohio Department of Public Safety partnered with Opportunities for Ohioans with Disabilities (OOD) and several other state law enforcement groups to produce the cards and determine what information should be included, such as images of common traffic violations, needed services, such as an ambulance or towing, preferred methods of communication and communications tips.

“Officers can point to the symbols on the card to explain why the driver is being stopped or ask them what services they might need,” explains Lt. Colonel Marla Gaskill with the Ohio State Highway Patrol. “The new card is a valuable communications tool that can be used in a variety of situations.”

The cards work hand-in-hand with the state’s communication disability database. Individuals with a diagnosed communications disability can voluntarily register with the Ohio Bureau of Motor Vehicles (BMV). Once registered, that individual is listed in the Ohio Law Enforcement Agencies Data System (LEADS), Gaskill explains. ▶

*“It’s important that we give customers who are deaf and hard of hearing the same level of service at the DMV just like everyone else.”*

## FRAN KELLY

SecuriTest Program Manager at the Virginia DMV



leadership



visual  
aids

“During traffic stops, officers may be alerted through the Ohio LEADS database that the driver or passenger has a communications disability. They can adjust their approach with the driver to reduce any potential misunderstandings,” explains Gaskill.

### CALIFORNIA HIGHWAY PATROL

Any officer will tell you that communicating effectively with drivers is a matter of professionalism and good training. Assisting persons with disabilities is a key part of the training provided to new officers, says Lt. Jason Bartlett of the Office of Employee Safety and Assistance for the California Highway Patrol.

Training is guided by California’s Peace Officer Standards and Training (POST), which provides the reasons, measurements and key lessons that are required to be taught. This is accomplished through 15 hours of classroom instruction by uniformed personnel.

“We train our officers to approach all situations with officer safety in mind as well as respect for the driver, regardless of physical disability,” Bartlett says.

Under POST recommendations, when officers approach a driver, they must make direct eye contact, use basic hand gestures and use other nonverbal cues such as facial expressions and body language. For example, when an officer puts their thumbs together and points the index fingers

*“We don’t treat [people who are hard of hearing or deaf] differently with the services we provide. The only thing that’s different is the way we communicate with them.”*

### LT. JASON BARTLETT

Office of Employee Safety and Assistance for the California Highway Patrol

upward, it signals to the driver that they want to see their license. If an officer isn’t in uniform, he makes a letter C with the right hand over their heart to indicate that they’re a police officer. They are also instructed to look for devices like hearing aids. They may point to their ear and twist the finger to signal to turn on the aid.

“Most of the time, it’s no different than stopping someone who is from another

country who does not speak English,” Bartlett says. “We don’t treat them differently with the services we provide. The only thing that’s different is the way we communicate with them.” **m**

### find out more

LEARN MORE ABOUT HOW AAMVA MEMBERS ARE SERVING THE HARD OF HEARING IN AAMVACAST EPISODE 112 HERE: [TINYURL.COM/55U2MXUR](https://www.aamva.com/55U2MXUR).



**FAST FACTS**

**Millicent Ford**



**HOMETOWN**  
Nesmith,  
South Carolina



**EDUCATION**  
Bachelor of Science in Social Work,  
University of Vermont; Master of Social  
Work, Virginia Commonwealth University



**WHAT DO YOU DRIVE?**  
Toyota Highlander



**FAVORITE BOOK**  
The Purpose Driven Life by Rick Warren

**Q & A WITH**  
**Millicent Ford**

*AN END TO A  
30-YEAR CAREER*

**Q HOW LONG DID YOU WORK IN HIGHWAY SAFETY?**

I retired after 30 years and seven months. I started with the Virginia Department of Motor Vehicles in May of 1991 as a Driver Improvement Plant Coordinator and retired as the Assistant Commissioner for Driver Services, Vehicle Services and Data Management Services.

**Q WHAT ACCOMPLISHMENTS FROM YOUR CAREER ARE YOU MOST PROUD OF?**

When I oversaw the DMV's Medical Review Program and Medical Review Services Unit, we transitioned from a paper-based system to digital. That was a tremendous effort that took us out of the dark ages. Over the years, we also staffed up with medical professionals, who could conduct medical reviews based on the details of each individual case. I'm also proud of my efforts to guide and develop individuals with whom I worked. We could have new technology. We could have the finances. But when it came right down to it, it was people who were responsible for the work, so we had to really grow and develop them. I think those efforts contributed to success in the various activities along the way.

**Q HOW DOES IT FEEL TO BE HONORED WITH THE AAMVA LIFETIME ACHIEVEMENT AWARD?**

I was truly surprised to get the news. I always worked hard to work collaboratively and do my best to make improvements where I could, and to treat my coworkers and anyone

with whom I interacted and supervised with respect. So I'm extremely honored.

**Q NOW THAT YOU'RE RETIRED, WHAT ARE YOU DOING WITH YOUR FREE TIME?**

I really love working in my yard. It's therapeutic and relaxing, and I love sharing flowers with people. My husband and I are also leading up the Christian education ministry at our church. And I recently started volunteering as a tutor with an adult literacy program. That's been extremely rewarding. **m**

*"I'm proud of my efforts to guide and develop individuals with whom I worked."*

**MILLICENT FORD**  
Retired Assistant Commissioner  
for Driver Services, Vehicle Services  
and Data Management Services  
for the Virginia Department of  
Motor Vehicles

Learn more in AAMVAcast Episode 122 here: [tinyurl.com/2p9e5pkb](https://tinyurl.com/2p9e5pkb).



**Q & A WITH**

# Major Matthew Cox

## FAST FACTS

### Major Matthew Cox



**HOMETOWN**  
Newark, Delaware



**WHAT DO YOU DRIVE?**  
Kia Telluride



**EDUCATION**  
Salisbury University



**FAVORITE DISH TO COOK**  
Anything on the smoker

## LOOKING TO THE FUTURE

**Q HOW AND WHY DID YOU GET INTO LAW ENFORCEMENT?**

I was a biology major in college, and while there, worked as a resident assistant. As an RA, I got to meet a lot of campus police officers and through my interactions with them, as well as knowing some people in law enforcement, my interest was sparked. At the end of my college career, my choices were working in a lab or applying for a job with the Delaware State Police. I applied to the state police, got hired and never looked back.

**Q WHAT HAS YOUR CAREER JOURNEY BEEN LIKE?**

I've had interest in all different types of work, both criminal and traffic, but as I just said, I was a biology major. I'm kind of a science-oriented person, so when I learned what they did in our collision reconstruction unit, I became very interested in that and enrolled in our academy to do coursework in advanced collision investigation. Once I took that coursework, that was kind of my entire path. As I got promoted, I moved out of direct traffic investigation, but I still remain peripherally attached.



**Q HOW DOES IT FEEL TO BE HONORED WITH THE AAMVA LIFETIME ACHIEVEMENT AWARD?**

It feels wonderful. My time with AAMVA has not been long, but I've come to like all the people on the committee that I work with and everyone that I have contact with. I'm retiring at the end of the year and feel sad that I won't be able to continue to participate. It's an extremely valuable organization.

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

I've camped all my life. At the age of 55, I'm realizing sleeping on an air mattress isn't quite the thing anymore. My wife and I might transition to a travel trailer in the next few years. **m**

Major Cox (located center left next to the drum major) performed with the Delaware State Police Pipes and Drums.

Learn more in AAMVAcast Episode 123 here: [tinyurl.com/pdk8v4za](https://tinyurl.com/pdk8v4za).

# Lowering Communication Barriers

*ADOPTING PRACTICES TO BETTER SERVE PATRONS WHO ARE DEAF OR HARD OF HEARING*

## SENSITIVITY TRAINING TO PREPARE FOR ENCOUNTERS

**BARBARA KELLEY**, EXECUTIVE DIRECTOR, HEARING LOSS ASSOCIATION OF AMERICA

In the United States, 1 in 5 people are hard of hearing or deaf. There are several ways to communicate with patrons who are deaf or hard of hearing, and do not use an American Sign Language interpreter. Some are using hearing aids or other devices, such as speech-to-text apps that a more technically savvy person might use, which transcribes the words of the person who's speaking into text. These workarounds are helpful, but they don't account for people who are reticent about sharing that they are deaf or hard of hearing.

Depending on the state or county you're in, when you enter the Department of Motor Vehicles you take a number that will be called over a loudspeaker. Even people with normal hearing have a problem detecting that. There should always be visual alerts

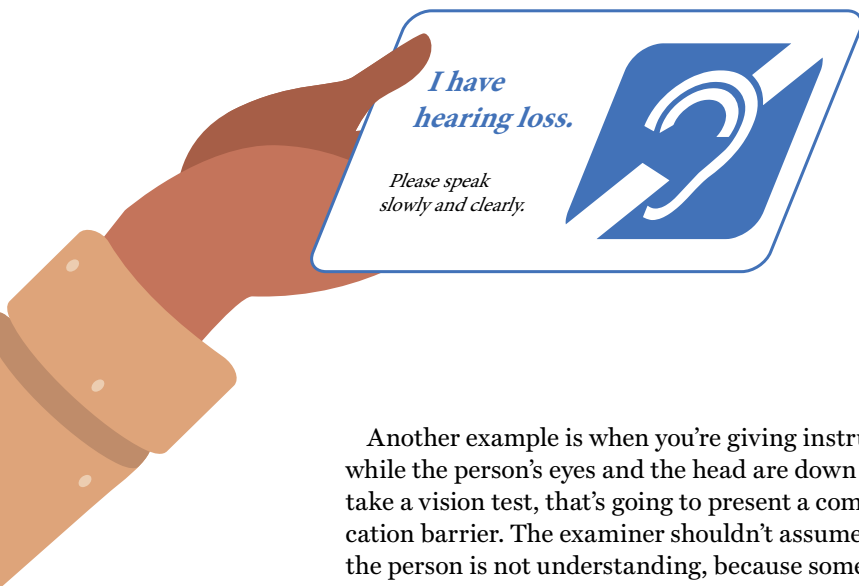
as well. Officials who are wearing masks or working behind Plexiglas need to know that these affect sound, and certainly masks cut off any opportunity for lip reading, which a lot of people depend on. We should institute

sensitivity training for personnel at the Department of Motor Vehicles, so that if somebody is hard of hearing, the official understands that they're going to have to face the person and speak slowly and clearly. ▶

*"Sensitivity training and good policies will help staff be aware of situations where the patron might not hear them."*

**BARBARA KELLEY**

Executive Director, Hearing Loss Association of America



Another example is when you're giving instructions while the person's eyes and the head are down to take a vision test, that's going to present a communication barrier. The examiner shouldn't assume that the person is not understanding, because some people are shy about saying, "You know, I wear hearing

aids and you need to face me." Sensitivity training and good policies will help staff be aware of situations where the patron might not hear them. If all else fails, have a notepad ready to write directions.

The same applies to traffic stops. When the officer comes up, the driver should say, "I wear hearing aids," or "I have a cochlear implant. I need to read your lips, so speak slowly and clearly. And please pardon me if I ask you to repeat yourself. Please be patient with me." The worst-case scenario is when somebody is pulled over, the driver doesn't self-disclose that they are hard of hearing, and they are not following the directions. If I were an officer, I might wonder, "Is this person drunk? Is this person too old to be driving a car? Is this person not capable?"

Some of our HLA chapters have initiated in their communities Driver Alert cards that they can present to the officer that say, "I have a hearing loss. Please speak slowly and clearly."

## SHORE UP COMMUNICATION ACCESS

HOWARD A. ROSENBLUM, CEO AND DIRECTOR OF LEGAL SERVICES, NATIONAL ASSOCIATION OF THE DEAF

Most state motor vehicle administrative facilities have communication barriers that make it difficult for deaf and hard of hearing people to obtain services. When interacting with deaf and hard of hearing people, many motor vehicle administrative officials are at a loss as to how to communicate with or share information with them. There is usually no coordinated way for deaf and hard of hearing persons to request communication access, such as through sign language interpreters.

Optimally, driver's license examinations should be offered in American Sign Language (ASL), as has been done in a few states, such as Indiana, Nebraska and Virginia. In addition, even if there is no ASL option for the driver examination itself, state motor vehicle offices should have notice and information on how deaf and hard of hearing individuals can request qualified sign language interpreters for their driver exams.

Too often, deaf and hard of hearing people who encounter law enforcement during traffic stops often report that they are arrested for failing to comply with verbal instructions that they cannot hear and that are not communicated to them in any other accessible manner. This failure to ensure effective communication often leads to tragic outcomes, such as wrongful arrests, physical assault upon the deaf or

hard of hearing person and even death of the deaf or hard of hearing person.

The National Association of the Deaf (NAD) has a resource page outlining communication access when interacting with the police and law enforcement. The National Association of State Agencies of the Deaf and Hard of Hearing and the NAD, along with stakeholders such as the National Black Deaf Advocates and other organizations, have been studying this issue for some time and are exploring options on resolving this systemic problem across the country. Part of the problem is that there are no national standards or requirements for police departments, and every department determines its own training and policies. This complicates any national approach to resolving the miscommunication that often happens between police officers and deaf people to tragic effect. **m**

Visit the NAD's resource page that provides more information on how to communicate with law enforcement here: [tinyurl.com/2d9vwkw3](https://tinyurl.com/2d9vwkw3).

# ELECTRONIC SIGNATURES

## Understanding Federal Odometer Disclosure Requirements



### BACKGROUND

Historically, motor vehicle titling agencies have not accepted electronically-signed documents. Alternative approaches to wet ink signature requirements often had to be petitioned by the state and approved by the National Highway Traffic Safety Administration (NHTSA). On December 31, 2019, the Federal Odometer Disclosure Requirements (“requirements”) were revised and authorized several important changes to facilitate electronic odometer disclosure statements, including:

- Defined signature requirements for both physical and electronic documents
- Authorized conversion of physical documents (i.e. titles, powers of attorney, and dealer reassignments) into a digitized format by scanning/imaging
- Authorized submission of imaged or scanned documents in lieu of physical submissions

Since adoption, several states have explicitly authorized electronic signatures on some or all documents, including imaged or scanned physical titles, powers of attorney, and dealer reassignments. However, many states continue to require wet ink signatures.

### UNDERSTANDING THE ELECTRONIC ODOMETER DISCLOSURE REQUIREMENT

Some states, who have since authorized electronic signatures on physical documents, have imposed the NIST Level 2 requirement; while other states are refraining from authorizing electronic signatures because they believe the signature must meet this requirement. However, the NIST Level 2 requirement does not apply to a handwritten signature on a physical document that is captured electronically.

The current requirements specify that a signature on a physical document is “a person’s name, or a mark representing it, as hand written personally,” and an executed physical document that is scanned is not an electronic document. While this requirement does not explicitly address the completion of an odometer statement after the physical document has been scanned, NHTSA has issued several interpretations regarding this matter:

- To the Hertz Corporation (December 1995), NHTSA stated that “digitally scanned original written and hand-printed signatures and applying the scanned signatures to the odometer disclosure statement” are permitted under the existing requirement.

- To the Virginia Department of Motor Vehicles (April 2002), NHTSA stated that a “digital signature written by the transferor and transferee and captured electronically and not on paper” meets the requirements.
- To the Florida Department of Highway Safety and Motor Vehicles (June 2003) NHTSA stated that “electronic signatures are permissible if appropriate precautions are taken to ensure the authenticity and validity of those signatures.”

The NIST Level 2 requirement, therefore, only applies to an electronic title or electronic power of attorney (not a scan of a physical document) that incorporates an electronic odometer disclosure. Currently, only a limited number of states have true electronic titles, and fewer have incorporated odometer disclosures into them. It is only these true electronic titles that are subjected to the NIST Level 2 requirement. In fact, NHTSA has recently indicated that an electronic signature that is not handwritten is not permitted on physical documents.

The totality of the requirement, in conjunction with the aforementioned NHTSA interpretations, demonstrate that handwritten signatures made upon a physical document, whether wet-ink or electronically captured, are considered handwritten personally, are permitted, and are not subject to the electronic signature security processes that require the NIST Level 2 validation. Carvana is working with NHTSA for reaffirmation and anticipates a clarifying interpretation by year’s end.

### NEED FOR ELECTRONIC SIGNATURES

Allowing electronic signatures has an invaluable impact on businesses. Electronic signatures contribute to a reduction in paperwork errors, the loss of physical mail, and other mistakes that come with the traditional process. Even if a state is not positioned to authorize electronic signatures or electronically-captured handwritten signatures on all documents, an incremental approach that allows even some documents to be signed electronically significantly eases operational burdens on businesses, such as Carvana.

If you have questions about the contents of this article, please email [tony.hall@carvana.com](mailto:tony.hall@carvana.com).



CARVANA®



# Safer Together

*WHEN WE COMMUNICATE AND WORK TOGETHER, WE COLLECTIVELY MOVE FORWARD.*

**A**s a community, we have witnessed positive changes in vehicle safety features, roadway design and licensing programs. But we know that driver safety starts with quality education. While there are a variety of jurisdiction-specific laws and rules of the road, most noncommercial driver education topics are universally shared.

This issue of *MOVE* highlights the updated resources available to help jurisdictions prepare our new drivers to be safe drivers.

With the August 2022 release of AAMVA's (Updated) Model Driver's License Manual, we have a modern and thorough base to build from in our work supporting novice drivers. This updated resource is designed to be used as a template for preparing or improving our own jurisdiction's manuals. In addition to prompts on inserting jurisdiction-specific requirements and license types, the manual addresses driver readiness, vehicle safety, basic driving techniques, rules of the road, safe driving tips, sharing the road and being prepared to respond to special driving situations. A new feature in this updated version includes information

on the safe loading and towing of trailers, thanks to input from our associate members.

Beyond the manual, once new drivers are behind the wheel, we can't overlook another important part of the education process that comes from our enforcement partners. AAMVA's updated "What to Do and Expect When Pulled Over by Law Enforcement" video and informational resources are excellent tools for jurisdictions to share internally and externally with your broader community. Being stopped can be stressful but remaining calm and understanding how best to handle your vehicle and the interaction can help to ensure a safe experience for everyone. I appreciate the collaboration between AAMVA members and national law enforcement organizations to develop this valuable guidance.

These new resources are just two examples of the work accomplished over the last year by AAMVA's Standing Committees. AAMVA Committees and working groups do such a great job prioritizing the research and resources most needed within our community. If you have any questions about the other work accomplished, videos have been released detailing their work over the past year. Check out the newly designed AAMVA website or AAMVA's YouTube channel to view.

As the new AAMVA Board Chair, in many ways I feel like a rookie driver. I'm exploring new circumstances, discovering new challenges and always on the lookout for a thoughtful how-to manual or video. Even after 15 years of being involved with AAMVA, there's always more to learn in this evolving public service industry.

One of my favorite Maya Angelou quotes is, "Do the best you can until you know better. Then when you know better, do better." Whether it is improving service for our customers or implementing new programs and educational resources to fulfill the shared AAMVA vision, when we communicate and work together—we collectively move forward. We do better. **m**

*Kristina Boardman*  
2022-2023 AAMVA Chair of the Board

# #GETmobile

\*Ecosystem included



**\*We make sure your mDL is accepted everywhere**

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# THINK OUT OF THE BOX

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- ✓ Financials engine
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- ✓ Photo capture
- ✓ API gateway
- ✓ Appointments
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