

# move

## STRATEGIC SUNSETTING

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**POSTMASTER**

Send address changes and circulation inquiries to:  
MOVE Magazine  
AAMVA  
4401 Wilson Blvd., Suite 700  
Arlington, VA 22203

Printed in the United States of America.



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MOVE is the publication of the American Association of Motor Vehicle Administrators. For more information, visit [www.aamva.org](http://www.aamva.org).



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**Register Today!**



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

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# Ride the Wave

## *PUBLIC AGENCIES MUST EMBRACE TECHNOLOGICAL CHANGE*

In an era defined by rapid technological advancement, the importance of staying ahead of the curve cannot be overstated. For AAMVA members tasked with serving constituents and fulfilling critical government functions, the ability to adapt to evolving technology is not just advantageous—it's essential for survival. As new innovations emerge and customer expectations evolve, our agencies must prioritize resources to meet the ever-changing demands of the digital age.

The pace of technological change is relentless, with breakthroughs occurring at an unprecedented rate. From artificial intelligence and blockchain to Internet of Things (IoT) and 5G connectivity, the possibilities are endless. While these advancements offer immense potential for improving efficiency, enhancing service delivery, and addressing pressing societal challenges, they also present challenges. In today's fast-paced world, being reactive is no longer sufficient; public agencies must be proactive in anticipating and embracing technological change.

This is why AAMVA has made the hard, yet necessary, strategic decisions about migrating to new technology and sunsetting legacy

platforms as detailed in this issue and in other communications. The consequences of falling behind are not merely theoretical—they have real-world implications for citizens. Outdated systems can lead to delays in service delivery, increased costs, decreased public trust and potentially fatal consequences. Each outage caused by our lack of redundancy, or a driver record not updated because states are on different platforms, is a lost opportunity to better serve our mission. In an age where citizens expect seamless digital experiences akin to those offered by private-sector companies, public agencies must rise to the challenge or risk being left behind.

To navigate these complexities, we must prioritize

resources for technology investments—both AAMVA resources and individual jurisdiction resources. This includes not only funding for hardware and software upgrades but also investment in talent development, training and organizational culture. Building a workforce that is tech-savvy, adaptable and forward-thinking is essential for driving innovation and maintaining competitiveness in the digital age.

Furthermore, we must work collaboratively between the public and private sectors to cultivate a culture of innovation that encourages experimentation and risk-taking. By fostering a culture of innovation, public agencies can harness the collective intelligence of their workforce and leverage external expertise to address complex challenges. Through public-private partnerships, consortia or research initiatives, pooling resources and sharing knowledge can accelerate progress and maximize impact.

Furthermore, public agencies must prioritize equity and inclusion in their technology initiatives to ensure that the benefits of technological advancement are shared by all members of society. This means actively addressing digital divides, ensuring accessibility for individuals with disabilities and leveraging technology to advance social justice and equity goals. By prioritizing equity and inclusion, public agencies can harness the power of technology to create a more just and equitable society for all.

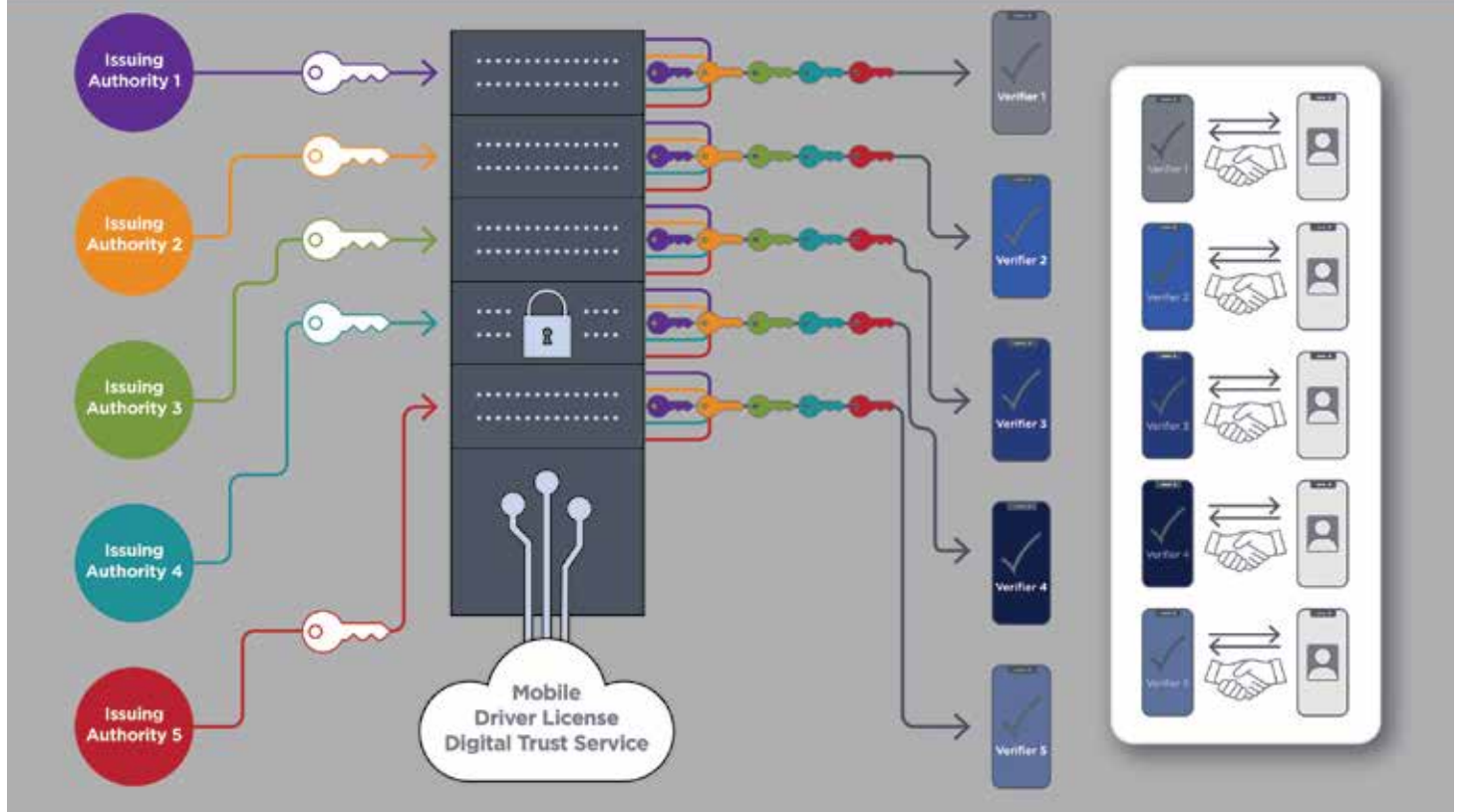
Ultimately, staying ahead of the technology curve is not just a matter of survival—it's a moral imperative. In an increasingly interconnected and technologically driven world, public agencies have a responsibility to harness the power of technology for the greater good. By prioritizing resources, fostering a culture of innovation and embracing strategic partnerships, public agencies can navigate the complexities of the digital age and emerge as leaders in the pursuit of progress and prosperity for all. **m**



Ian Grossman  
AAMVA President and CEO

# DIGITAL TRUST SERVICE

## HOW THE DIGITAL TRUST SERVICE WORKS



The AAMVA Digital Trust Service (DTS) provides the single, secure, and convenient point of trust from which issuing authorities and relying parties can obtain the public keys used when authenticating mobile driver licenses (mDLs). The keys are downloaded from the DTS and used offline during a transaction. The DTS framework helps to ensure that:

- mDLs were issued by a bona fide issuing authority
- mDLs are safe, secure, privacy respecting, and interoperable

### HOW CAN AN ISSUING AUTHORITY JOIN THE DTS?

Participation in the DTS is open to all issuing authorities. For application assistance or to learn more, contact Tim Roufa, AAMVA's Manager of Identity Management.

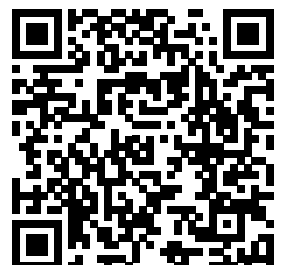
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troufa@aamva.org  
850.445.9626

For more information on AAMVA's Digital Trust Service, visit [aamva.org](http://aamva.org).



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SCAN ME



# Signed, Sealed, Delivered

*FOR DECADES, ODOMETER DISCLOSURE AGREEMENTS REQUIRED PHYSICAL PAPER AND INK SIGNATURES. BUT TIMES HAVE CHANGED.*

BY MEREDITH LANDRY

To deter odometer fraud, the federal government has required the use of odometer disclosure statements for the buying and selling of motor vehicles since the early 1970s. These statements had to be completed on secure paper documents and signed by the transferor and transferee with the use of handwritten, wet ink, printed names and signatures.

This law was put into place because it was believed to be the most secure method in documenting this acknowledgment. These written signatures provided physical evidence for investigators to examine later if there was suspicion of the signatures being forged. Also, it was the only choice: There was no other readily available and acceptable option at the time for both parties to acknowledge the odometer information.

“The law says that if I sell you my car, I have to disclose

the mileage to you as being actual, not actual or exceeding mechanical limits,” says Paul Steier, director of vehicle programs at AAMVA. “And these have always been paper documents that required a wet signature.”

But times have changed, and electronic documents and file sharing are now the norm. And why can a title transfer be done electronically but a disclosure statement still requires a wet signature?

That’s the exact question the vehicle standing

committee members posed to Steier and his team about a year ago.

“So we got to work,” he says. “We took it upon ourselves to go all the way back to the ‘70s when the laws were passed to determine how to proceed.”

In 2019, the National Highway Traffic Safety Administration (NHTSA) issued a rule allowing for the use of electronic signatures on electronic odometer statements incorporated within an electronic title record or power of attorney. But the shift from paper to digital documentation takes time, and some motor vehicle agencies (MVAs) remain unsure how to implement the new process. What has resulted is a hybrid approach, where some parts of the transaction could happen electronically while others required physical paper.

*Not only will the acceptance of electronic signatures expedite the entire process, it will also relieve some burden from DMV employees.*





“Even after the rule passed, NHTSA didn’t really describe how that hybrid process would work,” Steier says. “So that’s what we set out to clarify, to take the mystery out of this hybrid titling process.”

After months of research, the vehicle standing committee, on behalf of AAMVA, published a white paper in February 2024 titled “Guidance for the Acceptance of Signatures on Physical Odometer Disclosure Statements” to provide MVAs with clear direction.

“AAMVA is not a regulatory body, so this is intended to serve as background information and guidance moving forward,” Steier says. “The idea being that DMV administrators can take it to their legal counsel, look at their own state laws—because most states have some regulations around electronic documents and electronic signatures for government purposes—and then look and see how that applies to their current business processes.”

Not only will the acceptance of electronic signatures expedite the entire process, it will also relieve some burden from DMV employees.

“Frontline DMV employees are not expected to be forensic scientists,” Steier says. “They don’t have labs to analyze these documents to determine how a signature was applied, so this will help them make a more informed decision on acceptance of title documents.” **m**

### go online

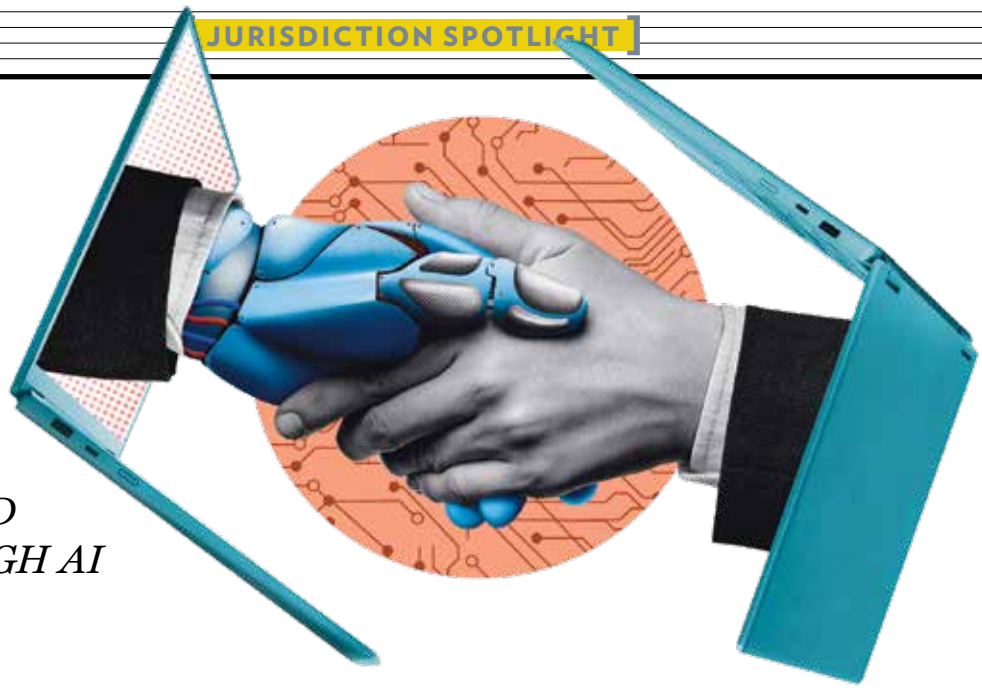
FOR MORE INFORMATION ON PHYSICAL ODOMETER DISCLOSURE STATEMENTS OR TO DOWNLOAD THE WHITE PAPER, VISIT [TINYURL.COM/55PJ44YN](https://tinyurl.com/55PJ44YN).



# Up to Speed

*ALBERTA'S MOTOR VEHICLES GETS FAST AND ACCURATE HELP THROUGH AI*

BY JASON HENNINGER



**W**hen laws regarding impaired driving changed in Alberta, Canada, Transportation and Economic Corridors, Driver Monitoring, found itself suddenly

processing far more applications for the ignition interlock program (IIP) than before. The ignition interlock system uses a blood-alcohol measurement device, if the driver's blood alcohol exceeds 0.040, a violation on the ignition interlock device is recorded and the vehicle will not start. The IIP is available for those drivers who have had their licenses suspended due to impaired driving charges. Beyond keeping impaired drivers from being able to start their cars, the device records and reports blood-alcohol levels.

Prior to July 2012, the IIP was voluntary in most cases. After that, it became mandatory for anyone convicted of impaired driving in Alberta. In December 2020, Alberta revised the Traffic Safety Act, adding the Immediate Roadside Sanctions for impaired driving.

Transportation and Economic Corridors, Driver Monitoring team—part of the Monitoring and Compliance Branch—is responsible for the IIP. Driver Monitoring headed the campaign to determine and implement a solution. Before 2020, the team processed approximately 3,200 ignition interlock

applications per year. After the revision in 2020, the team was hit with a 56% increase in applications, with 5,400 program applications each year.

Each time a driver submitted a program application there was about half an hour's worth of processing time, which resulted in backlogs, sometimes requiring a 45-day processing turnaround. To avoid being excessively bogged down and increase the response time for participants, a quicker method had to be found. Team lead Rebecca Frost and her team considered several methods of speeding up processing before deciding on using AI.

After looking at several possible fixes, the team decided on Robotic Process Automation (RPA), which uses AI to emulate human actions quickly and accurately. Frost's team collaborated with software developers to create an RPA program to read motor vehicle IDs, gather information from the Motor Vehicle Database and more, all on its own, within seconds. RPA now takes care of about 90% of ignition interlock applications and has saved the team approximately 330 days in processing time. Development was quick and efficient, taking less than a year and coming in under budget.

This improved application method accelerates the process for Driver Monitoring employees. "RPA gives us a chance to free up a lot of employee time to focus

on the monitoring of participants on the program, so that we're able to get more drivers on the program and make the roads safer."

Speed of processing was just one of two key points of concern; the other was accuracy. An inaccurate or unreliable system would be no help, not to mention a nightmare for both Driver Monitoring and program participants. The RPA automation, however, has created very reliable and consistent results.

"It has been a game changer for us," Frost shares. She wants to see similar AI-based solutions put in place for other procedures within Driver Monitoring. "There's definitely an opportunity for this technology to be used elsewhere. As we go forward with this, we can start looking at other ways we can apply this to managing driver records. We can start looking at other tasks and other processes where we can utilize this."

As AI solutions become more commonplace, a degree of caution and distrust comes with it. After all, examples of AI being used for questionable purposes are all over the internet. Frost feels, though, that when used correctly, AI is a remarkable tool.

"It can be very efficient," she says. "I have no complaints about this technology, and it's been really wonderful for the team. We've saved so many hours by going ahead with this. It's been great for us." **m**

# A Team Effort

*TRUE PARTNERSHIPS ARE OFTEN FORMED OFF THE BOOKS*

BY JASON HENNINGER

When government agencies and vendors partner with one another, friendly, clear communication and mutual respect are key to creating dependable results and fostering collaboration. Sometimes, partnerships go above and beyond in unexpected ways. The relationship between the Minnesota Department of Driver Services (DVS) and Tesseract Data is an example of this.

Tesseract Data provides people-risk data that simplifies background checks by promising quick and efficient access to criminal, court and motor vehicle records. “Offering an instant criminal database that covers 98% of the U.S. population, real-time automated screening solutions and continuous monitoring, Tesseract extracts the essential details from critical background data for better informed people-risk decisions that help keep communities safe,” says Brenda Maiers, compliance specialist at Tesseract Data.

Tesseract, when pulling driver records, noticed mismatches in data, where numbers from certain tables were influencing numbers in unrelated tables. They notified the DVS of what they saw. Part of what makes this significant is that Tesseract is not a company hired specifically to sift through and report data errors. They called out the error they saw as a matter of courtesy, based on the positive relationship between the DVS and Tesseract. The DVS responded with enthusiasm and addressed the mismatch.

“It’s a complicated table referencing setup,” says Pong Xiong, director the Driver and Vehicle Services Division. “It’s way more technical than that, but basically some data was pointing to the wrong table. And so, we’d get inconsistent results. Because we tested these tables separately, we never noticed that the two different methodologies were producing different results.”

Reporting the data anomaly was met with appreciation on the DVS side. Additionally, the DVS’ willingness to jump in and address the issue made a positive impression on the people at Tesseract.

Xiong valued the knowledge Tesseract shared. “We take the security and the quality of our data very seriously,” he says. “And we appreciate the partnership with Tesseract in identifying a gap for us. We took immediate steps to make those corrections and we are happy with the partnership with those who are willing to give us feedback and to work with us as we make adjustments.”

Anna Renken, staff product manager at Tesseract, says that when they uncovered the discrepancies, they worked with DVS to make sure the agency understood the problem. DVS would make changes, and Tesseract would take a look at the changes. “It’s a lot of back and forth,” Renken says. “But willingness to go through that process so that both parties could ensure things were being done well is something

I really appreciated. It was a ‘let’s learn together and improve together’ type of relationship that we’ve been able to build through this process, which shows the credibility that we now have in the way that they operate, and the people that are behind the scenes, and the way that they want to do it better.”

Maiers adds, “We work with 51 jurisdictions and they’re not always super open to being told, ‘Hey, your data doesn’t work right, but we were able to reach out to DVS, and they worked with us.’ The willingness of Tesseract to share what they observed, and of the DVS to openly address the problem, has led to a mutual appreciation that both parties hope will continue. **m**



# Next Step for mDL

*THE DIGITAL TRUST SERVICE PROVIDES THE FRAMEWORK FOR INTEROPERABILITY, SECURITY AND PRIVACY*

With more jurisdictions exploring mobile driver's license (mDL) solutions, it becomes increasingly important to ensure that mDLs are issued by a bona fide issuing authority and that they are safe, secure, privacy respecting and interoperable. The AAMVA Digital Trust Service (DTS) provides the single, secure and convenient point of trust from which issuing authorities and relying parties can obtain the public keys used when authenticating mDLs. The keys are downloaded from the DTS to be uploaded into the relying party reader device. There is no connectivity to the DTS during the transaction. "The DTS is the one stop shop for relying parties to get public keys from jurisdictions who have stood up mDL solutions," says Mike McCaskill, AAMVA director of identity management. "It's a guarantee for those relying parties that the jurisdictions are following the standards that pertain to interoperability, privacy and security for the customers of the jurisdictions. The relying parties know they can trust those certificates because they are getting them from the DTS."

For jurisdictions that offer an mDL, a top priority is ensuring the mDL is widely accepted by relying parties like retailers and

financial institutions. Interoperability is necessary for that mDL to be accepted not only in the home jurisdiction, but also in other states, provinces and countries. The DTS is the framework that makes security and interoperability a reality. "The intent of it is built right into its name—it's about trust," says Eric Jorgensen, director of the Arizona Department of Transportation Motor Vehicle Division and a member of the AAMVA International Board of Directors. "The DTS is there so that it's easier for those relying parties to consume and trust our mDL, that it really was issued by us, that it is a real driver's license, and they can use it as part of the ecosystem."

Security and interoperability of mDLs is rooted in the public/private cryptographic key pair. The private key, used to sign mDL data, is maintained by the issuing authority while the public key is used by relying parties to authenticate the mDL. The DTS reduces the burden of distributing the issuing authority public keys to relying parties.

To maximize trust, interoperability and reliability, the mDL solution is vetted for compliance with domestic and international standards and guidelines. As the non-profit organization representing the issuing authorities, AAMVA is recognized as the best organization poised to develop and maintain the DTS.

Through participating in the DTS, issuing authorities can be sure that their digital credentials can be validated and are compliant with domestic and international standards for cross-jurisdictional interoperability. The DTS also provides relief for jurisdictions from the challenge of supporting countless relying parties and keeping them free to focus on what matters most: providing safe, secure identity credentials to their customers. The DTS provides a single, secure and convenient point of trust that issuing authorities can use when authenticating mDLs issued by other issuing authorities.



BY AAMVA'S DATA LADY, JANICE DLUZYNSKI

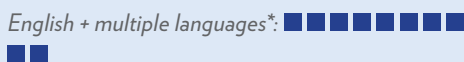
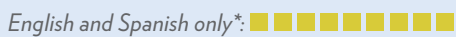
## COMMERCIAL DRIVER LICENSING

There are several recent surveys related to commercial driver licensing. These surveys have additional questions that provide more information. Full details can be found at the following link: [AAMVA.ORG/SURVEYS/SURVEYUSER/SEARCHSURVEYRESPONSES](https://www.aamva.org/surveys/surveyuser/searchsurveyresponses).



### LANGUAGES FOR CDL KNOWLEDGE TEST 35 RESPONSES

IN WHAT LANGUAGES DO YOU OFFER THE CDL KNOWLEDGE TEST?



### SPECIFICALLY REFERRING TO THE HAZMAT TEST, DOES YOUR JURISDICTION OFFER THE TEST IN TRANSLATED LANGUAGES?



### CDL TESTING 27 RESPONSES

DOES YOUR STATE UTILIZE STATE EXAMINERS FOR CDL SKILLS TESTS?



\*Some jurisdictions have exception for Hazmat & School Bus





technology

# STRATEGIC SUNSETTING





## *AS AAMVA CONTINUES TO UPGRADE ITS TECHNOLOGY, JURISDICTIONS ARE ASSESSING THEIR OWN TECHNOLOGY NEEDS*

BY REGINA LUDES

**W**hen a vehicle begins to break down after logging more than 100,000 miles, it's time to upgrade to a newer model. After more than 30 years, AAMVA's network technology is undergoing a similar shift.

Since its creation in the early 1990s, the AAMVA network and its systems have undergone numerous upgrades to deliver secure, reliable and relevant IT services to its members. With its latest round of upgrades, the AAMVA Board of Directors has decided to phase out several legacy components over the next few years. DMVs in all jurisdictions will be affected by these changes, especially those that use aging systems that will no longer be supported by AAMVA. While the prospect of going through a technology transition can be daunting and costly, DMVs that have already upgraded their systems say the results are paying off in more efficient service and improved customer interactions.

### **A HISTORICAL PERSPECTIVE**

AAMVA's network was established in the early 1990s as a centralized system to provide IT services to member DMVs throughout the U.S. To address the diversity of platforms used by the jurisdictions, AAMVA developed a software product called the Unified Network Interface (UNI) that allows each DMV to connect to the network in a standard manner, explains Philippe Guiot, AAMVA's senior vice president of Technology and chief information officer.

"It was unique at that time for one software to run on so many different platforms used by all jurisdictions," Guiot recalls.

Over time, AAMVA migrated its systems from COBOL mainframe to Microsoft.net and finally to cloud-based Microsoft Azure. It also upgraded its network to SD-WAN for better performance and reliability. The AMIE message format used on AAMVAnet has evolved with the addition of XML/NIEM and more recently the REST/JSON web services, the current standard in the industry. ▶

*DMVs that have already upgraded their systems say the results are paying off in more efficient service and improved customer interactions.*

Whenever new applications and technologies were introduced, AAMVA worked with jurisdictions to ensure backward compatibility between the different solutions. That allowed DMVs to upgrade at their own pace. However, Guiot says this approach has become too difficult to maintain and too costly to support. As a consequence, AAMVA is phasing out the UNI Mainframe and UNI Windows while the AMIE messaging format is being phased out in favor of REST/JSON web-based solutions.

“We can no longer guarantee that we will have the resources to support older technology,” Guiot

explains. “Sunsetting the older technology is not a question of choice, but of necessity.”

To encourage jurisdictions to transition away from these legacy systems, AAMVA’s IT Advisory Committee has created a phase-out plan and schedule (see sidebar).

“We want to provide enough time so DMVs can succeed with their transition, but we don’t want to allow so much time that there’s no sense of urgency,” says Eric Jorgensen, director of the Arizona Department of Transportation’s Motor Vehicle Division, and chair of AAMVA’s IT Advisory Committee.

To make sure jurisdictions meet AAMVA’s specifications, Jorgensen advises them to contact AAMVA first to understand what they need to do to upgrade their technology. Then they can map out a strategy for migration at their own locations.

“It can be painful to go through a technology transition, but our goal is to make this as easy, painless and stable as possible,” Jorgensen says. “In the end, this will be a better solution for all of us.”

*“Focus on the end product and what it needs to be rather than what you are doing now so you can provide optimal customer experience.”*

**NEGASH ASSEFA**

Director of Information Technology of Maryland’s MVA

## CLOUD SOLUTIONS OFFER FLEXIBILITY

Jorgensen says the biggest deterrent to the adoption of new technologies is cost and the inability to obtain funding.

“Depending on the age of legacy systems and scope of the project, the cost to upgrade can run millions of dollars. Because jurisdictions rely on funding approvals from their state legislatures, they need to give state leaders a compelling reason to make these technology improvements to justify the investment,” Jorgensen says. “Otherwise, it’s easy for people to decide that their request isn’t a high priority.”

Cloud-based solutions can enhance an agency’s business almost immediately after implementation. When Arizona’s Motor Vehicle Division converted from a 40-year-old mainframe solution to Microsoft Azure, the agency announced the new platform by email blast to more than one million residents. Within minutes, the IT team noticed a significant uptick in traffic to the new site. They quickly realized it wasn’t a glitch in the system but customers who were visiting the site after receiving the announcement.

“Because the new platform is cloud-based, we were able to spin up additional resources on the fly to meet the increased demand from customers. With the previous system, sharing those resources would have taken months,” Jorgensen recalls. “The cloud gives us the flexibility to provide the right resources at the right moment.”





# SUNSET SCHEDULE

## January 2025

Support of UNI Mainframe will no longer be supported by AAMVA.

### What this means:

Jurisdictions using UNI Mainframe beyond January 2025 will be able to use existing applications already implemented in the UNI product. However, they will not receive updates to support future applications or releases. They must use the REST interface for all new applications implemented after this date.

## July 2026

AAMVA will no longer support UNI Windows.

### What this means:

Jurisdictions using UNI Windows beyond July 2026 will no longer receive updates for these applications. They will still be able to use UNI Windows with their existing applications. They will be able to participate in new applications as long as they use the REST interface.

## January 2028

AAMVA will no longer support AMIE online applications.

### What this means:

Jurisdictions must convert all of their applications from UNI/AMIE to REST. They will no longer be able to send any messages in the AMIE format beyond January 2028 except jurisdictions using ELT and SR22/26 and not using UNI.

## CONSOLIDATE SYSTEMS FOR EFFICIENT SERVICE

The Maryland Motor Vehicle Administration (MVA) recently upgraded two of its legacy COBOL systems—its 40-year-old vehicle registration system and a driver's license system that had been operating since 2002. After a competitive bidding process, the MVA selected tech company Fast Enterprises to implement a new system that combined the two systems into one cohesive solution.

"We had always wanted to use one system that could perform all types of transactions so customers wouldn't have to go to different counters when visiting our locations. While the COBOL-based vehicle system and VB6-based system served our community well, the technology was outdated and we had difficulty supporting it," recalls Negash Assefa, director of Information Technology of Maryland's MVA.

Assefa says the new combined system has resulted in record low wait times at the MVA and more satisfied customers.

To meet AAMVA's phase-out schedule, Assefa says the agency set internal deadlines to get ahead of the curve. Upgrades are being implemented a little at a time. Its USPVS platform converted to the RESTful web service in 2023 while NMVTIS and SSOLV will transition to a web service later this year and SPEXS and PDPS will be converted to RESTful web service in 2025.

He encourages jurisdictions to think long term about any modernization project and understand how those changes will impact their entire organization.

"Replacing a legacy system is a complex process that requires a commitment from everyone top to bottom," Assefa says. "Focus on the end product and what it needs to be rather than what you are doing now so you can provide optimal customer experience."

## PLANNING FOR THE FUTURE

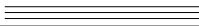
"You're not just sunsetting a legacy system; you're sunsetting the way you think about your business," says Frank Dean, client relations manager with Fast Enterprises, a tech company specializing in systems modernization for government agencies.

Modernization projects present both challenges and opportunities for DMVs. "When you modernize, it's because you want to change how your agency can serve the public. You have to rethink how everything can be done differently, from interacting with customers, processing registrations and issuing licenses," Dean adds.

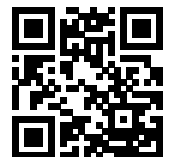
When looking at cloud solutions, DMVs need to consider not only the software and its costs, but also how it will impact operations and customer interactions. Think about how the new system will be managed and which cloud hosting providers you want to work with, since each offers different features. It's helpful to look at what other DMVs are doing to upgrade their systems and learn from their experiences," Dean says. [m](#)



Learn more about the evolution of AAMVA's technology systems from Philippe Guiot in [tinyurl.com/3k2vsdtw](https://www.tinyurl.com/3k2vsdtw).

**go online** 

TO LEARN MORE ABOUT AAMVA'S TECHNOLOGY STANDARDS, GO TO [AAMVA.ORG/TECHNOLOGY](https://www.aamva.org/technology).



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*FROM DETECTION TO PREVENTION:*

# **TOOLS FOR FIGHTING FRAUD**

**If you wait until fraud occurs, it's already too late.**

As fraudsters get more creative, government agencies must be proactive, not reactive, in verifying customers' identities and protecting their data. And there's no silver bullet, either—the strategy to fight fraud is just as complex as the crime itself, and it includes learning from the fraud you catch.

As both regulatory and customer service organizations, DMVs need unique tools to prevent fraud—not just respond to it—while ensuring seamless service delivery. Some of these tools might already be at your disposal, while others are still on the horizon.



### **EMERGING TECHNOLOGIES TO PLAN FOR:**

**Mobile Driver Licenses (mDL):** It's difficult for the average person to validate a physical driver license just by looking at it. That's where mDLs come in: storing a driver license on the individual's personal device allows for more direct identity verification. Mobile IDs also give customers the option to selectively disclose their personal information—for example, an age-restricted website doesn't need to know your address to verify your age.

**E-titling:** Many states have seen a surge in vehicle title fraud. By digitizing vehicle titles, registrations, and liens—and securing them with proper ID verification—agencies can boost public confidence and minimize the risks of loss, theft, and damage associated with paper records.

### **TOOLS AT YOUR FINGERTIPS:**

**Education:** Agencies are doing an excellent job of using social media to warn customers about common scams such as spoof sites and phishing attacks to steal information. However, one of the most at-risk groups—senior citizens—may not be as engaged on social media platforms. Be sure to amplify your fraud education messaging both online and offline to keep customers informed of the latest threats.



**Online Services:** System monitoring and analytics allow DMVs to quickly detect and predict suspicious activity and patterns in their online portals. For example, if a customer makes several attempts to renew a driver license at 2 a.m. from multiple IP addresses in different states, the system can flag the account and notify the agency. Alerting customers about changes or requests in their accounts is another way to get ahead of potential fraud.

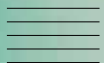
**Advanced Bot Detection:** DMVs are increasingly targeted by bots and fraudsters originating from outside of North America. A secure online portal should employ advanced bot detection algorithms to further mitigate attempts by bad actors beyond IP address tracking. Minnesota Driver and Vehicle Services (DVS) tackled this problem by enabling a geofencing tool in their system, effectively blocking all traffic from foreign IP addresses. The effort earned DVS the 2023 AAMVA Fraud Prevention and Detection Award.

**Federal Resources:** Ensure your system has a real-time interface with programs like the National Motor Vehicle Title Information System, which protects consumers from fraud and keeps unsafe or stolen vehicles off the road.

***Remember: It's not just about catching fraud—it's about preventing it in the first place.***

The more you prepare and learn from the past, the stronger your organization will be tomorrow.

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operations





# WAVES OF CHANGE

## *HOW JURISDICTIONS ARE PREPARING FOR A SURGE OF NEW FMCSA RULES*

BY STEVE HENDERSHOT

States are gearing up for the implementation of three different rule changes by the Federal Motor Carrier Safety Administration designed to keep unsafe drivers from operating commercial vehicles. The common thread between the three rules is an embrace of instantaneous electronic data sharing that will enable jurisdictions to more quickly flag drivers who either should have their commercial licenses downgraded, or whose applications for commercial licenses should be denied.

“Our mission is to promote public safety and keep safe drivers on the road, and these updates really help to make that a better process,” says Brit Akagi, IT and quality assurance manager within the Driver License Division of the Utah Department of Public Safety.

The biggest challenge is timing. States must be compliant with the first rule, mandating exclusively electronic exchanges of data between jurisdictional partners and the FMCSA, on August 22 of this year. The second change, requiring participation in a nationwide electronic data clearinghouse of drug- and alcohol-related licensing restrictions, goes into effect in November. And the third new program, a national electronic registry of medical examiners whose certifications will help govern whether drivers

with conditions such as physical impairments are eligible for commercial licenses, is set to go live in June 2025.

“It’s a little over a year to implement three very important and very extensive federal changes, and each of these mandates requires SDLAs [State Driver’s Licensing Agencies] to implement both system and procedure changes,” says Pamela Dsa, senior project director for driver systems at AAMVA.

So, yes, it’s a lift—a worthy one, but a lift nonetheless. Texas Department of Public Safety, for example, hired an external vendor to enable it to meet the compliance deadlines.

“We appreciate the work our state safety partners are putting in place to ensure they are ready to meet these requirements by the respective effective dates,” says FMCSA spokesperson Cicely Waters. “All three of these final rules will close loopholes and help keep unsafe drivers off our nation’s roadways.”

In each case, AAMVA is helping states prepare for the transition. Those efforts include pre-implementation testing, and AAMVA also will act as an ongoing partner facilitating communication and data transmission among states and with FMCSA.

Here’s a look at what each change will accomplish, and how states are preparing for the transition.

### **EXCLUSIVE ELECTRONIC EXCHANGE**

The first implementation date belongs to FMCSA’s new Exclusive Electronic Exchange (EEE), which goes into effect on August 22. Electronic data exchange is not a new idea in this space: The vast majority of commercial driver data already is transmitted electronically via the Commercial Driver’s License Information System (CDLIS). Instead, the key word driving the new rule is “exclusive”—EEE is focused on eliminating the edge cases where states sometimes still ▶

rely on paper. These are the instances, as Dsa puts it, “where maybe a system goes down or is unavailable, or some exception has been triggered” because of a factor such as a peer jurisdiction missing a system pointer.

“When you have a conviction, time is of the essence—you want to make sure that the information is shared quickly. So for a long time, in those cases it was ‘Let’s just send paper,’ because they’re trying to communicate quickly,” Dsa says.

Accordingly, states are now identifying those exceptions and making plans to handle them electronically. AAMVA is coordinating structured testing, which is especially challenging because the point is not for states to show that they can execute electronic transactions—it’s to ensure that they *only* execute electronic transactions. To do that, AAMVA is incorporating unique testing features such as questionnaires aimed at self-certification.

In early February, Georgia became the first state to implement EEE—and quickly learned that when dealing with edge-case records, electronic doesn’t necessarily mean automated.

“There’s still a level of manual analysis and effort that has to go into processing those,” says Juenesse Holman, deputy director of regulatory compliance at the Georgia Department of Driver Services.

Some of that work is likely temporary, as Georgia’s team works with its peers from other SDLAs to iron out the irregularities. That seems to be a major benefit of the EEE mandate: It’s forcing states to get on the same page regarding record irregularities and ACD code usage.

“We’ve learned to communicate with other states differently, cultivating better relationships and learning what they’re doing. That’s going to help us to continue to develop,” says Brent Bennett, director of regulatory compliance at the Georgia Department of Driver Services.

## DRUG AND ALCOHOL CLEARINGHOUSE

FMCSA’s Drug and Alcohol Clearinghouse (DACH) is intended to facilitate faster and more complete record sharing amongst SDLAs regarding commercial drivers with drug and alcohol violations. Historically, many drivers have been able to continue operating commercial vehicles despite drug- and alcohol-related offenses that are supposed to sideline them, either by moving to a different state or because their violation status is not flagged until they’re stopped by law enforcement.



In other words, the existing process for downgrading drivers in violation is often reactive rather than proactive. DACH aims to change that by holding violation records for all drivers in a single, central repository that every SDLA will query regularly. The new rule calls for states to automatically downgrade the licenses of drivers with drug and alcohol violations by removing their commercial-driving privileges.

It’s a welcome addition for SDLA leaders because it promises safer roads. Yet implementation is a challenge—perhaps even more so than with EEE. For one thing, in many states new laws are required to authorize automatic license downgrades. And while states such as Georgia have passed the necessary legislation (Georgia’s law still awaits the governor’s signature),

*“[The] regulations represent a significant stride toward improved highway safety.”*

### REBEKAH HIBBS

Senior Manager of Records and Enforcement Service with the Texas Department of Public Safety



others such as Utah are still awaiting passage.

There are also technical hurdles, as DACH requires several new codes and messages, and FMCSA has continued to tweak its system, creating challenges for states that hoped to test and implement early. Also, states have an option either to connect to DACH directly via FMCSA or alternately via CDLIS.

“We wanted to have everything taken care of so we would not have to redo the process later,” says Utah’s Akagi. The direct-connect option “would have just been a Band Aid until we implemented the AAMVA solution.”

SDLA leaders in Texas are looking at DACH and EEE as a part of a broader wave of software modernization projects ranging from the adoption of updated underlying architecture to projects such as the State-to-State Verification Service and Driver History Record functionality that are not limited to commercial driving applications.

The broader portfolio view “ensures a continuity of system knowledge and valuable insight into business processes, which makes our discussions with AAMVA more fluid about required changes and how each version builds on the prior version,”

Starting **AUGUST 22**, exchanges between jurisdictional partners and the FMCSA must be conducted solely through electronic means.

says Rebekah Hibbs, senior manager of Records and Enforcement Service with the Texas Department of Public Safety.

The final DACH hurdle is logistical: In many states, when the new DACH system is implemented in December, lots of drivers will be affected. Georgia estimates that thousands of drivers will be affected, and the state is hiring a new employee to run a CDL help desk dedicated to communicating with affected drivers about their loss of privilege, as well as the return-to-drive process they must complete prior to reinstatement.

### MEDICAL EXAMINER’S CERTIFICATION

After the new DACH system goes live in November, states have a bit of time before the third new FMCSA rule goes into effect in June 2025—just enough time to complete one project and focus on the next, which is the full automation of the National Registry of Certified Medical Examiners.

“As soon as we’re finished with DACH, we’re going to take [the National Registry] full speed ahead,” says Georgia’s Bennett.

That rule calls for electronic sharing of the certification of medical fitness given to commercial drivers—a process that until now has often been paper-driven, as examiners directly hand the certification paperwork to drivers, who then are tasked with submitting it to state authorities. The new rule will facilitate centralized and automated input of the medical examiners’ certification into a national clearinghouse similar to DACH. The new process is still in the planning phase, and testing has not yet begun.

Taken together, the three new FMCSA rules make for a somewhat daunting gauntlet that state leaders must navigate quickly. Despite the challenges, they say the projects are worthwhile.

“[The] regulations represent a significant stride toward improved highway safety,” says Hibbs. “By fostering a more comprehensive and interconnected system for tracking CDL holder violations and enforcing driving prohibitions, these measures aim to significantly reduce the number of crashes involving drivers who pose a demonstrable safety risk.” **m**

**find out more** 

LEARN MORE ABOUT EXAMINER TRAINING AND EXAMINATION IN AAMVACAST EPISODE 206: [TINYURL.COM/JZ5UKZK5](https://tinyurl.com/jz5ukzk5).



PAY-FOR-PERFORMANCE:

# LOWERING COSTS AND IMPROVING PROCESSES IN STATE DMVS



By LT Slater

EVP, Head of Strategic Partnerships at Champ Titles

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The automotive business sector is moving faster than ever and is not slowing down. As customer expectations shift, and new sales avenues are created, businesses that touch titling and registration are increasingly hamstrung by outdated government processes and technology.

The Amazon-ification of business has made 40-to-60-day waits for title, registration, and liens unacceptable.

Meanwhile, state government spending on new technologies and software solutions has seen dramatic increases of late, reaching a lofty \$2.3 trillion in 2021. But the problem still is not getting solved.

What's the catch?

Too many states are trying to be tech companies by building software solutions in-house. Alternatively, most traditional gov-tech providers are paid for the product, not the solution or results. This almost always ends with the government agencies getting the short end of the stick. Faced with huge contracts, stacked with

upfront, risky fees, they are often forced to enter deals that are less favorable than a high-stakes casino bet.

Unfortunately, it is the government and taxpayers who bear the financial burden if the system fails to operate as advertised. This needs to change. The government should only pay based on performance—no results, no payment.

Luckily, a better system is emerging: best-of-breed solutions. Instead of choosing a one-size-fits-all software approach, governments are now partnering with companies that provide targeted solutions



that solve critical issues most important to the actual users of the systems being built. In the case of DMV's, this means the dealers, lenders, insurance carriers, fleet operators, service providers to all these industries, and, of course, consumers.

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**THESE SOLUTIONS REQUIRE NO UPFRONT COST AND UTILIZE A PAY-AS-YOU TRANSACT MODEL. THEY CAN BE LAUNCHED QUICKLY AND ARE CONTINUOUSLY IMPROVED, REDUCING RISK AND IMPLEMENTATION TIME AND ALLOWING FOR EASIER MAINTENANCE.**

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More importantly, the constituents of government benefit from a more streamlined and cost-effective system. This is not the case with one-size-fits-all deployments, which are not configurable enough to account for each government agency or state's differing needs, leading to system inefficiencies, slow processes, and unhappy customers.

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**BUT THESE PROBLEMS CAN BE A THING OF THE PAST, THANKS TO A NEW DIGITAL SOLUTION FROM CHAMP TITLES, WHICH SUPPLIES TITLE, REGISTRATION, AND LIEN SYSTEMS OF RECORD AND SOFTWARE TO STATE DMVS THROUGH THIS PAY-FOR-PERFORMANCE MODEL.**

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Instead of a high upfront cost, Champ takes a small fee from every title, registration, or lien processed with its system. In other words, Champ is only paid if the product is benefiting the state DMV and its constituents, ensuring the state is only paying for a product that actually works.

Modular solutions like Champ's ensure DMVs can improve the speed, accuracy, and efficiency of their titling process. There is minimal disruption to existing business operations as the software seamlessly integrates with DMV and other state government systems.

Some DMVs may be ready to move to a new system of record for their titles, registrations, and liens, while other DMVs might prefer instead to layer technology on top of their existing platform.



Properly built best-of-breed solutions are a solution for either situation, thanks to their modular design. The benefits of either choice with Champ are lower up front IT expenses that would be attached to such projects and a much faster speed to market.

Ultimately, these systems are mutually beneficial for DMVs and their constituents. Champ's digital title system of record and AI assistants make title clerks' jobs easier and more efficient, while still leveraging their unique skillset. For constituents like auto dealers, insurance providers and citizens, the software is allowing government to finally operate at the speed of business.

Take West Virginia, which has been operating with Champ's digital titling platform since 2021. Titles are transferred in a day or less, rather than the typical 40–60 day turnaround that was previously the norm. On top of that, West Virginia is saving five million sheets of paper annually and title clerks are processing 5x as much work per day! The key, however, is West Virginia is only paying for a system that is successful. There was no upfront cost to implement or a high-dollar contract fee. Champ only gets paid if the product works, and its hyper-focused best-of-breed strategy ensures quality.

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**BEST-OF-BREED AND PAY-FOR-PERFORMANCE OPTIONS ARE SETTING A NEW STANDARD FOR GOVERNMENT TECHNOLOGY. TO MATCH THE PACE OF BUSINESSES, DMVS AND OTHER GOVERNMENT AGENCIES NEED TARGETED SOLUTIONS AND SHOULD NOT PAY FOR ANYTHING LESS THAN SUCCESS.**

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To learn how your agency can utilize Champ's modular solutions, contact [LT@CHAMPTITLES.COM](mailto:LT@CHAMPTITLES.COM) or visit [WWW.CHAMPTITLES.COM](http://WWW.CHAMPTITLES.COM).



**WHEN IT COMES TO [INITIATIVES] HELPING PEOPLE STAY SAFE ON THE ROADWAY, I'VE LIKELY BEEN A PART OF IT.**



**Q & A WITH**

# Chief John Batiste

*CHIEF OF THE WASHINGTON STATE PATROL AND AAMVA LIFETIME ACHIEVEMENT AWARD WINNER*

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

Law enforcement is part of my family history. One of my uncles was a police officer and another was a reserve officer in Hammond, Louisiana, the town where I grew up. I played basketball at Washington State University and a couple years later, a teammate recruited me into law enforcement here at the Washington State Patrol and I was immediately sold on it since it's part of my family's legacy and I knew they'd be proud of me.

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

I've been blessed to have great mentorship along the way. And while I've been in the right place at the right time, I also studied and worked extremely hard to get myself promoted. And today, I've held every rank in the agency.

**Q WHAT TRAFFIC SAFETY INITIATIVES HAVE YOU WORKED ON?**

There have been many over the years. I've focused on removing intoxicated drivers from roadways, so DUI initiatives. I've also worked on seatbelt initiatives and child restraint initiatives to make sure parents can keep

*"You always hope you're making a difference, but this verifies that I have and that's very rewarding."*

**CHIEF JOHN BATISTE**

*Chief of the Washington State Patrol*

## FAST FACTS

### Chief John Batiste



**HOMETOWN?**  
Hammond, Louisiana



**WHAT KIND OF CAR DO YOU DRIVE?**  
Lincoln Navigator  
(had it for 20 years)



**EDUCATION**  
Washington State University, left early to join the patrol; went back to City University in Bellevue, Washington, for my bachelor's degree in Law Enforcement Administration



**DREAM TRIPS**  
Taking my granddaughter to Australia, New Zealand, Germany and Africa



Chief Batiste and his wife, Sheila, recently took their granddaughter, Reeve, to Hawaii.

their children safe. When it comes to helping people stay safe on the roadway, I've likely been a part of it.

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

I was not expecting it at all. But when I look back at my life's work, it's truly an honor to be recognized. It's a real honor to have people look at me in that light. You always hope you're making a difference, but this verifies that I have and that's very rewarding.

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

Well, I don't have much free time, but I like to spend it with my family. My wife and I have a granddaughter who's 8 years old, and we like to steal her from her parents and take her on trips. We tell our daughter that she can't come, this is an "us" trip. I want to expose my granddaughter to all the things I didn't get to see growing up and give her a true cultural education. **m**



# Out With the Old

*WE ASKED THREE EXPERTS FOR THEIR TAKE ON WHEN IT'S TIME TO SUNSET TECHNOLOGY AND EMBRACE THE NEW INFRASTRUCTURE*

## CREATING A ROADMAP

**CHRISTINE QUINN, DIGITAL TRANSFORMATION EXECUTIVE, SALESFORCE**

With the need to deliver on legislative mandates, many DMV agencies historically were forced to create one-off siloed solutions and workarounds over the years to address these requirements. Adding in heavy custom-built legacy applications that require high levels of skills and resource power to maintain and operate, manual, paper-based processes, integration backlogs and manual security management further complicate where DMV agencies find themselves today.

State agencies are finding it harder to deliver on certain things in an easy, scalable and cost-effective way, so it's time to pause and rethink the approach. As a result, agencies are considering secure

cloud-based, low-code, multi-tenant platforms that provide ease of use, scalability and configuration to drive quick wins and success proof points for their stakeholders. An added benefit is having their own business users responsible for some basic upkeep and maintenance that you can't do with older legacy systems that require a programmer—further driving better return on investment.

Resource planning is another challenge for many agencies, having to do a lot more with a lot less. The big challenge that I have seen in these larger agencies, like a DMV, is an inability to have a single view of the agency and an understanding of how much work you're actually handling and how long it takes to complete tasks. Some of that is because they're running multiple disparate systems, and they just don't have that single view.

Also, customer and employee demands and expectations are changing. The desire to self-serve or be directed and guided is something that's really important; especially to younger customers, who have only ever known technology.

I am a firm believer in having a vision and creating a roadmap. Where do you want to go from where you are today? Having a strategy and defining what "good" looks like will be really helpful for your organization. From there, map out a three- to five-year plan from which you can start to execute and then make incremental changes until you get there. Don't let perfection get in the way of your success, you can always pivot and shift your direction.



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## ABANDONING THE TRADITIONAL MODEL

**DOUG ROBINSON**, EXECUTIVE DIRECTOR, NATIONAL ASSOCIATION OF STATE CHIEF INFORMATION OFFICERS (NASCIO)

The time to do so is sooner rather than later. I think, most importantly, for state government and for state CIOs, which are my members, for many years, we have talked about the transition from the owner-operator model to the CIO-as-broker or the government-as-a-service model.

What I mean by that is that with traditional information technology, certainly in my many years in state government, we valued the owner-operator model, which meant we owned all of the hardware, we owned the infrastructure, we developed all the applications, we wrote our own code, and we had all our own data centers or a data center located in the capital. That was the predominant model for decades, and that has clearly shifted to the new operating model. We're abandoning this era of buying and building things—that has become outdated—and we're now into the service delivery mode, which really means that states are partnering and abandoning this traditional model.

And so the discussion around legacy technology is all about how and when can you transition to the cloud? The question of the when to retire systems has a lot of dimensions to it. But right now, the major dimension is that the business benefits the states require are no longer available in that traditional legacy environment. I think a big part of this discussion is around the debate on whether states, state governments, particularly, and CIOs should invest in information technology infrastructure at all, or if they should look for private sector partners to help deliver those technology services, so that the services are being brokered, instead of being acquired. That has a big impact on your decisions around when to retire because it may be accelerated due to this model. We have states today where they have 60% or more of their business applications in the cloud. More and more are retiring because of those major benefits of moving to cloud services.

## TRANSFORMING HOW YOU WORK

**ALBERTO GONZALEZ**, CHIEF INFORMATION OFFICER/ ADMINISTRATOR, IDAHO INFORMATION TECHNOLOGY SERVICES

When your business's timelines and objectives aren't being met, it's time to let go of old systems and try a new approach. Title work in Idaho back in 2015 took 45 to 60 days to process—a number that sounds ridiculous today. It was because it was almost completely paper-driven. We worked to digitize that paper process, but not just digitize it after the fact, but actually build it into the workflow, eliminating several title touchpoints along the way. We improved the document management storage system, since these items need to be stored for a long time, improving the entire process along the way. Now Idaho titling is done in about three days or less, which is among the fastest results in the country.

I think it takes a little bit of courage to go in a new direction. A lot of times people are just comfortable remaining with the status quo and not fully embracing changes in technology. Even us—we're still immature in the way we've embraced cloud services.

A good place to begin the process is to look at how you're managing documents. Basically review your current workflow and ask: Where do I store the files that I need to retrieve? How do I work with those documents that I'm trying to store? And how can I build them into workflows? Often times, people think they just need to dump this stuff and have a digital version of it somewhere, rather than taking the time to improve the process, really leverage a digital repository and make it something significantly more robust that actually improves the employee and citizen experience. When you let go of that old document management system and move into something more modern, it can transform how you're doing work. **m**



Hear more from  
NASCIO's Doug  
Robinson at  
[tinyurl.com/  
mr3kt5up](https://tinyurl.com/mr3kt5up).



# Toe the Line

*AS CHAIR FOR ONLY A BRIEF TIME, MUCH HAS ALREADY BEEN ACCOMPLISHED*

An old saying goes: “The days pass slowly but the years fly by.” In AAMVA time, I believe that the days fly by as well. I am still amazed at how much has been accomplished in a few short months of my AAMVA Chairmanship.

First, I'd like to congratulate Ian Grossman on seamlessly assuming the role of President & CEO. He continues to make a positive impact within AAMVA. His proactive engagement with his team, our members and stakeholders continues to reflect his commitment to building upon AAMVA's esteemed 90-year legacy and advancing its mission. Speaking of his team, the AAMVA staff deserve immense

applause and appreciation for the outstanding work that they do.

Individually and collectively, they are first class.

I remain humbled and honored to attend the many leadership, educational and informational events this association manages. The 2024 Leadership Academy had a roster of 20 professionals who received an intense training opportunity focused on the unique characteristics of leading and managing a motor vehicle or law enforcement agency. I am a graduate of the very first AAMVA Leadership Class and the first graduate to serve as Chair, so in many ways attending the 2024 Leadership Academy was a full circle moment. In 2014 it was a tremendous honor to be in the first class, and AAMVA continues to amaze 10 years later by building on the success of prior years with this year's Leadership Class. To hear the 2024 participants' enthusiasm for learning and the camaraderie developed in a week lets me know that our AAMVA future is in very capable hands.

The successful third annual Pop-up Classroom was an excellent exchange of ideas on topics of identity management, covering both the

physical and digital credentials. The AAMVA community is not only advancing in the area of identity management, but we are also global leaders in this space. When asked my thoughts about what the next Pop-up Classroom might be in the late summer of 2023, I felt like our community had learned so much in two short years from the 2022 Pop-up Classroom especially in the mDL and identity management area. However, like most things, there is much more to learn and more evolution and innovation to take place. As a former athlete, I believe that competition can inherently bring out the best in us. Likewise, there is a time for collaboration to achieve the best for everyone. I think our community has learned that our industry stakeholders are a valuable part of the conversations and solutions that will benefit the people we all serve. Finding ways to collaborate for a more secure, privacy preserving and interoperable experience should be our collective goal.

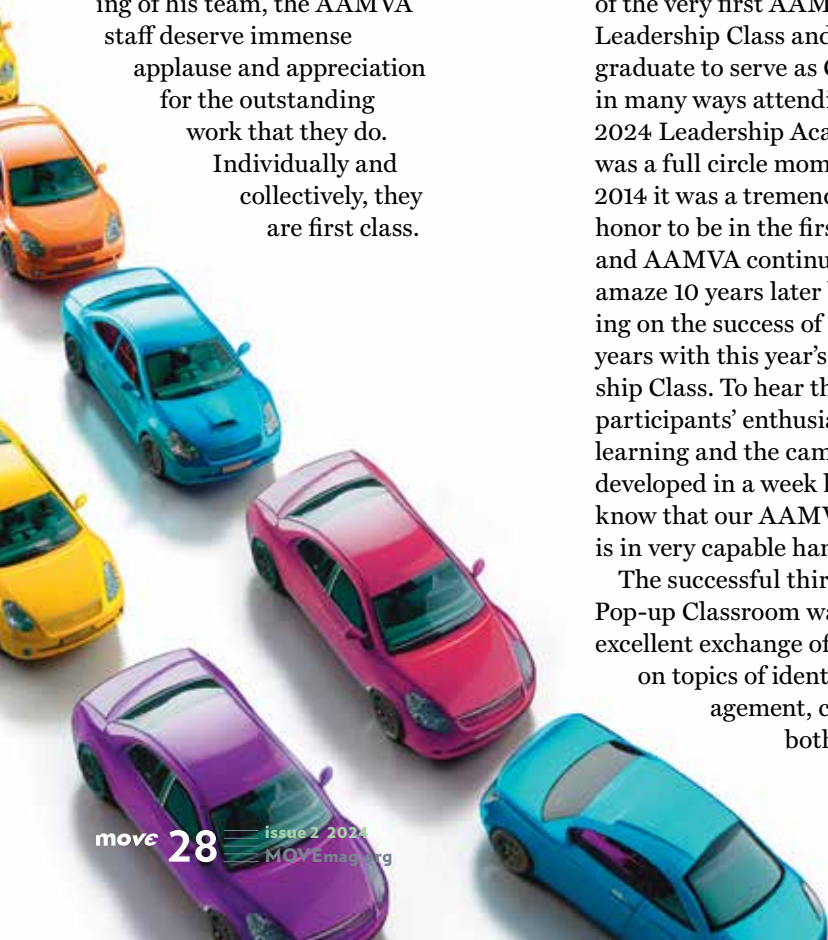
The AAMVA Board remains focused on guiding key strategic initiatives:

- Technology modernization, including the phased sunset of legacy AAMVA technologies has become increasingly costly and inefficient to maintain.
- Ensuring resourcing of key operational activities, such as onboarding states to S2S & DHR, with a goal of saving lives and mitigating fraud.
- Continued priority of identity management activities and expanding working groups like the new cyber digital fraud working group.
- Examining governance structure to ensure our board, committees and working groups are optimally aligned with the needs and evolution of our membership.

Finally, in case you haven't heard the good news, the Annual International Conference will be in Atlanta this year, September 24-26. It is not too early to plan your visit—and September is the perfect time to visit Atlanta.

Here's a little teaser, the 2024 AIC is going to be “The Ultimate Fan Experience,” and we have lots of fun in store for you. Get your favorite “sports team jerseys” ready to wear at the Welcome Reception/Fundraiser at the Chick-fil-A Football Hall of Fame. There may be other surprises in store for you at AIC so please plan on joining us. [m](#)

Spencer R. Moore  
2023-2024 AAMVA Chair of the Board





Outdated legacy systems leave governments unable to efficiently take advantage of modern technologies.

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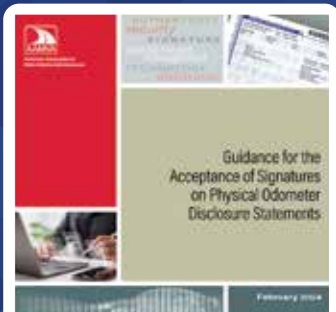
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# SOLUTIONS & BEST PRACTICES

For these and the entire library of AAMVA best practices & standards, visit [aamva.org](http://aamva.org).



## New Releases



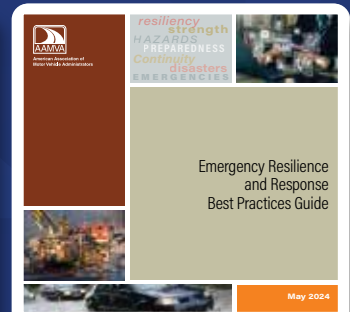
**Guidance for the Acceptance of Signatures on Physical Odometer Disclosure Statements**



**Guidelines for Regulating Vehicles with Automated Driving Systems, Edition 4**



**Persons with Disabilities Placards and License Plates, Edition 2**



**Emergency Resilience and Response Best Practices Guide**



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