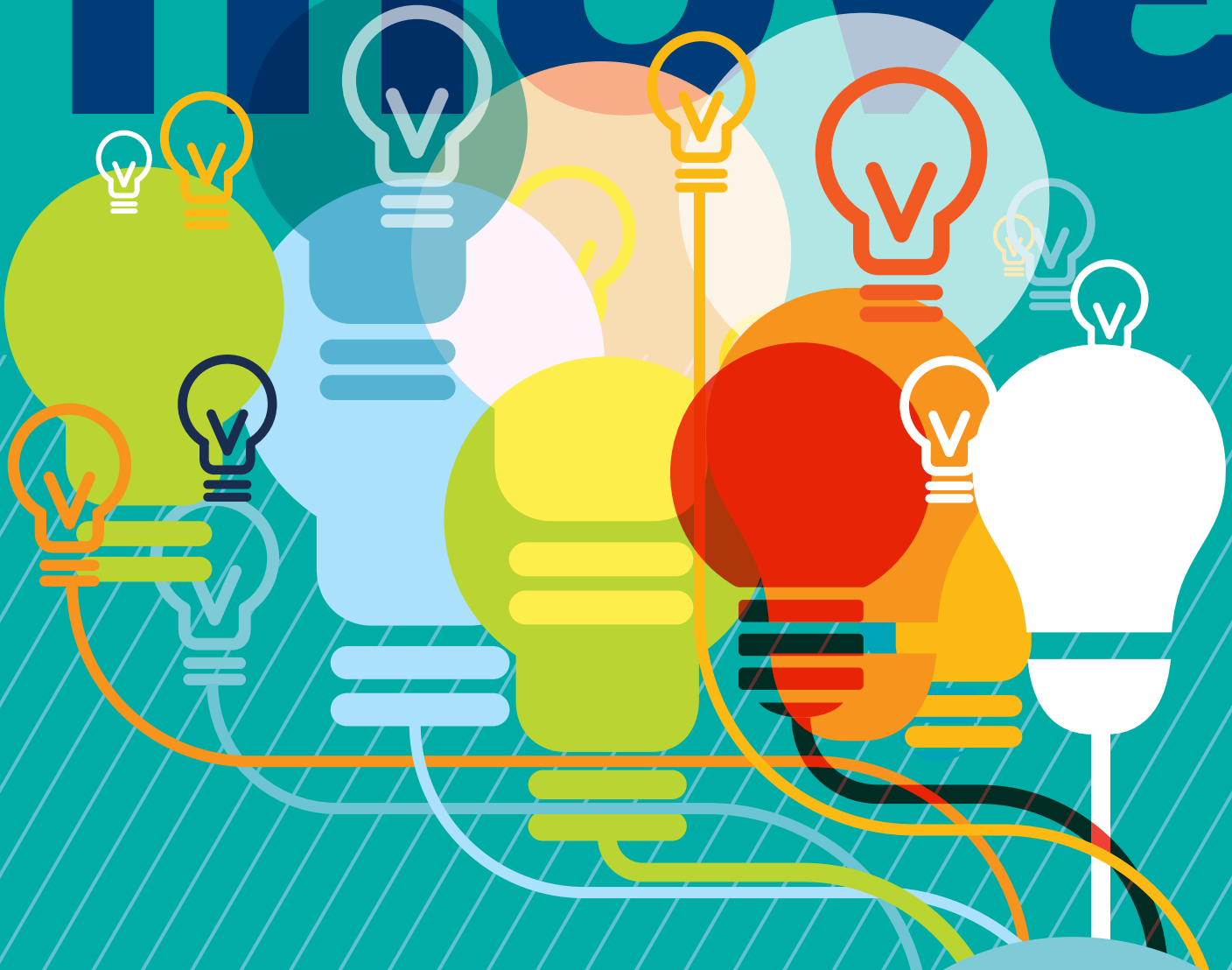


move



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2025

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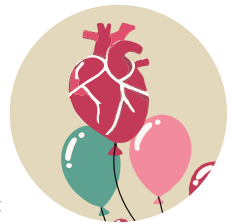
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Visit [MOVEmag.org](https://www.move.org) to learn more about AAMVA's Leadership Academy celebrating its 10th anniversary this year and hear past graduates reflect on their experiences: [MOVEmag.org/leadership-lasting-impact](https://www.move.org/leadership-lasting-impact).



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Leading the Way

HOW AAMVA'S LEADERS ARE MOVING US FORWARD

As summer shifts to autumn, I am reflecting on my first year as AAMVA's president & CEO. It has been a privilege to serve the association and work with the dedicated AAMVA team. In particular, I have enjoyed the chance to better understand the quality and strength of the association's leadership. Our International Board is supporting AAMVA as we move through a series of evolutionary changes that will position our community for continued success. It seems appropriate and very timely for this issue of *MOVE* to focus on the relationship between leaders and mentors as AAMVA moves forward.

Part of leadership is gauging the needs of an organization both now and in the future. This means considering the leaders among AAMVA's community of stakeholders and working to expand participation and guidance opportunities for these talented professionals. Consistent with its duty and commitment to broaden its community of experts, the board has launched a revised governance structure that will bring more leaders to the table to contribute to charting the direction of AAMVA programs and services. These changes will support the continuation and expansion of our member platforms and services.

A key part of the expansion is establishing new leadership bodies. The reorganization will take some existing bodies and give them a broader

strategic scope. Others will be combined and solidified into a single body. The reorganization also responds to jurisdiction input, addressing new and expanding member needs through the creation of an Identity Management Committee and our newest venture, the MVA Customer Experience and Operations Committee.

The new and different committees will mean changing the ways AAMVA's community leaders participate, expanding opportunities for them to serve and share their subject matter, policy and executive experience.

To effectively support this new strategic direction, we also are evolving AAMVA's internal leadership. AAMVA is in the process of selecting team members to join our executive leadership team to align with the updated governance structure. The new leadership roles will provide growth opportunities for key AAMVA staff, increase our capability for staff mentorship and development, and expand support for member initiatives.

As a whole, these changes reflect the positive leadership climate pervading the entire AAMVA community. Moving toward our centennial in the next decade, we will continue to grow and evolve, facing rapidly emerging technology and changing jurisdiction needs. This journey will require leadership and collaboration. I will follow the example of our board, empowering smart people to do what they do best, and collaborate with our jurisdiction community so we can achieve more together.

As we look toward the future, AAMVA's leadership understands its duty to foster future leaders. The stories of leadership in this issue illustrate the value of developing the leaders who follow us. AAMVA's leadership has sustained a multiyear succession that has allowed the community to stay focused on long-term strategies. Board members have dedicated themselves to continuity and peer-to-peer coaching. The result is an association built for continuity that stays focused on strategic priorities and member values. I, myself, have benefited from numerous mentors through the years. In turn, I strive to pass those lessons to the future generation of leaders.

As our board has repeatedly demonstrated, the best leaders have a heart for service and a dedication to those following in their footsteps. A leader's most important job is helping others succeed. Ultimately, only when you help someone else recognize and reach their potential are you truly leading. **m**



Ian Grossman
AAMVA President and CEO



AAMVACAST

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AAMVACast is AAMVA's award-winning podcast featuring news, information, and expertise for the AAMVA Community.

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No Free Parking

AAMVA'S RECENT BEST PRACTICES GUIDE UPDATE AIMS TO REDUCE FRAUD ASSOCIATED WITH DISABILITY PARKING PLACARDS AND LICENSE PLATES

BY MEREDITH LANDRY

Millions of people in the United States rely on disability parking placards and plates, ensuring they can access services and facilities with ease. In California alone, for example, there are more than 2 million people who hold disability parking placards and/or license plates.

The widespread use of disability parking placards, however, is also the reason they need to be monitored and regulated to prevent misuse and abuse.

To help with that effort, last year AAMVA reviewed its 2018 “Persons with Disabilities Placards and License Plates: Best Practices in Detering and Detecting Fraud and Misuse” guide and decided that it was time for an update.

KEEPING UP WITH CHANGES

Since the publication of the original document, several jurisdictions have made statutory changes. For example, California passed Senate Bill 611, which amended several regulations, including disability parking permits. Previously, the California Department of Motor Vehicles (DMV) compared its own

records to the records of the California Department of Public Health’s vital statistics and withheld renewed placards if someone was deceased. But after SB611, the California DMV will compare its placard records against the Social Security Administration’s master files.

The reason for this deeper comparison? “Turns out lots of folks would have a family member with a disability pass away, but they’d keep renewing their placard for years,” says Thomas Foster, law enforcement program manager at AAMVA.

COMBATING FRAUD AND LOST REVENUE

The misuse and abuse of disability parking placards is a significant issue in the United States, with numerous cases being reported each year, Foster says. Common abuses include individuals without a disability using a placard issued to someone else, purchasing fake placards or forging medical documents to obtain a placard.

Such misuse not only limits accessibility for those who genuinely need these parking spaces, but it also leads to

substantial financial losses for local governments due to unpaid parking fees and the costs associated with enforcement operations.

Because some states allow people with disability parking placards to park at paid/metered spaces for free, some people without disabilities abuse the privilege, resulting in lost local revenue.

“One study found that those people were staying approximately seven times longer than the people who were paying to use that parking spot,” Foster says. “So a system that was originally designed to generate \$4 an hour per parking meter was generating, on average, 28 cents per hour.”

HOW JURISDICTIONS CAN HELP

A portion of the new best practices guide, released in April 2024, is dedicated to helping jurisdictions train employees on how to spot potential fraud during the issuance process. For instance, it recommends that employees treat subjective and objective complaints from customers differently.

“Does the customer state that they’re in pain, which is subjective, or do they have an actual diagnosis from a doctor, which is objective?” Foster asks. The former should give employees reason for further investigation before issuing a placard.

Though federally, Americans with disabilities are granted several protections under the Americans with Disabilities Act (ADA), jurisdictions have different rules and regulations governing parking specifics, including signage, fees and allotted space.

“Our hope is that the jurisdictions will review this best practices guide and look internally to see what statutes and internal processes should be revised or revisited to mitigate fraud or misuse of disability placards and plates,” Foster says. **m**

69% of people with disabilities have problems finding accessible parking in their communities.

Source: Accessible Parking Coalition

find out more

TO READ THE UPDATED “PERSONS WITH DISABILITIES PLACARDS AND LICENSE PLATES: BEST PRACTICES IN DETERRING AND DETECTING FRAUD AND MISUSE” GUIDE, VISIT [AAMVA.ORG/PUBLICATIONS-NEWS/BEST-PRACTICES-STANDARDS](https://www.aamva.org/publications-news/best-practices-standards).



We CARE About Customers

IOWA DOT'S MOTOR VEHICLE DIVISION WINS AAMVA'S TRAILBLAZER AWARD FOR CARE TRAINING

BY MYRNA TRAYLOR



For employees who regularly interact with the public, making customers feel valued is a top priority. A few years ago, the Iowa Department of Transportation's (DOT's) Motor Vehicle Division (MVD) undertook a project to upgrade its customer service model, and its successful launch is generating smiles across the state.

Angela Pinegar, director of learning and development for the Iowa MVD, developed the CARE program to enhance the customer experience. Pinegar initiated this by bringing all staff back to the fundamentals of great customer service.

"We have a five-year priority goal to improve customer service," says Pinegar. "We are always striving to enhance the experience we offer our customers, and we are focused on changing the perception customers typically have about interacting with a public service agency."

A THOUGHTFUL APPROACH

Early in the program planning, Pinegar says she and her team started by identifying what their customers really wanted when they interacted with the Iowa DOT. After careful analysis, Pinegar reports, "We found prominent themes related to a need for greater efficiencies coupled with care and compassion."

So, she created the CARE program, which embodies the core principles of Consistency, Accountability, and being Responsive and Engaging. "The acronym was a comfortable fit for what we were trying to do, and it really took off from there," says Pinegar.

GETTING ALL STAKEHOLDERS ON BOARD

In 2022, an online training program was launched for all team members. The initiative included online foundational training,

a leadership CARE package to ensure everyone was operating from the same playbook, and a CARE Workbook to support leaders in facilitating guided conversations among teams. All efforts were aimed at generating customer awareness and empowering employees to enhance the overall customer service experience.

The CARE initiative was quickly adopted by everyone at the Iowa DOT. Staff started to (and still do) apply the concepts into the work they do as a team. They feel encouraged and empowered to implement services in ways that suit the needs of customers. The new training program incorporated support for procedural changes, such as the ability for locations to revisit their office layouts and accessibility, customer communications and access to resources, and more efficient appointment scheduling processes.

AN AWARD-WINNING SUCCESS

The CARE program's success was measured through a variety of customer feedback channels, including online customer feedback forms and social media feedback. But the sure sign of success was the program being adopted at multiple Iowa state administrative levels.

This adaptability brought the CARE training to AAMVA's attention, and the Iowa DOT won AAMVA's 2024 Trailblazer Award for its innovative and positive change not only in its service area, but in other state agencies as well.

"We initially rolled out the program to over 3,000 Iowa DOT employees. Then we implemented CARE for over 550 of our county treasurer partners and their staff," says Pinegar. "We've incorporated CARE into our new employee and new leadership trainings, and even have it built into our existing leader skills enhancement trainings.

"We continue to find new ways to talk about CARE. Up next, CARE in Conflict—the next level of CARE," says Pinegar. "We have been in full-on CARE mode for a while now. We're working hard to get this ingrained into our culture, and we won't be stopping anytime soon." **m**

Electronic Transition

HOW AAMVA'S ELECTRONIC TITLING TOOLKIT CAN PAVE THE WAY FOR JURISDICTIONS

For decades, motor vehicle agencies have held the responsibility of titling vehicles and managing vehicle records through paper. The traditional paper titling and record management processes may leave jurisdictions vulnerable. “The pandemic highlighted how reliance on paper processes has a negative impact on timeliness,” says Paul Steier, AAMVA director of vehicle programs.

Moving to an electronic vehicle titling process and managing vehicle records electronically may reduce fraud, enhance system integrity and improve the efficiency of the vehicle titling process. “When we discuss the movement toward electronic vehicle titling, it extends well beyond simply converting a paper title to

digital data,” says Steier. “This includes managing and establishing the trust of a customer’s identity and allowing for online customer access to vehicle records, where permission can be given to others who need to verify and validate these records. This also includes the movement and interaction of security interests through trusted processes.”

AAMVA is developing tools to help jurisdictions transition to a full electronic titling solution. AAMVA’s electronic vehicle titling toolkit is designed to provide motor vehicle agencies with the ability to self-assess their agency’s current status with the elements that make up the entire process. After a motor vehicle agency has conducted this self-assessment, it can prioritize and develop a plan to fully adopt these elements. As the agency develops its strategy, the toolkit will serve as a resource to answer questions, provide guidance and recommendations, and offer associate member contacts. AAMVA

staff also will be available to assist jurisdictions with the self-assessment and in gaining the most benefits from using the toolkit.

“Jurisdictions that don’t perform real-time checks of NMVTIS may face challenges in fully participating in intrastate electronic titling,” says Ryan Kahn, AAMVA director of vehicle systems. “The toolkit aids in bridging these gaps, facilitating smoother transitions to real-time systems. Real-time communication ensures immediate results, drastically reducing the time between a request and any data changes. The quick turnaround allows for instant verification of titling data and updates that help prevent fraudulent title activities that could occur during the lag time of batch updates.” **m**

For more on electronic titling, visit bit.ly/AAMVA-E-Title.



dashboard

LEADERSHIP DEVELOPMENT

BY AAMVA'S DATA LADY, JANICE DLUZYNSKI

Leadership development is an important part of organizational health. Organizations explore new ways to enhance the work experience, identify future leaders, improve employee retention and create effective succession plans.

AAMVA’s Leadership Academy was created in 2014 at the request of members to fulfill an identified need to assist with leadership development and succession planning within the AAMVA community. This annual program provides an opportunity for one representative from 20 different jurisdictions to share in a highly interactive learning experience that is unique to the AAMVA community.



Participants are asked to complete an evaluation survey after each Academy, and AAMVA uses this feedback to make changes to the topics covered and the trainers providing the sessions. All Academy evaluations can be found in our online survey tool. Simply type the word “Leadership” into the survey search field:

AAMVA.ORG/SURVEYS/SURVEYUSER/SEARCHSURVEYRESPONSES.

NUMBER OF AAMVA LEADERSHIP ACADEMIES

Academies since 2014: 

NUMBER OF GRADUATES BY AAMVA REGION

Region 1: 


Region 2: 


Region 3: 


Region 4: 


NUMBER OF JURISDICTIONS REPRESENTED SINCE 2014

United States: 



Canada: 

Waiting, Made Well

WHEN THE NEVADA DMV NEEDED A SOLUTION TO ITS LONG LINES AND NO-SHOWS, IT FOUND AN ONLINE BOOKING PLATFORM THAT HELPED MAKE BOTH A THING OF THE PAST

BY MEREDITH LANDRY

The days of waiting in long lines in inclement weather to get your driver's license are over. With the advent of online queuing and booking systems, motor vehicle departments across North America are seeing significant improvements in operational efficiency and customer satisfaction.

But not all systems are created equal.

The Nevada Department of Motor Vehicles (DMV) in Reno purchased an online booking system a few years ago but found it not to be entirely user-friendly or efficient.

"Customers were unable to cancel their appointments online," says Veronica Aguirre, manager III,

Reno Field Services. "So we had to deal with a lot of no-show appointments and lost time."

confirmations and SMS reminders, and join virtual queues—has helped the DMV decrease wait times, open appointments sooner, provide better customer service, improve communication among staff and decrease the number of no-show appointments.

"Staff members can see what kind of service appointments are coming in, so teams can be prepared to handle the workflow and the specific requests," says Steve Vander Meulen, co-founder and CEO of WaitWell. "It reduces stress and makes life easier for them and for customers."

A BETTER, FASTER EXPERIENCE

Because staff can be deployed when and where they're needed most, the Nevada DMV has seen a reduction in cost.

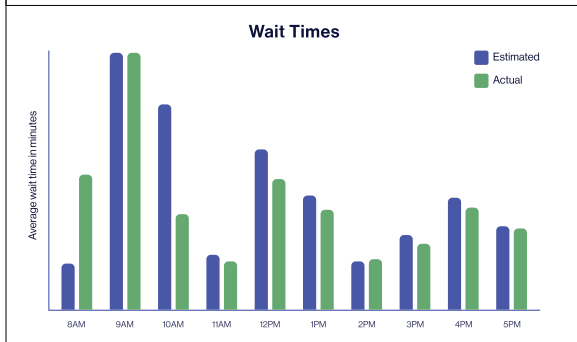
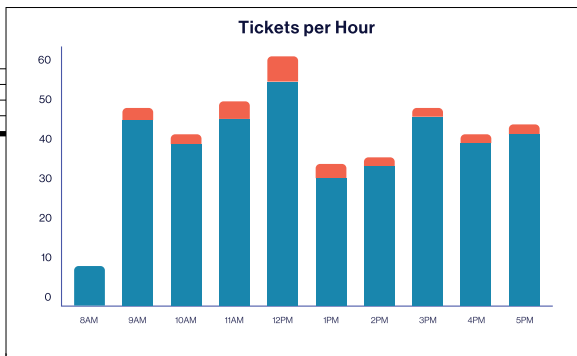


AN IMPROVED SOLUTION

The department searched for a new vendor and landed on Calgary, Alberta, Canada-based WaitWell, which also provides service to universities, hospitals and veterinary offices. The Nevada pilot program launched at one DMV location in March 2024 and was rolled out across the 17 other locations in the state by May.

So far, the WaitWell platform—which allows customers to schedule appointments online, receive automatic





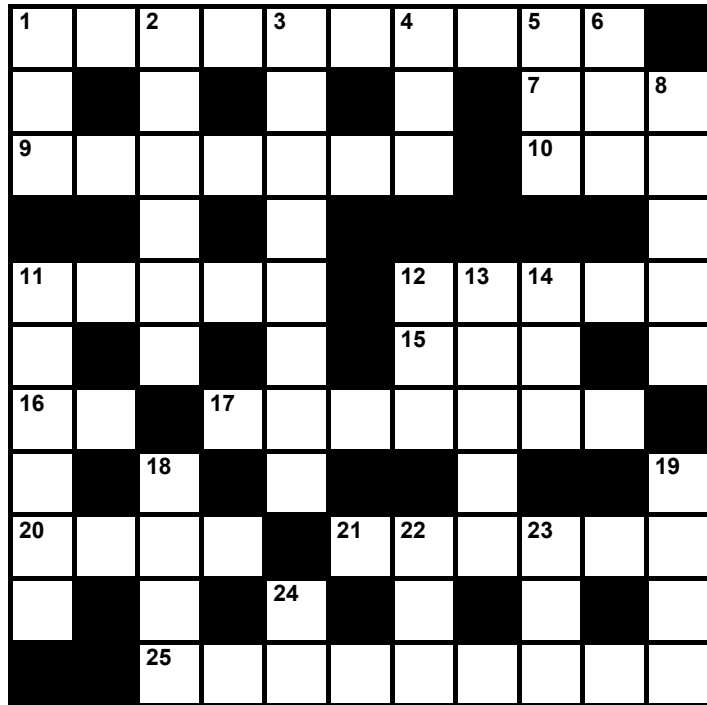
“We’d have these lapses where people couldn’t cancel, and then you’d have a time slot just wasted,” Aguirre says. “Now that’s filled by somebody else, so it’s a more efficient use of time that leads to cost savings.”

As this new technology gets more buy-in, DMV customers can expect a better, faster and more friendly experience no matter their location.

“Customers can be in a coffee shop or grocery store and get a text saying that their place in line is ready,” Vander Meulen says. “I say within five to 10 years, there will be no traditional lines at all.” **m**



crossword



ACROSS

- 1** Major activity to develop future leaders
- 7** Medical experts, abbr.
- 9** Establish a rapport
- 10** Understand
- 11** In place
- 12** Successful recruitment events: recruitment _____
- 15** The Trojans, briefly
- 16** Dieter’s measurement
- 17** Provide advice
- 20** _____ model
- 21** Apprentice working temporarily to learn a job: good potential for a future hire

- 25** Keeping qualified employees

- 19** Involved with, 2 words

DOWN

- 1** MC tool, abbr.
- 2** Well over the speed limit
- 3** Symbol of receptiveness as a leader, 2 words
- 4** Arrange
- 5** Real _____ (plural)
- 6** Before, prefix
- 8** Perceive
- 11** Important factor when competing for recruits in the private sector
- 12** Good times
- 13** Source of strength
- 14** Hotel freebie
- 18** Become indistinct

*HOW MENTORING
RELATIONSHIPS
BUILD STRONG
LEADERSHIP
PIPELINES IN MOTOR
VEHICLE AGENCIES*

BY STEVE HENDERSHOT

GUIDING LIGHTS



For many leaders, the phrase “long-term planning” conjures visions of still-hazy projects and three- and five-year roadmaps.

But what about even longer-term planning? As in, what will happen to a motor vehicle agency after its current leader retires?

“Nobody just wakes up and knows everything about being a leader or administrator through osmosis. It just doesn’t happen,” says Rhonda Lahm, director of the Nebraska Department of Motor Vehicles (DMV). “So the way that you keep organizations healthy, lively and thriving—which I believe ours is—is to make sure that there’s a leadership continuum. And for that to happen, you have to develop people and have them learn skills along the way.”

In other words, a strong mentorship culture plays a crucial component in building and sustaining organizational health. Agencies that emphasize leadership development not only set themselves up for the long term, but also add strength and resilience in the present by training a cadre of leaders beyond the current executive suite. And when team members across the organization sense that they’re valued and that their leaders are grooming them for future success, good things often happen.

DEVELOPING FUTURE LEADERS

For example, early in her career at the Maryland Motor Vehicle Administration (MVA), Adrienne Diaczok often refrained from challenging the prevailing sentiment at meetings, even when she had serious concerns. But her mentor, MVA Administrator Chrissy Nizer, encouraged her to assert herself.

“She said, ‘Don’t be intimidated just because somebody has been [at this] a year longer than you. You have the ideas, and you know what you’re doing,’” recalls Diaczok, now the MVA’s chief customer ▶



engagement officer. “Having her show that kind of confidence in me just really made me blossom.”

Nizer’s investment in Diaczok creates a stronger MVA today while building the agency’s senior leadership pipeline for the future. It’s a cycle that Nizer learned long ago from her own mentor, Anne Ferro, a former MVA administrator and former AAMVA president & CEO. According to Ferro, mentorship should be part of every leader’s job description.

“Demonstrating a commitment to mentorship is an important quality for anybody who’s in a leadership role. You’re showing that your job, in part, is to help grow people,” Ferro says.

FORMAL VS. ORGANIC MENTORSHIP

Some organizations foster mentorship through formal, structured programs, something Ferro advocates because it “sends an important message that this is how the organization continues to get stronger and more effective.” Yet in many other cases, mentor-mentee relationships happen organically. Friendships develop between colleagues, and leaders take an interest both in getting to know the people on their teams and in helping them advance in their careers.

That’s how it was for Nizer and Ferro, as well as for Nizer and Diaczok. Yet organic mentorship doesn’t mean passively waiting around to see if a relationship happens to develop. Prospective mentors can signal through their approachability and willingness to make a personal connection that they’re amenable to helping junior team members sort through on-the-job issues and calibrate their career trajectories.

For example, Marc Hall, one of Lahm’s mentees in Nebraska, noticed when applying for a job that Lahm seemed genuinely interested in his success. Hall had followed a similar career path to Lahm, with both working for the Nebraska State Patrol before transitioning to working at the state DMV.

“It’s critically important to not just be somebody who acts as a supervisor, but also be a person who really takes a personal interest and gets to know [a prospective mentee].”

JOHN BATISTE

Chief of the Washington State Patrol

Hall didn’t get that first job, but later, when he was hired on as a DMV training specialist, he was again impressed by the approachability of Lahm, the agency’s leader.

“It was, ‘If the door is open, come in and let me know what can I provide.’ And her door was always open,” Hall recalls.

Hall took Lahm up on the offer, approaching her for advice on issues such as how to address an underperforming employee.

“I always left her office feeling like, ‘Hey, I can do this,’” recalls Hall, now the DMV’s training coordinator.

Lahm, meanwhile, identified a potential future star for the agency. She says Hall “has the potential to be a really dynamite leader. And when you have somebody that has that thirst for making themselves better, that opens the door for

a mentor-mentee relationship, because they’re willing to learn.”

SUCCESSFUL MENTORSHIP: DIALOG, NOT DOWNLOAD

A willingness to connect personally is a hallmark of strong mentors, according to John Batiste, chief of the Washington State Patrol.

“It’s critically important to not just be somebody who acts as a supervisor, but also be a person who really takes a personal interest and gets to know [a prospective mentee],” says Batiste. “It makes them feel more comfortable coming to you with questions, concerns or seeking advice. It’s about relationship building.”

That sort of interpersonal investment is stock-in-trade for Spencer Moore, commissioner of the Georgia Department of Driver Services (DDS), “a

natural leader whose leadership style is mentorship,” according to Angelique McClendon, general counsel at the DDS.

McClendon, one of Moore’s mentees, watched as Moore cultivated relationships with employees across the state. Eventually he convinced her of the value of taking time to cultivate relationships with stakeholders and officials even when those relationships required investment beyond her role’s formal duties and expectations.

“That’s one of my favorite parts of the job now,” McClendon says.

Another of Moore’s mentees, Kecia Bivins, Georgia DDS director of operations, turns to Moore for advice regarding everything from lawnmower recommendations to how to market and trademark an apparel business. His generosity with his time ultimately influenced Bivins’ own approach to leadership.

Based on her workload, Bivins “could literally just work from my desk all day. But [Moore] has taught me to take a moment to go have that conversation with someone, or take a walk around both buildings,” Bivins says.

That leads to a different challenge of mentorship: the delicate balance between imparting the mentor’s wisdom and experience versus a back-and-forth that factors

in the mentee’s unique personality and circumstances. Moore and Bivins don’t have the same leadership style, and while he’s shared with her the benefits of making one-on-one personal connections, he’s also empowered her to build camaraderie in ways that reflect her personality, such as through department-wide celebrity lookalike lip-sync contests or galas to celebrate standout employees.

“Sometimes she pushes me in directions that I don’t necessarily feel the most comfortable,” says Moore. “But I don’t always have to lead from the driver’s seat. Sometimes I can just be in the car.”

“I found Spencer to be open to suggestions, a quick learner, a critical thinker and a natural leader,” says Moore’s mentor Gary Butler, a former NHTSA employee.

Moore says his agency is stronger as a result of his willingness to let his team lead rather than always imposing his own style. It’s an approach that reflects a level of humility that seems common among successful mentors—perhaps because they recognize that not only do their colleagues and organizations benefit from mentorship, but they do, as well.

Says Maryland’s Nizer: Mentorship “is both about investing in you as an individual, and also finding that push-and-pull, so that both of us wind up getting stronger.” **m**



DEFINING MENTORSHIP SUCCESS

What defines a successful mentor-mentee relationship? It’s trusted counsel and mutual investment in one’s career successes, and it’s seldom a one-way street—even when there’s a gap in age or rank. In fact, it’s normal for both mentor and mentee to benefit from the relationship.

Take John Batiste and Brian Ursino, who first worked together in 1986 when both were troopers on the Washington State Patrol’s motorcycle drill team. Both also studied for the sergeant’s exam at the same time, with Batiste giving Ursino rides to study sessions after Ursino suffered an on-duty crash and couldn’t drive himself.

Batiste passed the exam, but Ursino didn’t make sergeant until the following cycle. This put Batiste one rung ahead on the org chart—a pattern that held for decades.

The pair remained friends as over the years, Batiste became mentor, and Ursino, mentee. Batiste excelled at building relationships, showing care for others and navigating complex relational dynamics, while Ursino was detailed and driven. The WSP benefited from the balance of their skills, even as the pair learned from one another.

Ursino credits his mentor and friend for helping him improve his relationships with other colleagues. “I always cared [about teammates], but I didn’t always show it. In my early years, I didn’t spend enough time caring about the relationships, but I learned that [from Batiste] and I ended up doing it—and that’s what made me successful,” says Ursino.

Decades after serving together as young troopers, Batiste became chief of the WSP—and made Ursino his assistant chief. (Batiste still serves as chief, while Ursino now leads the law enforcement program at AAMVA.)

go online

THE NEXT AAMVA LEADERSHIP ACADEMY WILL TAKE PLACE AT AAMVA HEADQUARTERS IN APRIL 2025. LEARN MORE ABOUT THE ACADEMY AND APPLY (STARTING IN OCTOBER 2024) AT: [AAMVA.ORG/EVENTS-EDUCATION/CONFERENCES-MEETINGS/LEADERSHIP-ACADEMY](https://aamva.org/events-education/conferences-meetings/leadership-academy).



FROM SLEEPLESS NIGHTS TO SEAMLESS SOLUTIONS:

ENHANCING AGENCY AGILITY

If you're losing sleep worrying about deadlines and demands, you're not alone. The good news is that certain technology investments can help your agency respond quickly when new problems arise—letting you rest easy.

Here's how two agencies did it.

MONTANA

MOTOR VEHICLE DIVISION (MVD)

When Montana's Attorney General traveled around the state, he heard the same refrain over and over: **Fix the MVD.** Customers were fed up with long waits and lines. Between August 2022 and November 2023, MVD worked with Fast Enterprises (FAST) to launch a new driver services system. To avoid lengthy delays or additional charges down the road, the agency purposefully chose a commercial off-the-shelf (COTS) system that had already been successfully implemented in several other states. The system is highly configurable and flexible, enabling swift, efficient changes.

By putting customers in the driver's seat, MVD staff now have more time to focus on other activities. They're currently implementing the National Motor Vehicle Title Information System's (NMVTIS) RESTful services to strengthen protections against fraud and unsafe vehicles. MVD will launch RESTful in March 2025, leveraging FAST's experience of implementing the services in other states such as Utah.

MVD is also implementing mobile driver licenses (mDL) to comply with a state mandate. FAST's successful mDL implementations in Colorado, Georgia, and Maryland provide a proven foundation that will enable MVD to launch ahead of the state's deadline.

MVD'S NEW FEATURES



A NEW 24/7 ONLINE SELF-SERVICE PORTAL, which helped shorten appointment wait times by over 82% and transaction times by 63%. Most offices now have same-day availability for online and walk-in appointments.



SMOOTH INTERFACES with AAMVA's State-to-State Driver History Record and the Exclusive Electronic Exchange for commercial drivers, which give the agency access to real-time data.



IMPROVED DATA-SHARING with the Montana Secretary of State, Department of Health and Human Services, and Department of Justice to support government services for people across the state.



NEW, LOW-FOOTPRINT CAMERAS at every station that integrate directly with the agency's core system, produce high-quality photos, and streamline the customer experience.

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OREGON

DRIVER AND MOTOR VEHICLE SERVICES (DMV)

In Oregon, the COVID-19 pandemic, historic wildfires, and a major ice storm led to office closures, mass cancellations, and new customer demands. **Agency leaders realized they needed to fortify operations while increasing efficiency and accessibility.**

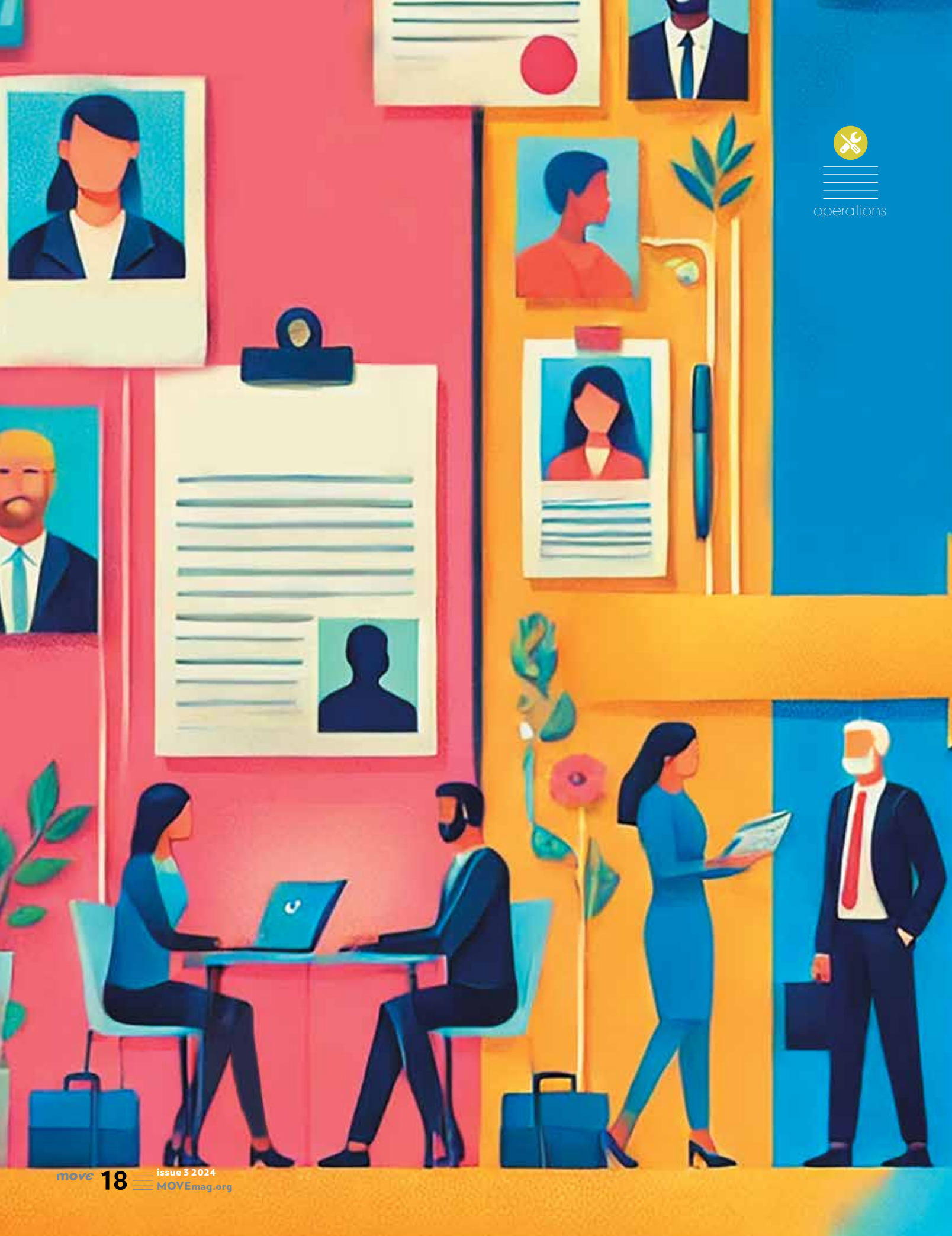
Rather than seeking an external solution, the DMV leveraged its existing technology to launch a modern, mobile-based scheduling and queuing platform in just five months. Customers can view wait times, make or change appointments, and access services online 24/7 from any device. The system also integrates with multilingual self-service kiosks for touchless, private check-in.

With the new system, the DMV is ready for anything. In the event of an emergency, the agency can mass-cancel appointments and allow prioritized rescheduling via text. Since the system automates and optimizes booking and lobby management, staff can serve customers more efficiently.

Best of all, the DMV completed the launch 11 months ahead of schedule, allowing leaders to achieve customer service, accessibility, and security goals in one fell swoop.

For Montana, Oregon, and any agency that chooses a configurable, robust platform, these changes represent just the tip of the iceberg. To meet future challenges, you don't need a new product or service—you need a platform that can continuously evolve to meet your needs.

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operations

HIRE POWER

JURISDICTIONS ARE REASSESSING THEIR STRATEGIES FOR RECRUITING AND RETAINING EMPLOYEES FOR THE LONG TERM

BY REGINA LUDES

While hiring of government employees has largely rebounded since the pandemic, many jurisdictions still struggle to find qualified candidates for their vacant positions. Some jurisdictions cite increased competition with private-sector companies for the same pool of candidates. Others point to complicated application processes, confusing job descriptions and lack of clear communication with job candidates.

Every jurisdiction is unique, however, in the types of hiring challenges faced and the creative solutions implemented to resolve them. *MOVE Magazine* talked with four jurisdictions to see how they've changed their approach to recruiting and retaining employees.

MISSISSIPPI'S OUTREACH AND EMPLOYEE RECOGNITION

"Finding qualified candidates is harder now than it used to be. People aren't applying for government jobs anymore," says Lisa Chism, director with the Mississippi Department of Revenue Office of Property Tax, which oversees DMV operations for her state. "Since COVID, the way people think about work has changed."

She attributes the declining interest to increased competition from private-sector companies and the reluctance of many job applicants to work in the office five days a week. "The first thing they ask is, 'Can I work from home?'"

To ramp up recruitment efforts, the state formed the Professional and Quality Service Development (PQSD) Department two years ago. The team of three attends college career fairs and speaks to students in college classrooms about government job opportunities. Career fairs also have been held onsite at the state agency, which Chism says has resulted in two new hires in her department.

"When applicants came to us to talk about jobs, it wasn't like an interview, but more informal and informative," she says.

An internship program also gives participants valuable work experience while they learn how the agency operates. Each intern is assigned to work in one area for three months. Chism says her agency eventually hired two of the first interns from the program.

The Mississippi Department of Revenue also began an onboarding program for new hires. During a one-year probationary period, all new hires are invited to a session to share their experiences working at the agency. "With their supervisor not present, employees are free to speak, and the facilitators then share that feedback," Chism says.

The agency's employee recognition committee organizes low-cost social events for employees, such as ice cream socials, popcorn Thursdays and hot dog lunches, which helps build morale. "People look forward to that little happy," Chism says. ▶



ALABAMA TOUTS JOB SECURITY

In Alabama, it's often difficult to hire younger workers. Many are reluctant to work in government because private-sector companies can offer better salaries and benefits, says Colonel Jonathan Archer, director of public safety with the Alabama Law Enforcement Agency (ALEA).

"It's the nature of our business in the civil service merit system," he says. "Employees usually have to work several years in merit system positions before the compensation becomes more competitive."

To find younger workers, Archer says the agency regularly recruits at college career fairs and through public safety talks in the community. Jobs also are promoted through various social media channels. Since the campus outreach programs began, he's noticed an uptick in applications for state troopers and examiners.

Though ALEA reviews and updates its job classifications and salaries every other year to compete with other employers, Archer believes it's the stability of government work that is the biggest selling point. He cites the number of

single-parent employees whose steady jobs allow them to work around childcare schedules.

"We're not connected to the stock market, and we're not laying off workers or downsizing like private-sector industries," Archer says. "We offer a comfort zone of employment."

He also touts the long-term benefits, such as the agency's retiree employment program. When merit system employees meet certain eligibility criteria, they earn a defined retirement benefit and can take advantage of the state's part-time opportunities while they collect their benefits.

"It keeps older employees engaged and provides them a flexible work schedule. They know the job, so they don't need additional training," Archer says.

One thing he'd like to add to the agency's recruitment strategy is a formal internship program. While the agency hires a few interns every year, a more formal program would create a dedicated office and staff to facilitate the hiring process and oversee the interns' progress. "It would increase intern volume and get them excited about working in government," Archer says.



BASIC RECRUITMENT AND RETENTION STRATEGIES FOR GOVERNMENT EMPLOYEES

The U.S. Office of Personnel Management suggests the following strategies:

- Offer opportunities for career growth and skills improvement through formal professional development programs and on-the-job training.
- Offer mentoring to help employees advance their careers and build professional networks.
- Develop policies and programs to promote diversity, equity and inclusion in the workplace.
- Communicate to employees how their work fits in and contributes to the agency's goals and priorities.
- If appropriate, offer flexible work options, such as remote working or hybrid work schedules.
- Offer leave options that promote work-life balance.
- Develop a strong onboarding process to foster a sense of community within the agency.

Monetary strategies also can play a role. Government agencies can offer:

- Competitive compensation and incentives for retention
- Relocation incentives and reimbursement
- Loan repayment programs
- Special employee rates on certain products and services

Learn about how the Royal Canadian Mounted Police approaches recruitment and retention in AAMVAcas
Episode 190: bit.ly/AAMVAcas190.





“If the employee demonstrates a particular interest in a department, they can transition into a permanent role there. Otherwise, they rotate out to another area.”

PORTIA MANLEY

Chief Deputy Commissioner with the NCDMV

REWARDING EMPLOYEES IN NORTH CAROLINA

When the North Carolina Division of Motor Vehicles (NCDMV) administration offices moved from Raleigh to Rocky Mount several years ago, many employees opted to leave the organization rather than make the hour-long one-way commute to work. That left numerous job vacancies that had to be filled quickly, and the agency’s employee vacancy rate soared to 19%.

“We knew we were moving, so we developed partnerships with area businesses in Rocky Mount, including the Chamber of Commerce, which could help us refill those positions,” recalls Portia Manley, chief deputy commissioner with the NCDMV.

Further complicating matters was a competitive job market and negative public perceptions that DMV workers have lower pay, higher stress levels and longer work hours than private-sector employees. To address the pay issue, the NC Department of Transportation reached out to state legislators to request approval for additional funding, so bonuses could be offered to new hires

and the existing employees who transferred to Rocky Mount.

The agency also made better use of social media and technology. Job descriptions were rewritten so they could be posted on various social media outlets, which Manley says delivered a higher return on qualified candidates than the agency website or word of mouth. The agency’s HR recruitment platform automated the process, so jobs are promoted across all social media platforms as soon as they are posted online.

Manley says the NCDMV is planning to launch a program for entry-level employees, allowing them to work in different departments for short periods to see how each operates. The 18-month rotational program likely will appeal to young adults who aren’t sure which section they want to work in.

“If, after a few weeks or months, the employee demonstrates a particular interest in a department, they can transition into a permanent role there. Otherwise, they rotate out to another area,” explains Manley.

WASHINGTON’S FOCUS ON DIVERSITY AND INCLUSION

“From the first contact with an individual, we try to create a sense of belonging,” says Marcus Glasper, director with the Washington Department of Licensing. From rewriting job descriptions and altering resume requirements to streamlining the application process, Glasper says every adjustment the department has made to the recruitment process was intentional to eliminate barriers to employment. For example, job announcements were rewritten to remove industry jargon, change education requirements and explain in clearer detail what’s involved with the job.

“We found that people with business experience in the field were equally, if not more, qualified than those with four-year degrees alone,” Glasper explains. Job postings now include verbiage about valid work experience in lieu of education, which has opened up the candidate pool.

Glasper’s department also eliminated requests for resumes and cover letters for people applying through the state’s job portal, except for those applying for higher-level positions.

“The resume and cover letter were not only redundant to the online application form but were often a barrier to employment because some candidates didn’t have a resume or had difficulty

uploading it. Meanwhile other candidates were using mobile devices to apply for jobs,” Glasper says.

One common complaint from candidates was the lengthy wait time for a response about their application, which sometimes ran weeks. Candidates often dropped out because of the lack of communication. To counter this trend, a three-day maximum response time was imposed.

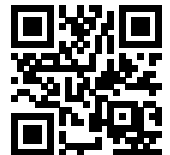
“Even if they aren’t being considered for the job they applied for, they hear from our department about why they aren’t being considered,” says Glasper. Applicants then are invited to share feedback about their experience and join the department’s listserv to learn about future opportunities. The communication keeps candidates engaged and encourages them to reapply for different department jobs.

“We need to think about applicants as customers and consider their experience of how they come into our organizations,” Glasper says.

As hiring trends change, jurisdictions will need to continually evaluate their recruitment efforts to attract and retain qualified employees for the long term. [m](#)

find out more

HEAR MORE FROM NCDMV’S PORTIA MANLEY IN AAMVACAST EPISODE 186 AT [BIT.LY/AAMVAcast186](https://bit.ly/AAMVAcast186).



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DELIVERING POSITIVE OUTCOMES THROUGHOUT THE ECOSYSTEM

1

Increase Staff Efficiencies

“Processing times went from 40-65 days to 24-48 hours with staff touchpoints dropping from ten to one per application.” — **John Springer**, Director of Vehicle Services, WV

2

Improve Resident Satisfaction

Residents are accustomed to digital processes in daily life such as banking, utilities, and taxes. Easy, touchless transactions, and instant access to vehicle titles modernizes the DMV experience putting users at the center of the motor vehicle environment.

3

Reduce Operating Costs

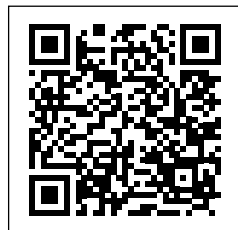
By streamlining ten-step processes into one-touchpoint operations — and without the need for printing and mailing of paper titles — digital titling and registration contributes to significant cost savings for DMVs.

4

Lessen Environmental Impacts

Operating in a fully paperless titling environment increases efficiencies as well as being stewards of our environment. Digital processes enable DMVs to eliminate millions of pieces of paper each year as well as reduce resident commutes to and from offices.

West Virginia DMV administrators estimate the State's adoption of digital titling will reduce the number of pieces of paper by 5 million per year.



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**I'M REALLY EXCITED
BECAUSE WE'RE ENTERING
A TIME OF CHANGE.**

Q & A WITH

Eric Jorgensen

*MOTOR VEHICLE DIVISION DIRECTOR, ARIZONA DEPARTMENT OF
TRANSPORTATION, AND INCOMING AAMVA CHAIR OF THE BOARD*

INTERVIEW BY JENNA GRUNDTNER

**Q WHAT HAS YOUR INVOLVEMENT
WITH AAMVA BEEN LIKE?**

I started as an AAMVA skeptic. I wasn't sure where I fit in, and I felt like I needed to focus on my position at the Arizona Department of Transportation. But I quickly changed my mind and saw how the association, my job and my interests blended quite nicely.

The first meeting I attended was the chief administrators meeting, easily one of the most valuable meetings I have ever sat in on. We talked about what was happening across the region and other jurisdictions, bounced ideas off each other and solved problems together. I walked away from that meeting thinking, "Man, I've probably misjudged this a bit."

A little later, Pat Kohler, then on the Regional Board, convinced me to join the Board, and there's been no looking back. Currently, I'm AAMVA's First Vice Chair, but come October 2024, I will be the Chair of the Board. I consider it a great honor.

**Q WHAT ARE YOU LOOKING FORWARD
TO IN YOUR NEW POSITION? ANY
PLANS FOR THE FUTURE?**

I'm really excited because we're entering a time of change. As we move into 2025, we're changing committee structures and the way AAMVA operates. We're using our solid foundation and improving it to continue to move forward.

We've seen huge growth in the need for expertise and engagement from AAMVA and the community

FAST FACTS

Eric Jorgensen



HOMETOWN
Mesa, Arizona



EDUCATION
Brigham Young University (Bachelor's,
International Political Science) and Columbia
University (Master's, International Affairs)



**WHAT KIND
OF CAR DO
YOU DRIVE?**

First car: Chevrolet S-10 4WD truck
Current car: Nissan Frontier
off-road pickup truck



Top: Eric and his wife spend time at the farm.
Left: Easy-Peasy MVDeasy
Right: Eric helps out at the Dough-lightful Social at the 2024 Region 4 Conference.



“As we move into 2025, we’re changing committee structures and the way AAMVA operates. We’re using our solid foundation and improving it to continue to move forward.”

ERIC JORGENSEN

Motor Vehicle Division Director, Arizona
Department of Transportation

around the topic of digital identity. For a long time, we’ve been experts on how to deliver secure and reliable titles, deliver identity on a plastic card, vet identity, etc. Those things are still important, but they need to advance into the digital realm.

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

Everybody knows I’m a bit of a nerd. I love playing Dungeons & Dragons and hosting (“DM-ing”) games with colleagues and family. I fly drones and radio-controlled airplanes in my spare time. And I do a little bit of personal software development; I like to tinker and build little pet projects. I’ve been married for 26 years, and we have four kids and a dog. I’m a lucky guy! **m**

Saving Lives One DMV at a Time

*RECOGNIZING LIFESAVING WORK
DURING DMV APPRECIATION MONTH*

BY MEREDITH LANDRY

Every September, Donate Life America, a Richmond, Virginia-based nonprofit, hosts DMV Appreciation Month to honor the efforts of its DMV partners that have helped more than 170 million people register to donate their organs.

The need for organ donors is significant. According to the United Network for Organ Sharing, there are over 100,000 people in the United States currently on the national transplant waiting list, with 17 people dying each day waiting for an organ transplant. Increasing the number of registered donors enhances the likelihood of matching donors with recipients, potentially saving more lives.

During DMV Appreciation Month, Donate Life America honors an office and an individual for their unique contributions to the lifesaving cause. The Innovation Award goes to a DMV or driver license partner (DLP) office that has implemented a unique and engaging event, activity or practice that demonstrates the Donate Life mission as part of its office culture. The Lifesaver Award recognizes a staff member who demonstrates exceptional commitment to the DMV/DLP's role as a partner in saving lives through donation and transplantation.

We spoke with the 2024 recipients of both awards about what it means to them and what they're doing to help save lives.



THE INNOVATIVE PARTNER

**SHERI GIPSON, DRIVER LICENSE DIVISION CHIEF, TEXAS
DEPARTMENT OF PUBLIC SAFETY**

Under Texas Department of Public Safety (DPS) Driver License Division's Chief Sheri Gipson's leadership, Donate Life Texas (DLT) launched the "No" Cards Initiative at the Denton, Texas, driver license office in 2023.

The reason for the "no" cards? Chief Gipson noticed a recurring issue where individuals often marked "no" on their organ donation preference either due to a lack of understanding about the program or by mistake. The cards are given specifically to customers at the point of service when they indicate "no" and contain essential details about the benefits and process of organ donation, along with links to the DLT website and instructions on how to remove yourself from the registry if needed. Chief Gipson says education is key.

"A lot of people are hesitant to say 'yes' because they think they have health issues or they're too old, but one of the most important things I've learned from Donate Life is that we shouldn't assume we couldn't benefit someone else in the event of our passing," she says, adding that even if certain organs are not viable, other parts, such as corneas, can still be used to help others.

With the help of the Texas DPS, DLT has been able to promote accuracy and efficiency of the registry and give Texans control over their registration status while still promoting and keeping the option to register on the driver's license application available.

"It's a great honor," Chief Gipson says of the award. "It's one of those programs you can really get behind because it has such meaning. It's the ability to help someone have a better quality of life."

THE LIFESAVER

SANELA HALL, MANAGER, MISSOURI DMV

As a manager at the South Kingshighway office of the Missouri DMV for 19 years, Sanela Hall has dedicated much of her career to the Donate Life mission.

Hall's journey to the Lifesaver Award is rooted in her personal and professional background. Originally from the former Yugoslavia, Hall is a proud immigrant who has leveraged her unique perspective to connect with the diverse community she serves. Many customers at the DMV are immigrants, often hesitant about organ donation due to cultural and religious misconceptions. Hall's approach involves addressing these concerns directly and empathetically, providing facts to dispel myths. By patiently

educating them, Hall has successfully changed the minds of countless customers.

"When they would answer 'no,' I would just talk to them in a friendly way and ask them why," Hall says. "So I can't even describe what it feels like to be called a 'lifesaver' and be given this award."

But Hall's role at the DMV extends beyond simple advocacy. She has created an environment where discussions about organ donation are a routine part of customer interactions. Whether people are there for vehicle transactions or driver's license renewals, Hall ensures they are informed about the option to become organ donors. She has organized events and set up informational tables in



Sanela Hall stands in front of a board with hearts containing the names of customers who signed up to be registered for organ donation.

her office, often sitting with representatives from Mid-America Transplant Services to talk to individuals waiting in line.

She also maintains a blog where she shares stories and information about organ donation, aiming to reach a broader audience online. This platform has allowed

her to amplify her message, sharing the profound impact that organ donation can have on both donors and recipients.

"I think that this award is going to be the biggest accomplishment in my life," Hall says. "Regardless of whatever I accomplish in the future, this is going to be closest to my heart." **m**

Passing the Baton

SPENCER R. MOORE SIGNS OFF AS AAMVA CHAIR OF THE BOARD AND ERIC JORGENSEN STEPS INTO THE ROLE

As I prepare this letter, I find myself reflecting on a remarkable journey that has spanned not only 12 months, but continents as well. As my term as Chair ends, I want to take this opportunity to share my gratitude and reflections with all of you who have been instrumental in making this journey so unforgettable.

I have had the privilege of traveling the globe, each visit enriching my understanding of our business and the diverse markets we serve. It has been awe-inspiring to witness the dynamic

nature of our industry and the dedication of our teams worldwide.

My time as Chair has confirmed my belief that it's people, processes and technology that make it possible for us to be successful. I am immensely proud of the strides we have made. No matter the initiative—realigning NMVTIS, implementing State-to-State or downsizing the AAMVA headquarters space—a team of dedicated individuals across our organization paved the way.

I want to thank my team at the Georgia Department of Driver Services (DDS). Without their continued commitment to five-star customer service, I would not have been able to fulfill this mission!

As my term comes to an end, I am confident that the future holds even greater promise for AAMVA. Our next Chair, supported by an exceptional leadership team, is poised to guide us through the evolving landscape of our industry with the same vision and determination.

Thank you for the privilege of serving as your Chair. It has been an honor and a pleasure to be part of a group that stands at the forefront of innovation and excellence, particularly in the areas of highway safety and combating highway fatalities.

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



What an incredible year we have had. I'm inspired and excited by the progress we've made on so many fronts, including some of my favorite topics: identity management, e-titling, committee structure, transitioning AAMVA leadership (congratulations on your first year, Ian), modernizing AAMVA systems and infrastructure, and a host of other projects and initiatives.

Reflecting on this, it strikes me how rapidly our environment is changing. More and more, we are expected to be technologists, customer experience gurus,

innovators and prognosticators, all on top of being motor vehicle experts. Sometimes it feels like we're riding a wave, while other times it feels like we're being shaken in an earthquake. As we think about the strength and value the AAMVA community provides, finding that sure footing has to be one of the most important aspects.

This year, I am excited to help advance efforts to find innovative solutions to new and existing challenges, establish more robust committees that can respond to emerging needs, solidify processes and structures to lock in the improvements

we make, and invest in new areas of needed expertise.

I have said many times before, even though I started out skeptical, it didn't take long to see how the AAMVA community works together to improve our ability to serve our customers and stakeholders in every jurisdiction. Thank you for making this community work! **m**

*Eric Jorgensen
2024-2025 AAMVA
Chair of the Board*





LEAN TEAM LIMITLESS POSSIBILITIES

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Digital DMV

Driving forward

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