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COUNTER ATTACK

DMVs are using a variety of strategies to deal with First Amendment auditors

ALSO IN THIS ISSUE

The electronic citations revolution

Combatting catalytic converter theft

Q&A with Allison Fradette

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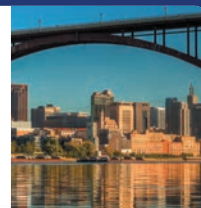
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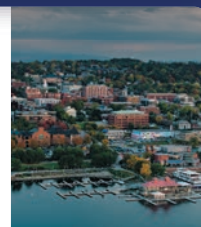
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BY MEREDITH LANDRY



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Check out updates from AAMVA's Driver, Vehicle, Law Enforcement and Identity Management Committees at **MOVEmag.org**.

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A Road to Improvement

MEMBERS ARE EMBRACING NEW STRATEGIES TO PRIORITIZE CUSTOMER SATISFACTION



AAMVA's members continue making impressive operational advancements, belying the "DMV stereotype" and reshaping service to better meet customer needs. Members are striving to combat a legacy of negative public perception, adapt to new demands and achieve excellence in customer service. These changes are driven by technological innovations, shifting customer expectations, and new issues and challenges. For jurisdictions, it means overcoming past frustrations to provide efficient, high-quality service through constant evolution and modernization.

AAMVA and our members have long prioritized customer satisfaction—not only improving wait times and simplifying platforms but fundamentally changing the way agencies interact with the public. Often, external factors accelerate the need for change. The rise of digital technology has transformed customer service across all sectors, and AAMVA members are no exception. Online services, self-service kiosks and mobile apps have become essential tools for reducing wait times and improving customer satisfaction.

Today's customers expect more from their interactions with government agencies. They demand convenience, efficiency and transparency. Agencies can meet these expectations by providing clear information, streamlining processes and ensuring staff are prepared to handle customer inquiries effectively. Improving customer service also means investing in employee training and supporting morale. Frontline employees are the face of the organization and their interactions with the public shape customer perceptions. Training programs that focus on customer service skills, empathy and problem-solving result in more positive experiences for customers.

Training can also help prepare staff for unexpected or challenging customer interactions. For example, First Amendment auditors film public spaces, officials and facilities to test constitutional rights, requiring jurisdictions to make accommodations to provide uninterrupted customer service. These auditors argue that their actions promote transparency and accountability, but their confrontational approach may, at times, create tension and disruptions.

Auditors may attempt to engage staff in lengthy confrontations, leading to delays and negatively impacting other customers. Adopting strategies and policies to handle these situations professionally and respectfully is critical to sustaining positive public perception and trust.

This issue of *MOVE* addresses the topic of First Amendment auditors to help facilitate discussion within our community.

AAMVA is making new investments to support members' delivery of service, and First Amendment auditors are just one example of an emerging topic of interest. Over the past decade, and especially since COVID dramatically altered how MVA's conduct business, there has been a growing interest in having more of these topics discussed in AAMVA forums.

Jurisdictions have expressed interest in resources on a variety of topics, including contact centers (for which there was a dedicated 2023 Pop-Up Classroom), hiring and retention, media training, employee safety, customer flow management, and the use of AI in customer service delivery. To best meet this need for new resources and support, our recent governance reorganization adds a focus on efficiency and optimizing existing services and platforms.

The AAMVA Board moved forward with a novel business area intended to focus on the highest priority topics in MVA operations and customer service. The creation of the MVA Operations and Customer Experience Committee, along with an executive position of the same name, provides the first dedicated space for AAMVA members to discuss, develop and share best practices for customer service topics that cut across disciplines and operational silos. The new committee will oversee working groups to create resources responding to novel and changing member needs, beginning with the Employee Safety and Security working group. In short, this committee will support MVAs in better serving their customers and helping staff become more productive and effective.

Over the years, AAMVA has been privileged to serve our members. We have worked side-by-side with jurisdictions, whether providing expertise on driver licensing, identity management, vehicle registration and titling, fraud prevention, and law enforcement to developing resources, best practices and trainings. We are now positioned to add resources and facilitate member engagement for the many customer-focused topics facing our members and their stakeholders. The AAMVA team is excited to expand our portfolio as another way to support members, helping them meet new demands, overcome emerging challenges and continue to provide excellent service to their customers. [m](#)

Ian M Grossman

Ian Grossman
AAMVA President and CEO

FDR

FRAUD DETECTION & REMEDIATION E-LEARNING PROGRAM

AAMVA's Fraud Detection & Remediation (FDR) program helps you tackle fraud head-on with training used by DMVs, law enforcement, federal agencies, and corporations worldwide. FDR is a comprehensive anti-fraud toolbox for anyone handling secure documents or sensitive transactions, including all agency staff. Training modules are updated yearly with new and enhanced content. The updated courseware package (January 2025 version) is now available to member jurisdictions!



SCAN THE QR CODE
TO LEARN MORE.

COURSEWARE UPDATES AND ENHANCEMENTS

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- New CAN Temporary Passport
- New MEX CDL Information
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FDR is now available in Spanish!

The Spanish version includes FDR's 16 core Level 1 and 2 modules and Job Aids. Text, narration, player controls, and knowledge assessments have been translated to provide additional tools for effective and relevant document authentication training. Language versions are selected on the download page!



American Association of
Motor Vehicle Administrators

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Closing the Gap



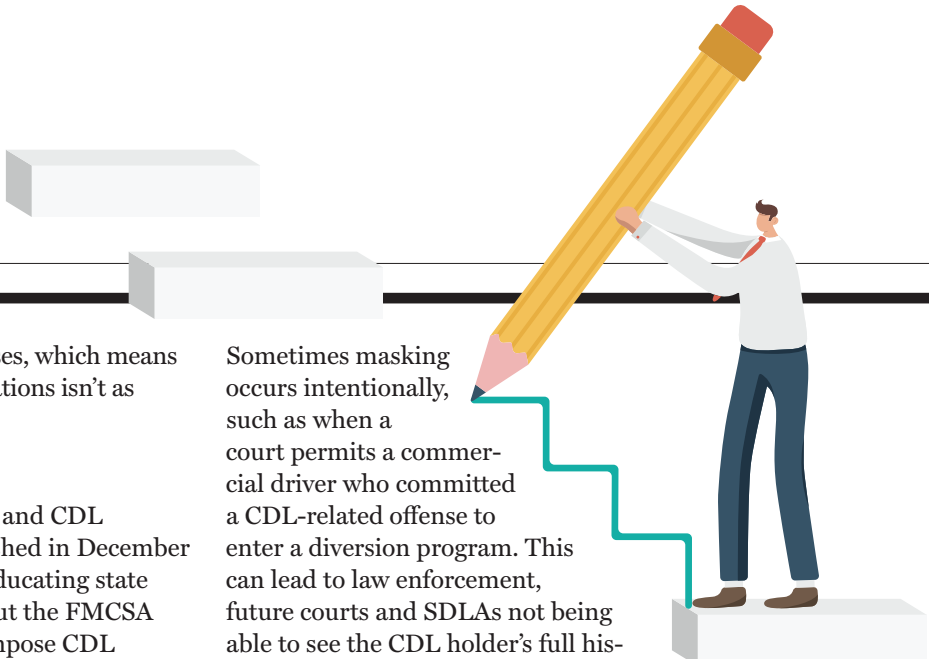
*AAMVA'S NEW
WHITEPAPER
EDUCATES
GOVERNMENT
STAKEHOLDERS
ON COMMERCIAL
DRIVER'S
LICENSE
IMPLICATIONS
OF FELONY
CONVICTIONS*

BY STEVE HENDERSHOT

When a commercial driver's license (CDL) holder is convicted of a felony involving a vehicle, two distinct potential consequences are in play: the sentence for the crime and a separate CDL sanction.

The CDL sanction, in fact, may be mandatory. The Federal Motor Carrier Safety Administration (FMCSA) lays out specific, required CDL penalties for vehicle-involved felony convictions. It's incumbent on state and local courts to share these convictions with the state driver's license agency or authority (SDLA), which can impose the appropriate sanctions, as well as enter the relevant information into the Commercial Driver's License Information System (CDLIS). The full process ultimately enables the state that issued the defendant's CDL to take action consistent with the Federal Motor Carrier Safety Regulations (FMSCR).

However, if courts fail to transmit conviction data along with the necessary identifying information, CDL sanctions cannot be imposed, and courts may not realize that crimes that only indirectly involve a vehicle still carry CDL implications—crimes such as smuggling and human trafficking. Such cases are often tried in courtrooms that routinely handle violent or property crimes but



don't specialize in traffic offenses, which means the connection to CDL implications isn't as intuitive and can be missed.

A RESOURCE FOR ALL

AAMVA's "Felony Convictions and CDL Sanctions Whitepaper," published in December 2024, aims to fill the gap by educating state government stakeholders about the FMCSA regulations and the need to impose CDL sanctions and share the information with peers in other jurisdictions.

The 15-page whitepaper is designed to be accessible to SDLA staff and colleagues in a variety of partner agencies. Accordingly, it is written in plain language and is concise, says Kristen Shea, senior programs analyst for Member Services and Public Affairs at AAMVA.

"We hope this is a resource to support our SDLA members but also a resource they can use when they are forging very important communication lines with other safety stakeholders in the courts, in the prosecutor's office and with law enforcement," says Shea.

PREVENTING MASKING

Most of the FMCSA requirements mentioned in the whitepaper have been in place for decades, though 49 CFR §385.1 added a new lifetime CDL loss for human trafficking-related convictions in 2022. The whitepaper covers these new regulations as part of its overall aim to fill persistent gaps in awareness and compliance.

To help prevent compliance gaps, the whitepaper includes a chapter on masking, which is the term for when CDL-related convictions do not appear on the official driver history record.

Sometimes masking occurs intentionally, such as when a court permits a commercial driver who committed a CDL-related offense to enter a diversion program. This can lead to law enforcement, future courts and SDLAs not being able to see the CDL holder's full history. Federal regulators are pushing to ensure such convictions are reflected in CDLIS, preserving the integrity of the roster of safe commercial drivers.

"Most commercial drivers are very safe," Shea says. "So it's important for employers, law enforcement and courts to be able to identify and distinguish those who are not driving safely or exhibiting safe behaviors."

It starts with law enforcement understanding the importance of indicating CDL status on all reports. Similarly, if courts aren't aware of a defendant's CDL status and its implications, then the conviction information may not be relayed to that state's SDLA and thus not entered into CDLIS. Even though that sort of oversight is entirely unintentional, it still constitutes a lack of compliance with FMCSRs.

"If you are creating a conviction that ought to be on someone's driver's record and it's not getting there, then you may be in danger of violating that masking prohibition," Shea says. **m**

find out more

THE "FELONY CONVICTIONS AND CDL SANCTIONS WHITEPAPER" IS AVAILABLE AT [BIT.LY/AAMVA_FELONIESANDCDLS](https://bit.ly/AAMVA_FELONIESANDCDLS).

"AAMVA's new 'Felony Convictions and CDL Sanctions Whitepaper' enables SDLA members to raise awareness with stakeholders that ought to be sharing conviction information and considering whether felony convictions include CDL implications."

KRISTEN SHEA

Senior Programs Analyst for Member Services and Public Affairs at AAMVA

Shifting to the Future

THE WEST VIRGINIA DMV COLLABORATED ON AN APP TO SUPERCHARGE CIVIC ENGAGEMENT

MATT SCHUR

The West Virginia Department of Motor Vehicles (DMV) has been at the forefront of modernization, recognizing the demand to enhance services to meet residents' evolving needs. As with other jurisdictions, the West Virginia DMV faced a common but frustrating problem: outdated processes required residents to navigate unpredictable lines, repetitive paperwork and scattered information across platforms. In a state where some residents live an hour or more from a DMV, a simple registration update could mean a half-day of effort.

Recognizing these challenges, the DMV worked with Tyler Technologies, a longtime partner, to create the West Virginia My Civic app, with a goal to modernize DMV services—and the broader resident experience. Launched last November, the app offers vehicle registration and driver's license renewal, appointment scheduling, notifications for upcoming deadlines, a secure digital wallet for storing documents such as vehicle registration and insurance cards, and more.

find out more

TO LEARN MORE ABOUT DMV APPS, CHECK OUT TYLER TECHNOLOGIES' RECENT WEBINAR: [BIT.LY/DMVAPPS](https://bit.ly/dmvapps).

"The app was implemented to streamline transactions and improve accessibility for the public while providing the DMV with a better tool to disseminate accurate and timely information," says Eric Tipton, executive director, West Virginia DMV. My Civic "is only going to support and move the state forward with technology and engagement overall."

BUILDING BLOCKS

Leaning on an app to modernize services made intuitive sense, Tipton says. After all, 91% of Americans aged 18 or older have a smartphone, according to 2024 Pew Research.

At the very beginning, the project "kind of burst forth when we were talking about ways to better engage the public with DMV services," Tipton says. "The DMV is a unique line of service because it touches almost every person in the state. Not every agency does that. So there's a customer service approach to many things we do because we serve so many walks of life."



The mobile app development process began by identifying key pain points for customers and internal operations through a number of workshops and focus groups. Tyler Technologies worked closely with the DMV in this process to tailor the app to people's needs, including involving DMV leadership, IT teams and Tyler Technologies' development team. Tyler Technologies has a long history and extensive experience working with DMVs nationwide, says Monica Ladd, director of strategic engagement, Tyler Technologies. Their team conducted thorough research to identify gaps and opportunities, presenting their findings to Tipton and his team. With such a long track record in this space, the two groups also leveraged their built-in "internal industry knowledge at the local, state and federal levels," Ladd says.

The project took about three months from initial planning to release and used a phased rollout to ensure success, Tipton says.

“The app was implemented to streamline transactions and improve accessibility for the public while providing the DMV with a better tool to disseminate accurate and timely information.”

ERIC TIPTON

Executive Director, West Virginia DMV

MOVING FORWARD

App adoption has already been strong, Tipton says, with 1,224 user downloads in the first two months. According to Tipton, the most popular features include vehicle registration renewal, the digital wallet and driver's license renewal. “Users have praised the app's simplicity, speed and ability to complete transactions without needing to visit a DMV office,” he adds.

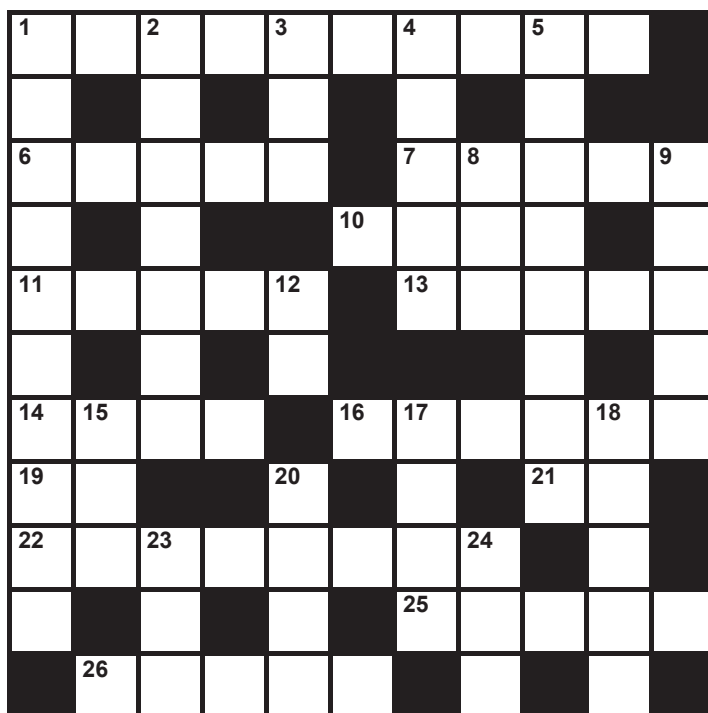
Even more encouraging: There have been over 4,000 user sessions, meaning people are using the app again after their initial interaction. “The data points to a lot of use,” Tipton says.

That level of continuous engagement was always the end game. “We want a customer-centric place where residents can interact with the DMV, store documents—an insurance card, registration card, mobile driver's license—and securely complete transactions,” Tipton says.

Early feedback has included adding more payment options and integrating additional features, such as real-time traffic updates or personalized reminders. “We want to keep people engaged,” Ladd says.

In the immediate future, she says, that means adding capabilities such as supporting multiple languages and adding more features around resident assistance, which could cut down on phone calls and DMV foot traffic. They've also “been talking about adding things like information from the Department of Transportation or even updates from the State Patrol,” Ladd says. “The sky's the limit regarding what we can add in there.” **m**

crossword



ACROSS

- 1 Digital speeding tickets, for example
- 6 Constitutional amendment being audited in some DMVs
- 7 IT provider for law enforcement
- 10 Police officer's route
- 11 Collision
- 13 Taking these while driving is one of the main causes of accidents
- 14 Not difficult
- 16 One of the most significant advantages of using digital tickets
- 19 Bismarck's state, abbr.
- 21 Quiet!
- 22 One of the states leading the way in the adoption of digital tickets
- 25 Copies digitally
- 26 Expenses (can be cut by implementing digital tickets)

DOWN

- 1 One of the benefits of a digital tickets system
- 2 Gradual advances
- 3 Highway Safety ____
- 4 Just turned over without moving, as an engine
- 5 Fosters
- 8 Road surface
- 9 Unpleasant
- 12 50th state, abbr.
- 15 Trouble
- 17 Provides assistance
- 18 Express gratitude
- 20 Worry
- 23 Zodiac sign of the lion
- 24 Trick-or-treating mo., abbr.

Stopping Thieves in Their Tracks

*MAINE'S
BUREAU OF
MOTOR VEHICLES
INITIATES A
SPECIAL PROJECT
TO COMBAT
CATALYTIC
CONVERTER
THEFT*

BY STEVE HENDERSHOT

Thefts of catalytic converters soared during the pandemic, driven by the skyrocketing prices of platinum group metals (PGMs). Vehicles rely on catalytic converters to reduce harmful emissions, but the valuable materials they are made of makes them an attractive target for thieves who often steal the converters from vehicles' under carriages. Insurance claims for catalytic converter thefts grew nearly fourfold nationally from 2020 to 2022, according to the National Insurance Crime Bureau.

As law enforcement agencies worked to stem the surge, they encountered a problem: It was often impossible to tie a given catalytic converter back to a specific vehicle, making it difficult to arrest or charge people for catalytic converter theft unless they were caught in the act.

"You'd stop a car at night because there was a headlight out, and in the vehicle you'd have reciprocal saws, two or three catalytic converters and a couple people with some criminal history. You knew what was happening, but you couldn't say anything about it because possession, in and of itself, wasn't illegal activity,"

says David Silk, assistant director of the Enforcement Services Division of Maine's Bureau of Motor Vehicles.

Jurisdictions across the country scrambled to pass laws in response, and Maine helped lead the charge by developing a solution that successfully deters theft without squelching the legitimate secondary market. Maine's effort received a 2024 AAMVA Fraud Prevention and Detection for an Agency Award.

LEGISLATION TO COMBAT THEFT

The cornerstone of Maine's approach is a new law that allows recyclers to purchase used catalytic converters only when the converters have unique vehicle identification numbers (VINs) inscribed.

Most converters don't include VINs, so Maine is accelerating the transition by enlisting auto dealers to etch VINs onto

Director, Enforcement Services Division, Maine BMV

Fighting Fraud in Real Time

AAMVA'S DRIVER'S LICENSE DATA VERIFICATION SERVICE OFFERS IMMEDIATE VERIFICATION OF IDENTIFICATION DOCUMENT DATA

Driver's licenses, driving permits and identification cards issued by U.S. jurisdictions are regularly used as proof of identity, but DL/ID cards are often targets for fraud and counterfeiters. AAMVA's Driver's License Data Verification (DLDV) Service provides commercial and government entities with the real-time capability to verify DL/ID information against data from the issuing agency. DLDV connects industry and motor vehicle agencies in real time to create a uniform solution for identity verification.

For the New Jersey Motor Vehicle Commission (NJMVC), DLDV has been an effective tool in their fight against fraud. "First and foremost at NJMVC, it's always about security of documents and preventing fraud as much as possible," says Latrecia Littles-Floyd, acting chief of the NJMVC. "DLDV wasn't just for out-of-state verification; we implemented it for numerous reasons. I think our main concern is always protecting MVC against fraud and protecting personally identifiable information."

The DLDV Service provides users with immediate verification of identification document data. DLDV users submit data on an identification document, and the service returns a flag for each data element indicating whether the element matches the data on file with the issuing jurisdiction. Users interact with the service via a web-service call.

For the NJMVC, DLDV offered a more efficient way for external entities like attorneys and employers to verify DL/ID information like moving violations, points, accidents and suspensions.



"DLDV wasn't just for out-of-state verification; we implemented it for numerous reasons. I think our main concern is always protecting MVC against fraud and protecting personally identifiable information."

LATRECIA LITTLES-FLOYD

Acting Chief of the NJMVC

Using DLDV, the NJMVC was able to move that verification from a costly, time-intensive mail-based system to a quicker, more secure online process.

"We've seen tremendous positive praise for the new process," says Littles-Floyd. "It has streamlined our customer service efforts and the ease of use for our customers."

The DLDV service offers participating agencies a way to fight against the fraudulent use of proof-of-identity documents. It also brings in fee-based revenues, which AAMVA shares with the jurisdictions.

"DLDV has been an absolutely great tool for us," says Littles-Floyd. "It's convenient—going online for a lot of services has helped us tremendously, and with this, it provided a mechanism to confirm if an out-of-state driver's license was valid. We're using it in-house for our own Jersey drivers, as well. It's an application that has benefitted us tremendously." **m**

go online

FOR MORE INFORMATION ON DLDV AND TO FIND OUT HOW TO PARTICIPATE, VISIT [BIT.LY/AAMVA_DLDVSERVICE](https://bit.ly/AAMVA_DLDVSERVICE). FOR MORE ON HOW DLDV FITS INTO THE NJMVC'S FRAUD-FIGHTING TOOLBOX, LISTEN TO AAMVACAST EPISODE 235: [BIT.LY/AAMVA_CAST235](https://bit.ly/AAMVA_CAST235).

The Hidden Costs of Sharing Source Code for DMV Modernization

State Departments of Motor Vehicles (DMVs) across the country face growing pressure to modernize their systems. The potential for more efficient operations, better customer service, and cost savings makes software upgrades an attractive option. Among the approaches gaining traction is the idea of sharing source code between states to accelerate these efforts. While this may appear cost-effective, it introduces significant hidden costs and risks that could impact the long-term success of these initiatives.

The Appeal of Shared Source Code

At first glance, sharing source code between states appears to be a sensible solution. Reusing existing software reduces development timelines and avoids hefty licensing fees, leading to immediate savings. It also fosters a spirit of collaboration, as states work together towards a shared goal of improving DMV services while reducing operational expenses.

However, while this approach has clear benefits, it can present challenges when put into practice. The complexities of adapting shared source code to fit diverse regulatory, technical, and operational requirements can potentially offset the initial benefits.

The Real Cost of Ownership

In software development, “technical debt” refers to the long-term costs incurred when short-term solutions are prioritized over sustainable strategies. Sharing source code without a comprehensive governance framework can exacerbate this challenge. For example, adopting another state’s software may seem cost-effective initially, but differences in infrastructure, regulations, and operational requirements can create unforeseen hurdles.

While states might begin with similar source code, their distinct needs often lead to significant customizations. Over time, these modifications can result in systems that are harder to update, maintain, or integrate with other technologies. What might start as a collaborative initiative can evolve into a collection of siloed, incompatible systems, limiting scalability and increasing the complexity of ongoing maintenance.

The Costly Role of System Integrators

While shared code may come with no initial licensing fees, the cost of adapting and implementing it can be substantial. States often rely on system integrators—third-party vendors specializing in software customization and deployment—to address the unique needs of their

infrastructure and operations. These services, while necessary, frequently exceed original budget estimates.

Collaboration between states introduces another layer of complexity: coordinating updates and modifications among diverse stakeholders. Naturally, different states have varying priorities, timelines, and resource constraints. These unintentional misalignments often result in delays, additional costs, and diminished efficiency—the very outcomes shared code aims to prevent.

Maintenance, Security, and Long-Term Sustainability

The long-term upkeep of shared software can pose significant challenges. Without dedicated internal teams to manage updates and maintain compatibility, these shared systems risk becoming outdated. Updates made to shared software by one stakeholder can inadvertently create issues for others, complicating operations and increasing maintenance burdens. Additionally, shared source code introduces cybersecurity concerns. Custom modifications by individual states can introduce unforeseen bugs, potentially creating vulnerabilities. Without a centralized strategy for updates and patches, these security risks can compound over time, compromising sensitive data and eroding public trust.

A Better Approach to DMV Modernization

To achieve sustainable progress, DMVs should consider prioritizing tailored, state-specific solutions over shared source code. Modular systems designed from the ground up can better address each state's unique regulatory and operational needs, reduce technical debt, and ensure long-term scalability and success. Our company, CHAMP, precisely delivers that—a DMV modernization solution fully configurable to meet the needs of every state, whether through full replacements or adding new capabilities to existing platforms. Our modular system offers unmatched flexibility, enabling states to adapt as needs evolve while avoiding the challenges associated with technical debt. Our cloud-based architecture guarantees streamlined implementation, robust security, and continuous improvement.

With no upfront costs, a pay-as-you-transact model, and rapid deployment, CHAMP reduces risk, shortens implementation timelines, and simplifies ongoing maintenance. With a proven record of accomplishment delivering scalable, efficient systems across multiple states, CHAMP empowers DMVs to confidently embrace the future of modernization.

Conclusion: Think Beyond the Shortcut

While sharing source code may seem like a practical option for DMV upgrades, it is important to consider the potential challenges—such as technical debt, integration costs, security concerns, and system fragmentation. What may seem like an immediate solution could lead to unforeseen obstacles down the line.



A shortcut today could lead to setbacks tomorrow.

State DMVs might find value in prioritizing customized solutions that are thoughtfully planned with long-term goals, strong governance, and security in mind. By partnering with the right solution providers, like CHAMP, states can work toward meaningful modernization, enhancing public services and ensuring a secure, efficient future.

“

What might start as a collaborative initiative can evolve into a collection of siloed, incompatible systems, limiting scalability and increasing the complexity of ongoing maintenance. ”

To learn how your agency can utilize CHAMP's modular solutions, contact LT@CHAMPTITLES.COM or visit WWW.CHAMPTITLES.COM



*DMVs ARE USING
A VARIETY OF
STRATEGIES TO
DEAL WITH FIRST
AMENDMENT
AUDITORS*

BY REGINA LUDES

An illustration of a DMV service center. In the foreground, a woman with curly hair and glasses, wearing a light blue shirt, stands behind a counter. She is holding a small blue container with pens. In the background, a man is seated at a desk, looking at a computer monitor. The scene is set within a modern building with large windows and a high ceiling. The overall style is a watercolor-like illustration with bold outlines.

COUNTER ATTACK



customer
service



When DMV employees encounter First Amendment auditors for the first time, it can be an unsettling experience since they may not understand who these auditors are or why they're there. Even more confusing is what to do when a camera is thrust in employees' faces when they're trying to work or deal with customers.

DMVs may be easy targets for auditors because they're located in public buildings and draw hundreds of people every day. Auditors are often easy to spot because they don't take a number or stand in line like most customers but instead wander around with a smartphone or camera. They claim they are there to ensure that employees are complying with the Constitution and aren't violating their First Amendment rights. But in reality, they're looking for a confrontation with someone while recording so the video can be posted to their YouTube channel and other social media platforms. The more confrontational the encounter, the more viral the video potentially becomes.



While First Amendment audits don't happen often, they've occurred frequently enough in recent years that many DMV officials have grown concerned about the impact on business operations and customers. That has prompted them to reassess their policies about recording and develop strategies to handle these encounters so they don't escalate.

EMPOWERING STAFF TO REACT APPROPRIATELY

Proper staff training may be the single most important strategy for dealing with auditors. Many DMVs have updated their training programs to address audits.

In staff training, Kasey Lee, compliance officer with the Iowa Department of Transportation, shares videos of auditor visits at other DMVs to show how the encounters were handled and what her staff could learn from them.

"A good discussion point is the auditor's response when they're asked to stop recording. They usually don't comply and, in fact, push back," Lee says. "By using good customer service skills, we can defuse a situation before it escalates."

Lee advises staff not to touch the auditor or their equipment. "Auditors will quickly call law enforcement if they feel their

rights are violated," she says. "Such interactions will only serve the auditor's purpose of generating viral content."

In its training at the California DMV, staff receive step-by-step instructions printed on 5x7 cards that can be posted near their computers for fast, easy reference. They also take a hands-off approach to auditor visits—only intervening if the person becomes disruptive to others, says Christina Michel, chief of DMV Investigations with the California DMV. She believes this approach has resulted in a decline of audits over the past year.

PROTECTING CUSTOMERS

Each California DMV has asked their managers to designate an area for filming in the event an auditor arrives so customer data isn't exposed or compromised. "Auditors are directed to stay in those designated areas while filming so they aren't disruptive to staff or customers or have access to viewing personal identifying information," Michel says.

Staff are also mandated to protect customers. If auditors start engaging with customers and appear to be disruptive, staff are directed to intervene as quickly as possible and to contact law enforcement if necessary.

"Auditors generally don't want to cause harm. Their goal is to get a reaction from employees, or even a customer. This is what gets them views on their social media platforms," Michel says.

North Carolina has an estimated 20 auditor visits throughout the state every year.

In its training at the California DMV, staff receive step-by-step instructions printed on 5x7 cards that can be posted near their computers for fast, easy reference.

“We can’t be apprehensive about engaging with auditors. The better prepared our leaders and supervisors are, the better they will handle these situations when they occur.”

MIMZIE DENNIS

Assistant Chief for the Driver License Division at the Texas Department of Public Safety



customer
service

Many customers are wary of anyone with a recording device, says Mimzie Dennis, assistant chief for the Driver License Division at the Texas Department of Public Safety: “If a customer asks auditors to turn off their device, it only adds to the viral content. We make sure someone on the staff is monitoring activities at all times.”

While many DMVs take a hands-off approach, Dennis believes the best course of action is to engage with auditors and treat them with respect and professionalism. When they arrive, staff acknowledge their presence and offer assistance just as they do for any customer. For example, they may ask if there’s something specific the individual wants to see as part of their audit or offer to connect them with the department’s Public Information Office if they have questions.

“We can’t be apprehensive about engaging with auditors. The better prepared our leaders and supervisors are, the better they will handle these situations when they occur,” Dennis says.

UNDERSTANDING YOUR LEGAL RIGHTS

Understanding your state’s laws and your legal rights and responsibilities is crucial when dealing with auditors. For example, under North Carolina’s Trespass law, state government offices are protected from disruptive visitors. Anyone visiting a DMV office must be there for the purpose of conducting DMV business, otherwise, they are asked to leave.

“If they don’t have a legitimate reason for being there and they’re disrupting business operations or customers, the person in charge has the authority to ask them to leave,” explains Tim Hayworth, deputy commissioner with the North Carolina DMV. “If they’re recording in non-restricted areas and don’t bother anyone, we leave them alone.”

In some instances, the police have been called and threatened arrest to force the auditor to leave. “Auditors don’t want to get arrested. They just want to push it to that point,” Hayworth says.

He adds that auditors sometimes begin recording before entering the building. They may video the building exterior and cars in the parking lot. While these activities aren’t illegal, they’re often used to lure government employees into a confrontation. Employees are instructed not to interfere with auditors who aren’t violating the law or DMV policies.

When audits started happening at Pennsylvania’s Driver License Center locations, existing signage was updated to include language that violators would be prosecuted under the law. Director Diosdado Arroyo says they consulted with legal counsel and the communications department to make sure the wording didn’t violate any laws. The requirement applies to all visitors—not just auditors—to protect customers’ personal data from being exposed during recording.

Center supervisors follow a step-by-step process to persuade auditors to stop recording:

- Introduce themselves and ask about the type of services they’re seeking.
- Point out signage prohibiting recording and explain why it’s prohibited.
- Request that they stop recording.
- If they don’t comply, request that they leave the facility.
- If still non-compliant, cease operations.
- If there’s still no compliance, contact law enforcement.

Arroyo recalls two instances in which they were forced to cease operations and contact law enforcement. In one of those cases, the individual was charged and convicted with defiant trespassing.

CONSISTENCY IS KEY

In North Carolina, Hayworth estimates 20 auditor visits occur throughout the state every year. Auditors tend to travel in spurts, he says, often visiting several locations in close proximity on one day or over several days. It’s usually the same people, so staff recognize them when they show up.

Since implementing an updated staff training several years ago, audits are handled in a uniform manner, no matter where auditors show up. “When auditors get the same response at every DMV location, it takes the thunder away from them,” Hayworth says. **m**

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LISTEN TO OUR AAMVACAST EPISODE ABOUT FIRST AMENDMENT AUDITORS FOR EVEN MORE TIPS FOR HANDLING THESE SITUATIONS: [BIT.LY/AAMVA_CAST202](https://bit.ly/AAMVA_CAST202).

FAST TRACK TO A **DIGITAL**

The very first speeding ticket issued in the United States was given to a man named Harry Myers in Dayton, Ohio, in 1904. Myers was traveling at a whopping 12 miles per hour, which exceeded the city's speed limit of 8 miles per hour in certain areas and 4 miles per hour in others. More than 120 years later, many jurisdictions still use a paper ticket system, but a digital future is gaining ground.

E-citations, or electronic citations, represent a significant shift in how traffic enforcement operates, moving away from traditional paper-based systems toward a digital one. The move to e-citations aims to improve accuracy, efficiency and safety for all stakeholders, including law enforcement, courts, DMVs and drivers. While some jurisdictions are further along in their e-citation implementation, others are still grappling with the challenges of adoption.



FUTURE

*FROM IMPROVING
SAFETY TO SAVING
MONEY, ELECTRONIC
CITATIONS COULD SOON
REPLACE TRADITIONAL
PAPER TICKETS*

BY MEREDITH LANDRY

WHAT ARE E-CITATIONS?

E-citations consist of two primary parts. The first is the digital issuance of a ticket roadside by a law enforcement officer to a driver. The second is the transmission of that digital information to the courts and DMVs. Some jurisdictions utilize both parts, while others have only digitized the roadside portion of the system.

The goal with both parts, however, is to streamline the process of issuing and processing traffic tickets. Traditionally, law enforcement officers would issue paper tickets that drivers could pay by going to court or mailing them. Many of these tickets contained illegible handwriting, transposed letters or numbers, incorrect violation codes or other human-made errors.

With e-citations, the process begins when an officer issues a ticket using a handheld device or computer in their vehicle. The ticket information can then be transmitted electronically to the driver and relevant agencies, such

as the courts and DMVs. With e-citations, officers make fewer errors, and drivers don't have to keep track of a paper ticket.

"The ultimate goal is that someday you'll receive an electronic version of a citation, perhaps in a mobile app. You'd then be able to pay on your app or manage the citation digitally instead of mailing in payments or appearing in court unnecessarily," says Ben Mitchell, director of Driver Control at the Colorado DMV.

The e-citation system offers advantages not just to drivers but also to law enforcement officers.

"It reduces the time officers spend exposed to traffic dangers while issuing citations," says Jessica Ross, program director for Driver Programs and Services at the American Association of Motor Vehicle Administrators (AAMVA). "This is about protecting officers and motorists alike."

JURISDICTIONS LEADING THE WAY

States like Georgia and Colorado are at the forefront of e-citation adoption. In fact, Georgia has used e-citations for decades, says Angelique McClendon, general counsel at the Georgia Department of Driver Services (DDS) since 2015.

"Most of our courts transmit electronically, which promotes uniformity, reduces errors and ensures timeliness," she says. But, she adds, not every jurisdiction in her state has the same level of adoption.

Colorado is preparing to launch a pilot program in 2026, which aims to eventually include over 60% of the state's citations, received by the largest contributor, Colorado State Patrol. However, Mitchell points out the disparity in resources across Colorado's 270 law enforcement agencies.

"Some agencies are well-equipped while others operate with very limited resources," he says.

SAFETY AND STREAMLINING

One of the most significant advantages of e-citations is improved safety for all parties involved.

"Every second roadside matters to an officer because it's a danger that they're in—and so is the person who's been stopped," Mitchell says.

For example, in Illinois in 2018, 863,547 citations were issued. The average time to manually write a citation is roughly 12 minutes, according to an e-citation guide from L-Tron Corporation, an IT provider for law enforcement. That means Illinois agencies spent more

WHAT ARE THE BENEFITS OF E-CITATIONS?

SPEED
LIMIT
1

Enhanced Efficiency: time savings for law enforcement officers and streamlined administrative workflows.

SPEED
LIMIT
2

Improved Accuracy: error reduction and accurate code assignment.

SPEED
LIMIT
3

Increased Safety: reduced roadside exposure and enhanced public safety.

SPEED
LIMIT
4

Cost Savings: lower administrative costs and the ability to reallocate resources.

SPEED
LIMIT
5

Better Driver Experience: convenience and transparency.

SPEED
LIMIT
6

Environmental Benefits: paper reduction.

SPEED
LIMIT
7

Uniform Data Sharing: standardized records and improved data analytics.

than 10 million minutes issuing citations in 2018. Issuing the same number of citations electronically at an average rate of 3 minutes per citation would have saved more than 100,000 hours.

For drivers, e-citations provide a streamlined experience. Drivers can receive accurate, legible tickets, reducing disputes over incorrect citations.

“Instead of handling thousands of records manually, courts and agencies can process them in bulk electronically,” McClendon says.

Additionally, e-citations can significantly reduce errors, according to Kristen Shea, Senior Programs Analyst at AAMVA.

“The fewer hands involved in entering data, the fewer chances there are for mistakes,” she says. “This creates better records and ultimately improves highway safety.”

E-citations can provide long-term cost savings for jurisdictions, according to Ross. “It can lower administrative costs and create the ability to reallocate resources, eliminate snail mail and streamline workflows,” she says. “These efficiencies all translate directly into dollars saved.”

BARRIERS TO ENTRY

Despite the benefits, transitioning to e-citations is not without its challenges. Funding remains a significant hurdle, particularly for smaller agencies.

“Not every agency has the resources for the necessary technology, and some may lack the expertise to implement these systems,” Mitchell says.

Uniform citation formats and data standards vary widely across jurisdictions, further complicating interoperability. “There’s no nationwide standard for what an e-citation should look like,” says McClendon, adding that smaller municipalities often lack the infrastructure to comply with statewide mandates.

The process requires collaboration across multiple layers of government—local law enforcement, courts and state DMVs.

“That level of coordination takes time and effort,” Ross says. “When you add in the necessary programming, training and onboarding it requires, it can be a heavy lift for DMVs and law enforcement agencies that are already operating at capacity.”

Nonetheless, the trend toward e-citation issuance is expected to continue as agencies seek to leverage technology to enhance operational efficiency and public safety.

In Illinois in 2018, 863,547 citations were issued manually. ... Issuing the same number of citations electronically at an average rate of 3 minutes per citation would save more than 100,000 hours.

A NATURAL NEXT STEP

The adoption of e-citations is still in its early stages, but the momentum is building. Federal support, such as grants from highway safety programs, could help address funding gaps, Shea says. Additionally, collaboration between states, such as sharing best practices and lessons learned, can provide a roadmap for successful implementation.

“Jurisdictions that have figured out logistics can help others shortcut the process,” Shea says.

While adoption barriers currently exist, Mitchell, Shea, McClendon and Ross all say that e-citations will eventually become the norm.

“This is the way of the future,” Mitchell says. “If we set it up right, the system will improve efficiency and safety across the board.”

As always, AAMVA is playing a critical role in raising awareness and providing resources to jurisdictions about e-citations.

“We want to inspire jurisdictions and show them that others are ready and able to help,” Shea says. “This is an electronic evolution—a natural next step.”

Despite the challenges, the vision for e-citations is clear: a fully digital, efficient and accurate system that benefits law enforcement officers, courts, DMVs and drivers alike.

“With ongoing efforts and collaboration,” Shea says, “This vision can become a reality across the country.” **m**

go online

CHECK OUT AAMVA'S
E-CITATIONS REVOLUTION
PRESENTATION AT [BIT.LY/AAMVA-
E-CITATIONSPRESENTATION](https://bit.ly/AAMVA-E-CITATIONSPRESENTATION).



Q & A WITH

Allison Fradette

*RECENTLY RETIRED CEO,
CANADIAN COUNCIL
OF MOTOR TRANSPORT
ADMINISTRATORS (CCMTA)*

Q TELL US ABOUT YOUR EARLY CAREER AND WHAT LED YOU TO YOUR ROLE AS CEO OF CCMTA.

In my early career, I began working with the Ontario government in education and training, focusing on promoting skilled trades as a viable career option. After my children were born,



Fradette with her husband, Daniel, and dog, Freddie.



I transitioned to working for myself, taking on small contracts for better work-life balance.

In 2000, I began working for the Canadian Apprenticeship Forum (CAF-FCA), a nonprofit organization that connects Canada's apprenticeship community. In the forum, participants work collaboratively to support vibrant and innovative apprenticeship systems and policies to develop a highly skilled, inclusive and mobile skilled trades workforce.

Working for the CAF-FCA was the first time I had the opportunity to work for a board in a not-for-profit environment, and I loved the experience. I had a great boss and mentor, Keith Lancaster, who encouraged me to return to school for my Master of Business Administration. The combination of experience working for a board at the CAF-FCA and my

formal education led to the opportunity to join CCMTA as CEO in 2010.

These two experiences resulted in almost 25 years of leading not-for-profits and expanded my knowledge in board governance, accountability, meeting member needs and all other aspects of ensuring a strong value proposition for members. I believe the work we have done together—the board, the CCMTA team and myself—will provide a strong foundation for the next leader to build on.

FAST FACTS

Allison Fradette



WHAT KIND OF CAR DO YOU DRIVE:

A 2018 Chevrolet Cruze with only 80,000 kilometers (50,000 miles) on it.



FAVORITE VACATION SPOT:

Barbados, with its beautiful people, beaches and water



FAVORITE HOBBY:

Golf. I really enjoy the personal challenge that golf provides by encouraging me to lower my index—usually it goes down, and I get excited, and then, next game ... it's as if I am a beginner all over again.



FAVORITE FILM:

"The Fugitive"—I still watch it now, even though I know the ending!

Q WHAT CAREER ACCOMPLISHMENTS ARE YOU MOST PROUD OF?

I am very proud of my contributions to CCMTA to strengthen the organization, building on a strong foundation. Reflecting on my time at CCMTA, I know that my contributions, professional investment and dedication made a difference in the organization's ability to respond to members and owners. I'm also proud of my contributions to revising governance and our enhanced technology services.

Q YOU JUST RETIRED—CONGRATULATIONS! WHAT DO YOU MISS THE MOST ABOUT YOUR JOB?

I miss the people! I worked for a great organization. Board members are wonderful, committed and knowledgeable people. And my team—wow—not seeing my team and connecting with them brings melancholy for sure. They are amazing people, and I learned from them every day.

Q WHAT DO YOU PLAN TO DO IN RETIREMENT?

Retirement from CCMTA brings an opportunity for me to gain more knowledge and invest in myself physically. I would like to keep moving in retirement, whether walking and training my dog or playing more golf. I would like to contribute to my community through additional board work and perhaps take some additional courses to learn more about board governance and enhance my Spanish. **m**



"I believe the work we have done together—the board, the CCMTA team and myself—will provide a strong foundation for the next leader to build on."

ALLISON FRADETTE

Retired CEO, Canadian Council of Motor Transport Administrators (CCMTA)

Hear from
Allison Fradette
in AAMVAcast
Episode 222:
bit.ly/AAMVAcast222



The Future of Ticketing

WE TALKED WITH TWO LAW ENFORCEMENT OFFICERS ABOUT THE RISE OF E-CITATIONS AND THE DIGITAL FUTURE FOR THEIR JURISDICTIONS

A DIGITAL EVOLUTION

CAPTAIN CLARK JONES,
WASHINGTON STATE PATROL

My interaction with e-citations started in 2010 when we transitioned from paper tickets and paper collision reports to the electronic format. Like anything new, I was resistant to the change. To be candid, the transition was forced on me, but once I got used to it, I realized it was a process improvement. It made me more efficient, and, honestly, I have terrible handwriting—so it was a welcome fix.

We currently use a statewide electronic platform that integrates citation issuance with police traffic collision reports, but we will be transitioning to a new platform that is expected to be fully deployed by 2027. The system allows officers to scan drivers' licenses and vehicle registrations, reducing inefficiencies caused by manual entry. More importantly, e-citations don't just stay within law enforcement. They are transmitted digitally to multiple agencies, including the Administrative Office of the Courts, the Department of Licensing and the Washington State Department of Transportation. Both roadside issuance and backend processing are covered in Washington.

Beyond efficiency, e-citations play a vital role in data analysis. As we move into a new system, we'll integrate GPS tracking, allowing us to see where tickets are issued and analyze traffic behavior. We can pinpoint problem areas, identify where dangerous driving behaviors are occurring and assess whether we are focusing enforcement efforts in the right places. The collected data helps answer critical questions: Where are crashes happening? Are we stopping and citing

behaviors linked to high-risk incidents? Are our troopers working in the most effective locations? This information helps optimize resources in an era of constrained budgets and personnel.

While the benefits of e-citations are clear, barriers to adoption still exist. The biggest hurdle is cost—licensing fees, software development and ongoing support aren't cheap. Additionally, collaboration is necessary. It's not just a state patrol initiative; agencies like the Department of Transportation, the Department of Licensing and the courts must be on board.

The future of e-citations will depend on technology, legal frameworks and connectivity. Right now, our system requires officers to upload data when they have an internet connection, meaning some tickets are stored locally until connectivity is available. In the future, we may see cloud-based, real-time integration that allows for instant processing. While we are not entirely paperless yet, digital advancements continue to shape how we enforce traffic laws, analyze data and allocate resources.

E-citations are more than just a convenience. They enhance accuracy, reduce inefficiencies and contribute to a broader strategy of making roads safer. As law enforcement continues to evolve, leveraging technology like e-citations will be essential to maximizing our impact with the resources we have.





GAME-CHANGING TECHNOLOGY

**CAPTAIN SHANE SCOVEL, COLORADO STATE PATROL,
TECHNOLOGY SERVICES UNIT**

The movement of information around our agency has, at least on the ticket side, been inefficient. We have a trooper writing a ticket in Durango, Colorado—eight hours from where I live—and that ticket has to be put into a manila envelope and mailed to our headquarters for processing. That's not the most effective way to do things when technology offers better options today.

Two years ago, we enabled online ticket payments for citizens. Moving to an electronic system for issuing citations was the next logical step. My unit, the Technology Services Unit, has been developing and testing e-citations with our existing vendor for the past couple of years. We launched the pilot program at the Adams County troop office in August. The goal was to transition from a paper-based system to electronic movement of data, and our troopers have been instrumental in identifying areas for improvement.

We've spent months refining the system based on their feedback. For example, some fields didn't populate correctly between our contact and citation forms, so we had to fix that. Another big issue was ensuring functionality in areas without internet access. Troopers need to be able to issue citations offline if they're on a rural road, so we built an offline mode into

the system. We also improved data transfer across various reporting forms, reducing the need for duplicate entries.

One of the biggest benefits of e-citations is data accuracy. Right now, troopers hand-write tickets, and then later, they have to enter that same information into our system. That introduces the risk of errors, whether it's a misread vehicle identification number or transposing a six to a nine. With e-citations, troopers input the data once, and it automatically flows between crash reports, contact forms and citations. Plus, supervisors can review case files electronically without traveling to check physical paperwork. It's a game-changer for efficiency and accuracy.

Reactions to the adoption of e-citations have been mixed. Troopers who are more tech-savvy see the benefits and are excited about the change. But those who have been doing the job for 20 years are

a little less eager to adopt something new. That's expected, but we're working through it.

We are now focusing on ensuring seamless data transfer between the State Patrol and external agencies, like the courts and the Department of Revenue. That's a challenge because they have their own systems to upgrade. Our goal is to go fully digital, but the timeline depends on those agencies' development schedules. Right now, we're looking at February 2026 for a statewide launch.

The technology provides quality data that allows us to take action faster while streamlining the citation process. This transition is long overdue. Ultimately, it will help our troopers be more efficient, provide accurate data and improve the overall workflow of law enforcement. **m**

From Ambition to Action

INSTALLING A SHARED VISION AMONG TEAMS IS CRITICAL TO ACHIEVE REAL RESULTS

Near the beginning of the year, it's customary to think about our annual goals and ambitions and set plans to achieve them. Every year, I think about how I'm going to get more exercise and eat more healthily. However, those ambitions never seem to move beyond intention.

What is it that turns our good ambitions into results? While countless self-help gurus certainly have their ideas, from a leadership perspective, one of the most important aspects is a shared vision of what you want to achieve. It is that vision that motivates us and our teams to deliver every day.

When I first came to the Arizona Motor Vehicle Division, I sat down with the senior leaders here, and we thought in detail about what we really did, what we wanted to be and how we wanted people (customers, legislators, stakeholders, etc.) to see us. We considered what customers really felt as valuable. We researched our legislative mandates and obligations. We delineated what our stakeholders expected from us. And then, we defined what "good" looked like.

Once we had a feel for our vision, we had to easily and clearly make sure everyone else could understand the vision and work to achieve it. Our "true north" statement was born from that: "Out of the line and safely on the road."

I'm not suggesting that a pithy header is all one needs for success, but being able to easily convey what is most important in getting to good is a powerful tool. Soon, people were able to make quick decisions simply by asking, "Does this get us 'out of the line,' and does it keep us 'safely on the road?'" This was not

due to the clever saying but to a common understanding of the shared vision. This allowed teams to act, knowing they were properly aligned and were expected to get people "out of the line and safely on the road." Empowering our teams to act in accordance with the vision is a requisite for success.

Alternatively, as the old proverb says: "Where there is no vision, the people perish." If teams, agencies, companies or communities don't have that shared vision, they each pull in their own direction or stand still not knowing where to go or what to do. Fear of making mistakes stymies innovation and progress. Bounding off in unaligned directions wastes resources and goodwill. It is the role of leaders at every level to focus efforts and eliminate fear so teams can deliver.

Looking to the year ahead, give a moment to think: "What is our vision, and does everyone know it well enough that they can act on it? How can I make sure they do? What can I do today that means next year I can reflect on a year of Safe Drivers, Safe Vehicles, Secure Identities and Saving Lives?" **m**

Eric Jorgensen
2024-2025 AAMVA Chair of the Board

CHECK OUT THE CREATIVE AWARDS AAMVA RECEIVED IN 2024!

MOVE MAGAZINE 2023 ISSUE 2



Apex Grand Award, Writing | TABPI
Honorable Mention, Best Single Issue

MOVE MAGAZINE 2023 ISSUE 1



Apex Excellence Award, Magazine
Design & Layout | Hermes Gold Award,
Magazine

MOVE MAGAZINE 2023 ISSUE 1 90TH ANNIVERSARY COVER



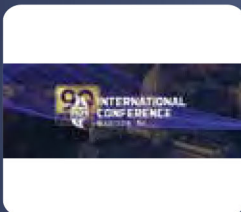
Apex Excellence Award, Cover Design &
Illustration | Hermes Platinum Award,
Publication Cover | Communicator
Distinction Award, Cover Design |
TABPI Winner, Front Cover Illustration

90TH ANNIVERSARY COLORING BOOK



Hermes Gold Award, Specialty Item |
Communicator Distinction Award,
Overall Design

2023 AIC MOTION GRAPHICS



Hermes Honorable Mention,
Motion Graphics

2023 CREATIVE AWARDS POP UP BANNER



Communicator Distinction
Award, Poster

AAMVACAST



Communicator Excellence Award,
Individual Episode, Non-Profit |
Communicator Distinction Award, Host

AAMVACAST EPISODE 138 JESSE WHITE PART 1



Communicator Excellence Award,
Special Episode | Communicator
Excellence Award, Host

AAMVACAST ORIGINAL MUSIC



Hermes Gold Award, Original Music

AAMVACAST EPISODE 155 IACP TROOPER OF THE YEAR TONI SCHUCK



Hermes Honorable mention,
Podcast Episode

ANNE FERRO DOCUMENTARY



Hermes Honorable Mention,
Documentary | Communicator
Distinction Award, Documentary |
Viddy Gold Award, Documentary

2023 HOLIDAY CARD



Hermes Honorable Mention, E-Card |
Viddy Gold Award, Holiday Card

IGNITION INTERLOCK TRAINING VIDEO FOR LAW ENFORCEMENT



Viddy Platinum Award,
Training/Educational Video

90TH ANNIVERSARY VIDEO



Viddy Platinum Award,
Nonprofit Video



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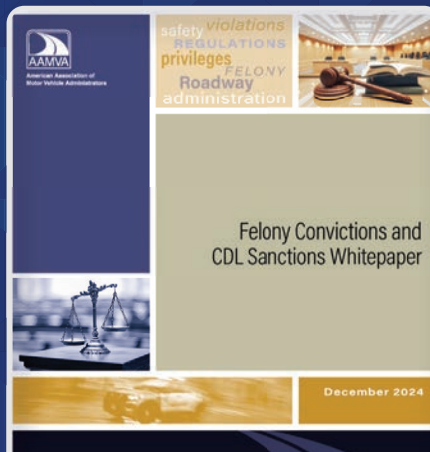
For these and the entire library of AAMVA best practices & standards, visit aamva.org.



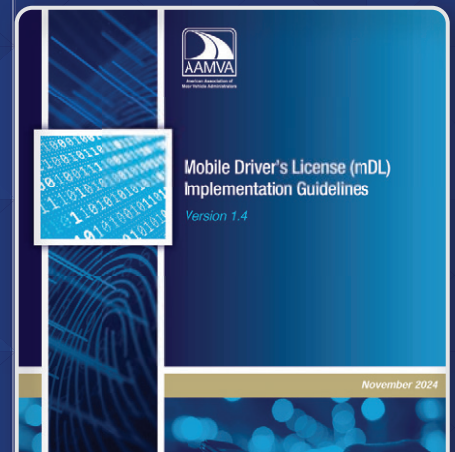
New Releases



**Preventing,
Detecting, and
Investigating
Cyber-Digital
Fraud Whitepaper**



**Felony
Convictions and
CDL Sanctions
Whitepaper**



**Mobile Driver's
License (mDL)
Implementation
Guidelines,
Version 1.4**



American Association of
Motor Vehicle Administrators