

move



A NEW ERA OF MODERNIZATION

With AAMVA's guidance, jurisdictions are approaching system modernization with a focus on continuous improvement

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2026



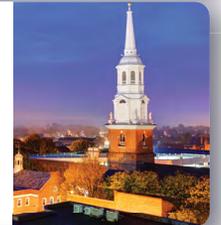
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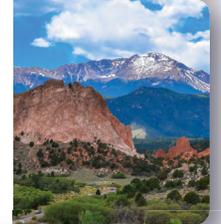
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NOVEMBER 17-18



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aamva.org.



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BY MEGAN KRAMER-SALVITTI



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Cover image: iStock.com/akinbostanci



ONLINE EXCLUSIVES

Learn more about survey data on employee safety and security at [MOVEmag.org](https://www.move.org).



Continuous Journeys

MODERNIZATION AND SAFETY IN MOTION

Image: iStock.com/Ake Ngiamangan

For decades, governments operated under a deceptively simple philosophy: “If it ain’t broke, don’t fix it.” This meant jurisdictions ran aging mainframe systems until a crisis forced replacement, and teams responded to safety incidents after they occurred. Stability trumped innovation. A system’s lifecycle became predictable: long dormancy, then sudden, high-stakes overhaul. That era is ending.

Today, jurisdictions treat both system modernization and employee safety as continuous processes that demand foresight, investment and cross-functional collaboration. This edition of *MOVE* highlights this fundamental shift.

The cover story explores how members are reimagining technology infrastructure as sustained transformation efforts, prioritizing adaptability over mere compliance.

Today’s leaders are evaluating interoperability, data exchange capabilities and long-term sustainability. Cloud technologies and artificial intelligence enable systems that evolve with changing demands rather than ossify around fixed specifications. Collaborative governance models and intentional workforce development ensure efforts remain practical and enduring.

Today’s innovators are embracing platforms that enable continuous improvement, aiding future incremental deployments and helping agencies leave behind “big bag” projects with higher risks. They understand data is a strategic asset for leveraging analytics to drive decision-making and anticipate citizen needs.

These approaches reflect a deeper understanding. Technology modernization isn’t a procurement decision—it’s an organizational transformation requiring cultural change, process redesign and sustained leadership commitment.

The other feature story examines how AAMVA’s Safety and Security Working Group is developing best practices as jurisdictions shift from reactive to anticipatory safety models. The insights span infrastructure improvements, staff training programs and partnerships with local first responders and law enforcement.

Safety also demands continuous attention. Effective programs don’t simply respond to incidents; they redesign environments, workflows and protocols to prevent harm before it occurs.

The working group’s research reveals that jurisdictions with mature safety programs share common characteristics: executive-level sponsorship, dedicated resources and metrics tracking incidents and near-misses. They treat safety as a system requiring the same rigor as their technology infrastructure.

We typically view journeys as movement from point A to point B: a beginning, middle and end. But both modernization and safety demand a different mental model.

Technology evolves. Risks emerge. Customer expectations shift. The organizations that thrive aren’t those that execute perfect projects but those that build capacity for continuous adaptation. They develop muscle memory for change itself.

This represents more than operational adjustment; it’s a paradigm shift in leadership thinking. Where previous generations optimized for stability and risk avoidance, today’s leaders must cultivate organizational agility and calculated risk-taking. They must balance operational excellence with an experimental mindset, current service delivery with future capability building.

System modernization requires collaboration among IT, operations, policy, procurement and executive leadership. Safety initiatives require coordination among HR, facilities, legal, frontline staff and external partners. Jurisdictions that develop cross-functional working models for one initiative often find those same capabilities accelerate other transformation efforts.

The organizations best positioned for the future share defining characteristics: they embrace continuous improvement over periodic overhaul, foster collaboration across traditional boundaries and develop proactive foresight rather than reactive response capabilities.

This is demanding work. The old model—however inefficient—offered psychological comfort through clearly defined projects with measurable endpoints. Continuous transformation requires sustained attention, tolerance for ambiguity and leadership that can maintain momentum without the satisfaction of “project complete.”

Yet the alternative—reverting to periodic crisis-driven change—becomes less viable as technology acceleration continues and security threats evolve. The jurisdictions that master continuous adaptation will better serve their communities, protect their employees and sustain their systems long-term.

The journey continues. Each step forward creates capacity for the next. And AAMVA remains committed to supporting our members every step of the way.

Ian Grossman
AAMVA President and CEO

Modernization Starts in AAMVA's Pop-Up Classroom



A COLLABORATIVE SPACE FOR FORWARD-THINKING DMV LEADERS TO LEARN, SHARE AND ADVANCE THEIR MODERNIZATION JOURNEYS

BY JUSTINE SAVAGE

At the start of nearly every modernization discussion, AAMVA President and CEO Ian Grossman poses the same question: “How many of you are in the process of modernization?” For him, the answer is simple—every hand should be raised. System modernization

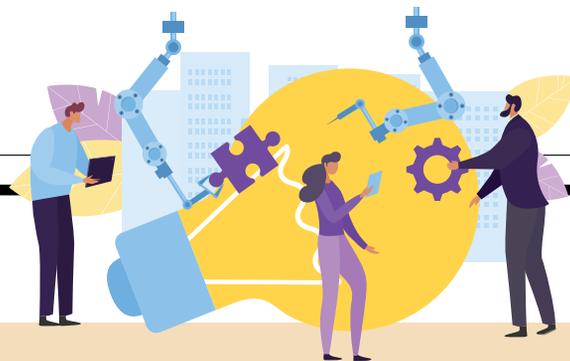
should never truly finish; the moment a new system is implemented, planning for the next begins.

If modernization never stops, the learning behind it can't either. That ongoing need is exactly what this year's Pop-Up Classroom is designed to support.

WHAT ARE POP-UP CLASSROOMS?

Held annually, AAMVA's Pop-Up Classroom offers a focused learning environment on emerging topics affecting DMVs. As Darcy Doty, AAMVA vice president of MVA Operations & Customer Experience, explains, “This is designed to be different from our traditional conferences—a true classroom environment where experts share best practices and participants learn from one another.”

The format encourages active participation through expert-led instruction, small-group discussions and a town hall conversation.



THE NEED FOR MODERNIZATION

Across AAMVA's 69 jurisdictions, many DMVs are still operating on decades-old systems that are difficult to maintain and no longer meet modern demands.

Modernization is ultimately about improving the experience for customers and staff, Doty says. "We're really thinking about the customer as the focal point—having seamless processes and systems that flow easily," she says. "Older technology focused on policy and compliance. Now we're implementing tools that allow frontline staff to focus on customer service."

As jurisdictions modernize licensing, contact centers and online services, they must also prepare for ongoing improvements and integrations. AAMVA's classroom offers a place to begin. "Whether jurisdictions are just beginning or mid-journey, we're creating a space where everyone can advance their modernization efforts together. Many jurisdictions have achieved major modernization milestones," Doty says. "We want to help them leverage that success by embedding continuous improvement into their operations—so modernization becomes part of how they work, not just a periodic project."

WHAT TO EXPECT IN THE CLASSROOM

Pop-up participants will explore how to build a culture of continuous modernization, moving beyond one-time projects to a strategic, long-term approach. Topics include organizational readiness, integrating project and change management, and learning directly from peers and experts who have already navigated modernization efforts.

The experience concludes with a town hall on day two, which serves as a forum for discussing additional questions and sharing challenges. "There are so many components to modernization that it's challenging to fit everything into two days," Doty says. "The

register today

This year's classroom will take place April 28-29. Visit bit.ly/AAMVA-PopUp2026 for more details.

WHO SHOULD ATTEND?

AAMVA provides Pop-Up Classroom travel assistance for two attendees per jurisdiction, with the option to send more. This is a valuable event for jurisdiction leaders and team members who play a role in planning, supporting or driving system modernization efforts, including:

- › Portfolio managers
- › Business-side modernization leaders
- › IT personnel
- › Operations personnel and decision-makers
- › Additional team members identified by the jurisdiction

town hall lets participants share what's on their minds and learn from each other."

This year's program also reflects AAMVA's broader commitment to exploring modernization through AAMVA's newest division of MVA Operations and Customer Experience. "Our goal is not to end the content in the classroom. We'll be offering more modernization-focused topics and additional webinars," Doty says. **m**





Maryland Cleans Up Vital Records

BY PARTNERING WITH NAPHSIS, THE MVA WAS ABLE TO UPDATE NEARLY 200,000 OUTDATED RECORDS

BY MAGGIE CALLAHAN

In 2023, in an effort to ensure vital records were up to date and accurate, the Maryland Motor Vehicle Administration (MVA) became the first state to partner with the National Association for Public Health Statistics and Information Systems (NAPHSIS). The goal was to leverage NAPHSIS' Electronic Verification of Vital Events – Fact of Death service, which enabled the MVA to compare its vital records with those of NAPHSIS' other 42 participating jurisdictions.

“When someone passes away, it’s critical that records are updated so no one can take advantage of that individual’s personal information or benefits, and so families are protected from fraud,” says Chrissy Nizer, administrator of the MVA at the Maryland Department of Transportation. “We already work closely with Maryland’s vital records office to ensure deaths that occur in-state are reflected in our system as quickly as possible. When we learned NAPHSIS could help verify deaths that occur out of state, we thought this process could be a natural way to improve the accuracy of our records.”

As part of the initial implementation, the MVA uploaded 7.7 million records for comparison with NAPHSIS data. Nizer says the two

organizations’ IT teams needed a few months to integrate systems, but the process was relatively straightforward. Once the records were entered for comparison, 85% were exact matches, requiring no extra work from the MVA team. The remaining 15% were partial matches, and the MVA team verified them relatively easily. In the end, of the 7.7 million records, 178,000 needed to be updated and marked as deceased.

TIPS FOR STARTING A NAPHSIS CLEANUP



Chrissy Nizer, administrator of the MVA at the Maryland Department of Transportation, offers the following advice for jurisdictions considering a similar effort:

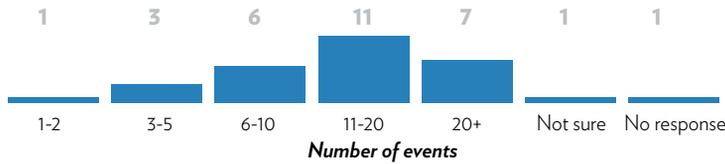
- **TEST FIRST:** Begin with a sample set of records to validate results before full implementation.
- **WORK IN BATCHES:** Break large datasets into manageable groups to avoid straining the system and your team.
- **REPEAT ANNUALLY:** Regular updates keep records accurate with far less effort after the initial run.

DMV SAFETY AND SECURITY

These surveys have additional questions that provide more information on DMV safety and security. Full details can be found at the following link: bit.ly/AAMVA_SURVEYRESPONSES.

CUSTOMER DISTURBANCES AND SECURITY MEASURES 30 RESPONSES

In the past 12 months, how many in-person customer disturbance events have taken place at service center locations owned and operated by your agency?



What have been the main triggers for these incidents in the past 12 months?

- Wait times/lack of timely appointments: ■■
- Confusion over required documentation: ■■■■■■■■■■
- Rejection of an application: ■■■■
- Refusal to provide service: ■■
- General frustration/unrelated DMV issues: ■■■■
- Other: ■■■■
- No response provided: ■

DMV REGIONAL SECURITY 25 RESPONSES

Are security personnel used at regional/remote motor vehicle offices?

- Yes: ■■■■■■■■■■■■■■■■■■
- No: ■■■■■■■■■■■■■■■■

What type of security personnel are used? Check all that apply.

- Designated unarmed motor vehicle employees: ■■■
- Contracted unarmed security company: ■■■■
- Contracted armed security company: ■■■■
- On-duty law enforcement officer: ■■■■
- Off-duty contracted law enforcement officer: ■■■

ADDITIONAL RESOURCES

CONFERENCE PRESENTATION

Supporting Safety and Service: Managing Customer Disturbances in DMV Environments: bit.ly/DMV_CustomerDisturbances

DE-ESCALATION TRAINING ASSESSMENT IN DMV OFFICES 25 RESPONSES

Has your DMV office implemented de-escalation training for staff dealing with threatening or aggressive customers?

- Yes: ■■■■■■■■■■■■■■■■■■
- No: ■■■■■■■■■■■■■■■■

Topics covered in the de-escalation training program (select all that apply):

- Identifying signs of escalation: ■■■■■■■■■■■■■■■■■■
- Active listening techniques: ■■■■■■■■■■■■■■■■■■
- Empathy and understanding: ■■■■■■■■■■■■■■■■■■
- Calming techniques: ■■■■■■■■■■■■■■■■
- Conflict resolution strategies: ■■■■■■■■■■■■■■■■■■
- Verbal and nonverbal communication skills: ■■■■■■■■■■■■■■■■■■
- Cultural sensitivity and awareness: ■■■■■■■■■■
- Self-defense or physical intervention techniques: ■■■■
- Techniques for understanding customers in crisis: ■■■■■■■■■■■■■■■■

Maryland completed its initial process in December 2023 and repeated it in August 2024. Nizer says they will repeat the process annually. Because the bulk of the work was done the first year, she says the second year was much less intensive.

In addition to protecting families from fraud, Nizer adds that the process also helps correct instances in which individuals were mistakenly marked as deceased in other jurisdictions.

This process is not only affordable—\$7,700 for the first year—but it also saves the state money by eliminating the mailing of license renewal notices to deceased individuals. “It’s much more efficient for the state,” Nizer says. “Per license renewal cycle, we estimate \$112,000 in savings. It also spares families the emotional impact of receiving those notices in the mail.”

For this initiative, the MVA received AAMVA’s 2025 Region 1: Improvement Through Efficiencies Award. “I think that’s a great example of how you can implement something that has a minimal investment, but has a high impact on government efficiency and saves money,” Nizer says. “Also, it reflects our compassion for our residents. So it was a win-win all around.” **m**

get started

Learn more about the process and how to get started in AAMVACast episode 291: bit.ly/AAMVA_Cast291



Ensuring Safety

RHODE ISLAND STRENGTHENED ITS HIGHWAY SAFETY THROUGH AN ONGOING INSURANCE VERIFICATION EFFORT

BY MATT SCHUR

For motor vehicle agencies, verifying that every registered vehicle is insured is a core safety responsibility but one that has traditionally required significant time, staff and manual oversight. In Rhode Island, that challenge became an opportunity to rethink how insurance compliance could be monitored more efficiently, accurately and with less burden on DMV operations.

The Rhode Island DMV, the Department of Insurance and industry stakeholders launched this effort collectively in 2014. After a competitive procurement process, the state selected MV Solutions (MVS) to help design and implement a new verification program that went live later in 2014.

At the center of the initiative is an electronic, ongoing insurance verification system that compares DMV registration data against insurance records submitted by carriers across the state, quickly identifying lapses in coverage. Once an uninsured vehicle is identified, “it starts the clock,” says MVS President Shawn Goff. MVS then initiates a notification

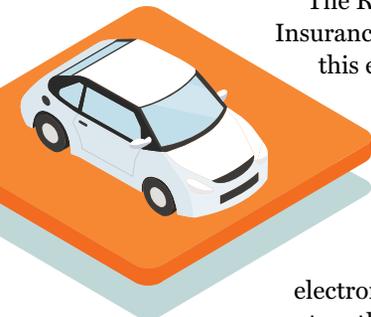
and letter campaign, with subsequent follow-up letters as needed. Customers must obtain insurance or surrender their registration, or it is revoked by the DMV.

The web-based system, which allows insurance providers and agents to respond to customer letters in real time, now supports communication with 344 insurance companies and enables approximately 2,000 insurance agents to assist customers directly through the electronic portal. Since implementation, Rhode Island has reduced the number of uninsured vehicles by more than 50%.

“DMVs across the country are stressed with the number of tasks placed on us. Any time we can find a solution to reduce that burden means we can put resources in other directions to further improve customer experiences.”

BUD CRADDOCK

Administrator of the Rhode Island DMV



“Rhode Island was at the forefront of this electronic system, which provides a more efficient process for customers to become compliant,” Goff says. “There have been numerous states that have since followed Rhode Island’s lead.”

REFINING DMV SERVICES

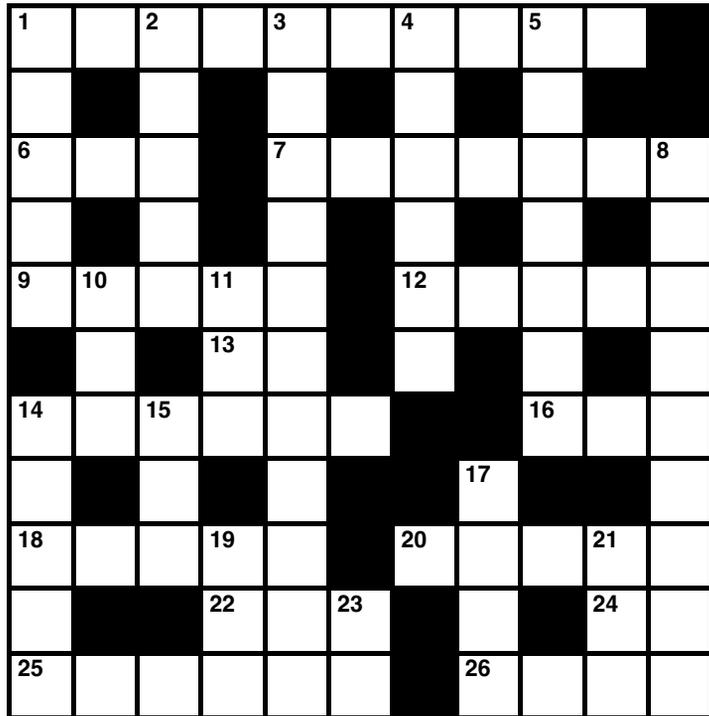
The program has matured and improved since 2014, with the DMV and MVS working together to refine timelines and enforcement processes. That includes reducing the enforcement timeline from 90 days to 30 days, says Bud Craddock, administrator of the Rhode Island DMV. Craddock is also the current AAMVA board chair.

This underlying partnership, including among the larger insurance industry and the Department of Insurance, has been pivotal. “Working with insurance companies was instrumental for getting buy-in from the legislature. Without getting a law on the books, we wouldn’t have been able to do this,” Craddock says. “Anytime you can find partners that are easy to work with—that you trust—those relationships go a long way.”

Equally important has been the impact on DMV operations and customer experience. MVS handles outbound notices and frontline customer support for insurance compliance. “We were able to reassign people to the front-end services, the true customer touch points,” Craddock says, helping reduce wait times and improve overall service delivery. “DMVs across the country are stressed with the number of tasks placed on us. Any time we can find a solution to reduce that burden means we can put resources in other directions to further improve customer experiences.”

Both partners see opportunities to build on the program’s success, including through shorter compliance windows, which already exist in other jurisdictions, Goff says. “These process improvements we’ve made—reducing the number of letters going out, more accurately identifying uninsured drivers, giving customers and agents the ability to respond to these notices electronically through the portal—it’s truly having an impact on reducing uninsured vehicles,” Goff says. **m**

crossword



ACROSS

- 1 New focus for AAMVA for systems and staying up to date, goes with 3 down
- 6 Antique, like some systems
- 7 Accumulated in stacks, 2 words
- 9 On account of, 2 words
- 12 Inclined, 2 words
- 13 State bordered by Pennsylvania and Maryland, abbr.
- 14 Isolated in separate compartments
- 16 Wall Street regulator’s initials
- 18 Nimble and able to adapt to changing conditions and needs
- 20 Florida city
- 22 Letter attachment abbreviation
- 24 Roman 4
- 25 Key subject for DMV centers; protection from harm
- 26 Leafy green vegetable

DOWN

- 1 Internet for connection to remote servers used as a space for processing and storage
- 2 Gentle push
- 3 See 1 across
- 4 Transfer data to a server
- 5 Modernizes
- 8 Taking initiative beforehand (important as regards safety training and preventative measures)
- 10 Prefix with lateral
- 11 Couple
- 14 Digital copies
- 15 Hawaiian garland
- 17 Potential danger
- 19 Sheltered side
- 21 Wire diameter measurement, abbr.
- 23 Baseball’s ____ Young Award

How To Prevent Vehicle Fraud With the Consumer Access Program

BY CHAMPIONING THE NMVTIS CONSUMER ACCESS PROGRAM, STATES CAN BE PROACTIVE IN DETERRING FRAUD



The National Motor Vehicle Title Information System (NMVTIS) protects consumers from fraud and unsafe vehicles and keeps stolen vehicles from being resold by instantly and reliably verifying title information obtained from state motor vehicle titling agencies, salvage and junk yards, auto recyclers, and insurance carriers.



Through the NMVTIS Consumer Access Program, consumers can obtain key information about a vehicle's condition and history by purchasing a NMVTIS Vehicle History Report from any of AAMVA's Approved NMVTIS Data Providers. The Consumer Access Program allows providers to relay reliable, official data from NMVTIS to consumers, including title information to prevent fraud and theft, brand history such as "rebuilt" or "flood" to expose the vehicle's prior use and condition, odometer readings to reflect the vehicle's fair value, and total loss and salvage history to expose severe damage and potential safety issues.

"You have all this information that is made available to the public for them to make an informed decision," says Sanghavi Iyer, AAMVA's program manager of vehicle program and services. "These data points, along with an independent vehicle inspection, give the opportunity for the customer to know that the vehicle is safe before they make a purchase."

In most states, obtaining a NMVTIS Vehicle History Report is the consumer's responsibility. However, California and Oregon have enacted laws requiring dealers to obtain a NMVTIS Vehicle History Report and to disclose certain information to buyers, such as whether a vehicle has been reported as salvage or junk or whether the title contains a brand, before selling a vehicle. In states where this isn't mandated, DMVs can empower customers by educating them about the importance of obtaining a NMVTIS Vehicle History

"These data points, along with an independent vehicle inspection, give the opportunity for the customer to know that the vehicle is safe before they make a purchase."

SANGHAVI IYER

AAMVA's Program Manager of Vehicle Program and Services

Report before purchasing or trading a vehicle. They can also connect with California and Oregon to create a baseline for incorporating NMVTIS disclosure requirements in their own legislative updates.

"For those states that have no law, they should really think about doing model legislation to get this type of law on the books," says Cindy Taber-Lowry, AAMVA's senior program analyst of vehicle programs and services. "That way, it helps protect the consumers, and it can protect the car dealerships as well. That's going to be a huge deterrent to fraud."

The NMVTIS Consumer Access Program puts power directly in the hands of consumers by giving them access to key information when purchasing a vehicle that may have otherwise been hidden from them, helping to prevent fraud and the sale of unsafe vehicles. [m](#)

PREVENTING FRAUD

Three steps states can take to prevent fraud:

- 1** Collaborate with dealerships to expand participation in the consumer access program.
- 2** Create model legislation requiring by law that all vehicles be checked through NMVTIS prior to sale.
- 3** Educate DMV customers on the importance of obtaining a NMVTIS Vehicle History Report.

Learn More

Check out AAMVA's educational video on NMVTIS: vimeo.com/658260354



From Legacy or Cloud-Hosted to Cloud-Native: How States Are Rewriting the Future of Vehicle Services

For decades, state motor vehicle agencies have depended on legacy technology platforms designed for a very different operating environment. These systems were built for paper-based workflows, in-person transactions, and limited integration with external partners. Over time, they have been extended through patches, customizations, and vendor add-ons—creating complex environments that are increasingly difficult to maintain, secure, and adapt.

In response, many states have pursued modernization by moving these systems to the cloud. While this approach can reduce on-premises infrastructure costs, it often amounts to a “lift-and-shift” of legacy architecture into a hosted environment. The result is a system that looks modern on the surface, but retains many of the same constraints, costs, and risks that agencies face today.

As service expectations rise and operational complexity increases, agencies are recognizing a critical distinction: **cloud hosting alone does not deliver the benefits of true cloud-native technology.**

Why the Shift Is Accelerating

Today’s motor vehicle agencies operate in a fundamentally different context than when most legacy systems were designed. Agencies must now support:

- Real-time validation across identity, licensing, and vehicle data
- Automated eligibility checks and fraud detection
- Seamless integration with dealers, lenders, fleets, insurers, and payment providers
- Mobile-first and digital-credential workflows
- Rapid policy, regulatory, and statutory changes

Legacy systems—and cloud-hosted versions of those systems—struggle to meet these demands because their underlying architecture was not designed for flexibility, scalability, or continuous change. Even when hosted in the cloud, they often rely on rigid data models, tightly coupled components, and limited integration pathways.

Cloud-native platforms, by contrast, are built from the ground up to take advantage of modern cloud architecture. They are designed to scale automatically, recover quickly from failures, integrate easily with external systems, and evolve continuously without major system replacements. This architectural foundation—not simply where the system is hosted—is what enables meaningful modernization.

Area	Cloud-Native	Cloud-Hosted
Architecture	Microservices	Monolithic
Scaling	Automatic / Granular	Manual / VM-Based
Resilience	Built-in	Limited
Deployment	Fast & Frequent	Slow
Cost	Optimized	Higher Long-term
Ops Overhead	Low	High
Future Readiness	Excellent	Limited

A Cloud-Native Blueprint: Modular, Incremental, Interoperable

Across the country, agencies are moving away from high-risk, multi-year “big-bang” system replacements. Instead, they are adopting **modular modernization strategies** that allow targeted improvements while preserving operational continuity.

Cloud-native platforms, like CHAMPgov, support this approach by enabling agencies to modernize in clearly defined, interoperable areas, such as:

- **Core Services:** clerk workflows, licensing, vehicle processing
- **Electronic Services:** dealer and lender transactions, self-service portals
- **Digital Services:** identity verification, fraud detection, digital credentials
- **Business Services:** scheduling, reporting, payments, field office operations

Each capability can be implemented independently or as part of a broader transformation, allowing agencies to prioritize based on risk, impact, and readiness.

Innovation Without Disruption

One of the most significant advantages of cloud-native technology is its ability to support innovation without compromising mission-critical operations. Key benefits include:

Flexible Architecture

New capabilities can be added without forcing a full system replacement.

Interoperability

Open APIs enable integration with existing databases, vendors, and emerging technologies, reducing vendor lock-in and protecting prior investments.

Automation & Intelligence

Real-time validation and automated decisioning reduce manual effort while improving accuracy, compliance, and fraud prevention.

Incremental Rollouts

Phased rollouts allow agencies to modernize while keeping services available to citizens and partners.

Preparing for the Next Decade of Vehicle Services

As agencies transition to cloud-native platforms like the CHAMPgov platform, they unlock capabilities that are difficult—or impossible—to achieve with traditional architectures.

These include secure digital credentials that integrate with existing card vendors, real-time fraud prevention embedded directly into workflows, and transparent transaction visibility for dealers, lenders, fleets, insurers, and citizens.

Operationally, cloud-native systems reduce reliance on paper, minimize rework, and streamline data entry through unified, browser-based tools. From a financial perspective, software-as-a-service delivery enables predictable costs, continuous enhancement, and stronger security without large-scale system replacements.

Most importantly, cloud-native platforms future-proof agency operations—allowing technology to evolve alongside policy, regulation, and public expectations.

A New Era of Public Service Delivery

The transition from legacy or cloud-hosted systems to cloud-native platforms is more than a technology upgrade. It represents a structural shift in how motor vehicle agencies deliver services, manage risk, and plan for the future.

Agencies leading this transition are treating modernization as an ongoing strategy rather than a one-time project. By adopting secure, modular, cloud-native foundations, they are improving service delivery for clerks, partners, and citizens—while reducing long-term risk and complexity.

Modernization does not need to be disruptive. With the right architecture and a deliberate, incremental approach, it can be both transformative and sustainable.



A SPOTLIGHT

In general, it feels like the temperature is rising. Interactions between people too often or too easily erupt into anger or violence. This is true in many public places, and according to the U.S. Bureau of Labor Statistics, government service centers and public-facing agencies face a heightened risk of workplace violence.

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*EMPLOYEE SAFETY
AND SECURITY
IS THE TIMELY
TOPIC OF AAMVA'S
UPCOMING BEST
PRACTICES GUIDE*

BY AMY BERNSTEIN

ETY



Image: iStock.com/Vrigo



safety

“Many people come to the DMV, and they’re already upset because of some kind of administrative circumstance. If you remove some of those friction points that are causing people to be frustrated to begin with, they’re not mad when they walk in the door.”

BENJAMIN MITCHELL

Director of the Driver Services Program at the Colorado Division of Motor Vehicles

Recently, members identified employee safety and security within the DMV service space as a top concern, citing an increase in threatening incidents and employees feeling unsafe at work.

With this information, according to Darcy Doty, AAMVA’s vice president of MVA Operations & Customer Experience, the next logical question was, “What can AAMVA do to help DMVs be prepared for these active threats?”

The answer was to create a Safety and Security Working Group and draft a best practices guide. The document, which will be published later this year, will focus on physical security and internal preparedness practices that can be implemented across jurisdictions of all sizes.

Here is what to expect in the guide, along with some steps you can take now to improve employee safety and security.

IDENTIFYING BEST PRACTICES

The Safety and Security Working Group is taking a holistic look at the safety of staff and customers in DMV spaces. “There’s not just one solution that is going to do it all; there have to be multiple solutions that can be implemented to fully minimize risk,” Doty says.

AAMVA’s best practices guide will offer various options for jurisdictions to select what best fits their needs. The document will be structured around an incident lifecycle: preparation, detection, containment, resolution and recovery.

GET A HEAD START

We asked Benjamin Mitchell and John Marasco, who both have law enforcement backgrounds, how they would improve employee safety and security at DMVs if they could only make three low-cost changes.

Benjamin Mitchell, director of the Driver Services Program at the Colorado Division of Motor Vehicles:

- 1. CHANGING CULTURE IS FREE**, but it takes leadership to emphasize the importance of safety and security.
- 2. DMV EMPLOYEES SHOULD ALREADY BE FILLING OUT INCIDENT REPORTS.** Review those reports regularly to identify ways to improve processes and procedures.
- 3. TRAIN EMPLOYEES ON EVERYTHING** from active-shooter situations to protecting themselves on social media. Look for free training options; there are a lot out there.

John Marasco, director of the New Hampshire Division of Motor Vehicles:

- 1. CREATE (UNARMED) SAFETY MONITOR POSITIONS** who greet people when they enter, walk the lobbies and talk to people who need assistance. Since we implemented this program, calls to police for incidents in our lobbies decreased 76%. This is built into our part-time employee budget.
- 2. PANIC ALARMS DON'T COST MUCH TO ADD TO COUNTERS.** If you already have panic alarms, test them and make sure you know who gets notified.
- 3. INVEST IN GLASS BARRIERS** between customers and employees, at least at your busiest locations.



safety



Identifying potential incidents involves paying attention, including to troubling body language, rising voices and other signs of escalation.

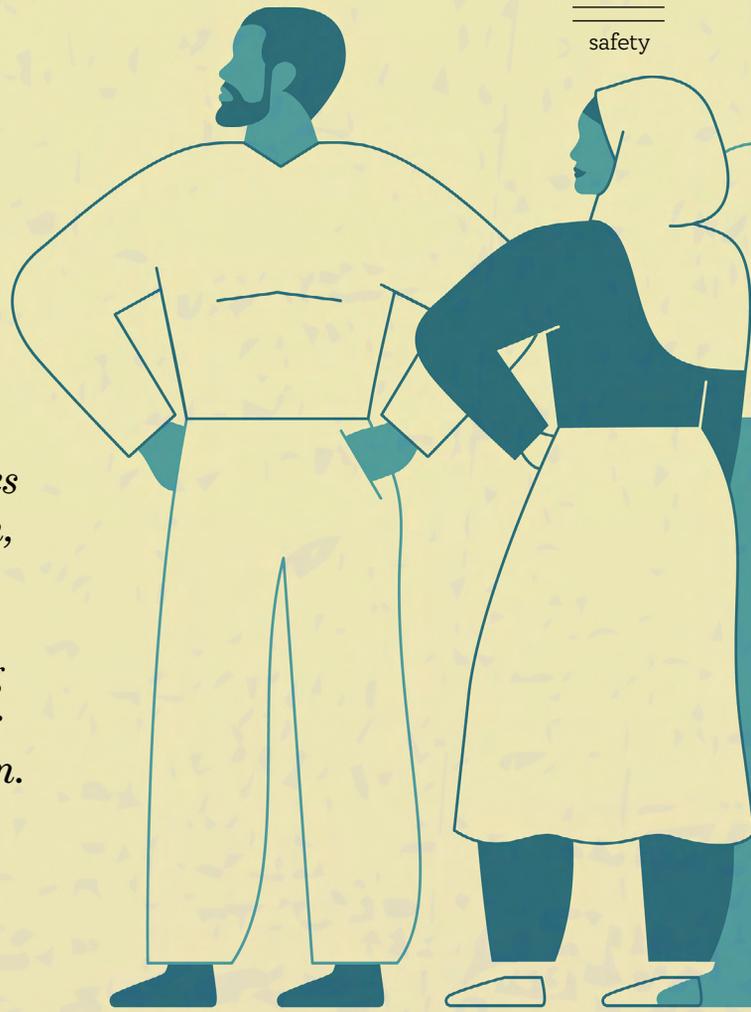


Image: Stock.com/Vinago

PREPARATION

“Historically, motor vehicle agencies have always been in reactive mode,” says Benjamin Mitchell, director of the Driver Services Program at the Colorado Division of Motor Vehicles, and a working group member. “Now, more than ever, we’ve realized across the nation, and really around the world, that a proactive approach is the way to go.”

There are two essential elements of preparation that make workspaces secure. One is through physical infrastructure, such as adding bollards in front of doors or upgrading video cameras. The other is to provide high-quality, frequent staff training in de-escalation, emergency handling and threat response.

But Mitchell believes that preparation starts earlier, by understanding what leads to many

customer incidents. “One of the things that is a key for all DMVs is to remove the reason for the friction to begin with,” he says. “Many people come to the DMV, and they’re already upset because of some kind of administrative circumstance. If you remove some of those friction points that are causing people to be frustrated to begin with, they’re not mad when they walk in the door.”

This can be as simple as providing easy-to-understand instructions about required documentation or better signage directing customers to the DMV facility.

DETECTION

Identifying potential incidents involves paying attention, including to troubling body language, rising voices and other signs of





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“In this guide, we want to outline how to identify and detect security threats and emphasize the importance of reporting them.”

DARCY DOTY

AAMVA's Vice President of MVA Operations & Customer Experience



escalation. This gives staff members a chance to de-escalate the situation before it becomes threatening.

It's also important to recognize when a threatening incident has occurred. Staff members who face the public every day may feel that an angry comment isn't worth reporting. But if a customer says something specific about harm, that's a threat.

“One concern we have is that some of those incidents aren't identified or reported,” Doty says. “In this guide, we want to outline how to identify and detect security threats and emphasize the importance of reporting them.”

CONTAINMENT AND RESOLUTION

Training is important for ensuring staff members know how to contain an immediate threat and take steps to resolve it. It's a best practice to partner with local law enforcement and emergency response agencies familiar with your environment.

For example, the Texas Department of Public Safety has 235 DMV offices, ranging from city mega-centers to remote single-person offices, according to Mimzie Dennis, assistant chief of the Driver License Division. The department partners with local law enforcement, including Texas State Troopers, to bring training to employees in regions and individual offices on how to respond to threats and medical emergencies. “We have training constantly happening,” Dennis says. “We try to customize the training to fit the building or the needs of the area where we're doing the training.”

In contrast, New Hampshire has 14 DMV locations, and most serve a high volume of customers. “Last year, we conducted 425,000 in-person transactions at our counters around the state. So, in a state of about 1.4 million people, we see close to a third

ASSESSING THE PROBLEM

In October 2025, AAMVA surveyed almost 30 jurisdictions about customer disturbances that led to verbal threats and physical violence in the past year. The results paint a vivid picture:

100% of jurisdictions reported customer disturbances.

37% of jurisdictions provide no de-escalation training for staff.

41% reported 11–20+ incidents, indicating this is a frequent, ongoing challenge.

48% lack physical barriers to protect employees.

4 jurisdictions reported firearm incidents.

48% have no on-site security personnel.

of the population every year in our lobbies,” says John Marasco, director of the New Hampshire Division of Motor Vehicles.

The New Hampshire DMV conducts an annual division-wide training day where they bring all DMV employees to one location for hands-on sessions led by the New Hampshire State Police SWAT Unit, New Hampshire Fire Academy and New Hampshire Emergency Services. They also invite subject matter experts to talk about mental health, psychosis and de-escalation.

“Our annual emergency preparedness training day is one that employees look forward to each year,” Marasco says. “It has equipped our employees with the tools and best practices to save a life, and I am so grateful to the first responders who provide this advanced level of training to all New Hampshire DMV employees each year.”

RECOVERY

Just as it’s important to prepare staff for a safety incident, it’s essential to give them the care they need in the aftermath.

“When something bad happens, we have to remember that there were humans involved, and they need to be taken care of,” Mitchell says.

Recovery should include giving employees access to mental health support and counseling—and not just for major safety incidents. “Over time, when you have a lot of little ones that build up, it adds a lot of stress and can affect mental health,” Doty says. “We also risk losing employees to fear.”

Not addressing safety within your organization can lead to a variety of issues, including reduced employee morale and a lack of retention. “Your most valuable resource, and the most important thing you should be doing from a principle standpoint, is taking care of your employees and providing them with a safe work environment,” Marasco says.

PUTTING IDEAS INTO PRACTICE

Doty hopes that DMVs using the guide will find practices they can begin implementing immediately, as well as long-term goals. “This document allows DMVs to share that this is an AAMVA-trusted best practice as they go to request new resources to help keep their employees and the public safe,” she says.

However, jurisdictions with immediate needs may not have to wait for the document to be published. AAMVA members may contact the working group through Doty (visit aamva.org/contacts/staff/darcy-doty) for conversations about minimizing risk. “I’m happy to meet with any jurisdiction to get them equipped because it is such an important and immediate topic,” Doty says. **m**



safety



The New Hampshire DMV conducts an annual division-wide training day where they bring all DMV employees to one location for hands-on sessions led by the New Hampshire State Police SWAT Unit, New Hampshire Fire Academy and New Hampshire Emergency Services.

A NEW ERA MODERNI





update

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WITH AAMVA'S GUIDANCE, JURISDICTIONS ARE APPROACHING SYSTEM MODERNIZATION WITH A FOCUS ON CONTINUOUS IMPROVEMENT

BY MEGAN KRAMER-SALVITTI

For decades, system modernization in the motor vehicle and driver services world followed a familiar pattern. Agencies would operate aging, often mainframe-based systems for as long as possible, then launch big multi-year projects to replace them. When the new systems finally went live, the goal was stability until the next inevitable overhaul down the road.

Today, that mindset is changing.

Across jurisdictions, and increasingly within AAMVA's guidance to its members, modernization is no longer framed as a single, finite project. Instead, it is being viewed as an ongoing journey—one that requires sustained investment, disciplined governance and a cultural shift toward continuous improvement combined with a clear focus on enhancing the customer experience.

Image: iStock.com/Akibostand



update

REFRAMING MODERNIZATION

AAMVA has long played a critical role in system modernization, particularly in ensuring that jurisdictions' systems continue to interoperate with national programs and services. As agencies modernize, their systems still need to exchange data reliably for driver records, vehicle information, law enforcement access and emerging digital credentials such as mobile driver licenses (mDLs).

However, modernization discussions historically focused on replacing internal systems and meeting jurisdiction-level requirements. Interoperability and long-term integration were sometimes secondary considerations.

Recognizing this gap, AAMVA published system modernization best practices in 2017, grounded in agile development principles and informed by jurisdictions that had experienced both success and failure in their modernization efforts. While the technology landscape has evolved, the core message remains relevant: Modernization must be planned for sustainability, not just delivery.

'A SYSTEM TRANSFORMATION'

The Wisconsin Division of Motor Vehicles is on the verge of major modernization, replacing legacy technology that Administrator Tommy Winkler Jr. likens to "Windows in the early '90s." The state plans to modernize both driver services and vehicle services beginning in 2026.

But the most important shift isn't the technology itself—it's how Wisconsin is thinking about what comes next.

"We're labeling this a system transformation," Winkler says. "It opens opportunities to further enhance the ability for customers to serve themselves, and it positions us for ongoing improvement rather than another overhaul 10 or 15 years from now."

That philosophical shift has tangible implications. Rather than treating modernization as a temporary disruption, Wisconsin is planning for permanent change. That includes:

- ▶ Ongoing funding, not just one-time appropriations
- ▶ Dedicated staff, not borrowed resources
- ▶ Clear limits on discretionary IT projects during core modernization phases

Wisconsin currently receives nearly \$9.6 million annually in ongoing IT modernization funding from its transportation fund—an investment Winkler notes is essential for sustaining enhancement beyond go-live. Wisconsin is also exploring transaction-based technology fees as a long-term funding mechanism, following the lead of jurisdictions like Minnesota.

BUILDING FOR CONTINUOUS DELIVERY

While Wisconsin's approach centers on a large-scale vendor implementation, Idaho highlights what continuous modernization can look like when built in-house.

The Idaho Transportation Department's Division of Motor Vehicles has spent years transitioning from mainframe systems to a cloud-based Microsoft customer relationship management system. The DMV initially tried to work with vendors, but after several failed launches, it took matters into its own hands.

"I am a huge fan of [modernizing] ourselves, because we have control over our own destiny. We have control over our prioritization of features and functions that we want to do," says Lisa McClellan, motor vehicle administrator at ITD. "What has been amazing to me is what the cloud solutions offer. We can move so much more quickly with cloud and AI functionality than we were able to do the old way."

Idaho operates with a dedicated DMV development team that uses an agile methodology and deploys updates monthly rather than in significant, infrequent releases. This allows the agency to respond quickly to operational needs and policy

changes and enables the DMV to adopt new technologies incrementally to test and analyze performance. For example, AI-enabled document processing is already producing measurable efficiency gains, freeing the staff's time for customer interactions.

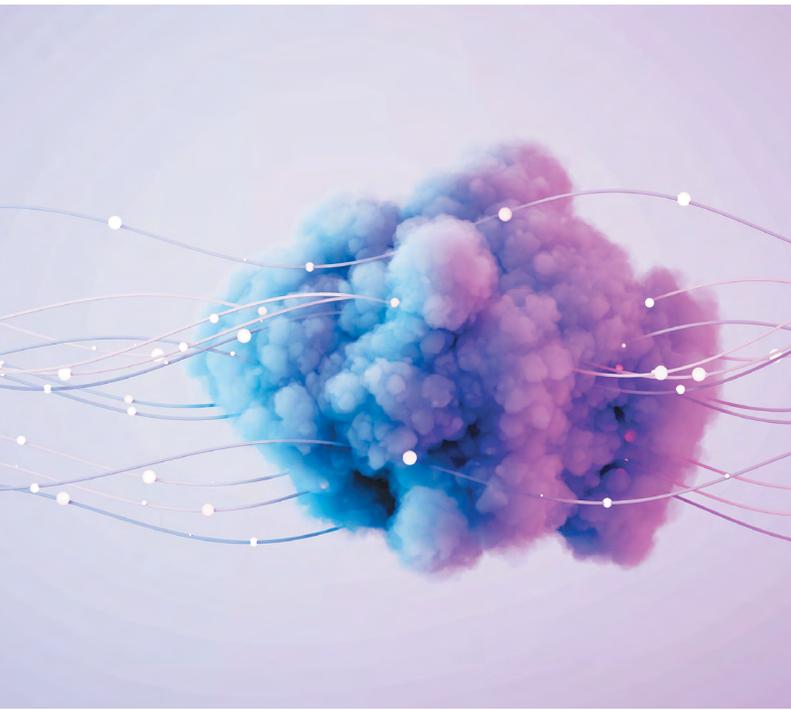
The result is not only improved customer service but also increased organizational resilience.

NEW WORKFORCE STRATEGIES

One of the most overlooked aspects of continuous modernization is staffing. "You can't just think about money," Winkler says. "There's people's time, people's expertise."

Wisconsin identified its core subject matter experts more than a year before implementation and began backfilling their roles so those

Modernization discussions historically focused on replacing internal systems and meeting state-level requirements. Interoperability and long-term integration were sometimes secondary considerations.



experts could dedicate themselves full-time to the modernization effort. “If you pull people back and forth,” Winkler says, “it compromises your ability to do the project effectively and on time.”

Before Idaho’s modernization succeeded, the DMV underwent an organizational restructure. Siloed business units were reorganized around shared customer records and cross-functional collaboration. Leadership roles were redefined. Long-standing processes were challenged.

“That was the hardest part,” McClellan says. “But without changing the organization, the system would not have worked.”

FUNDING THE FUTURE

A recurring theme across jurisdictions is the reality of ongoing costs. Continuous modernization requires investment in software licenses, cloud infrastructure, cybersecurity, analytics and workforce development. “The era of stable, low-cost systems is over,” McClellan says. “Modern platforms cost more, but they also deliver more.”

Prashant Mittal, chief information officer at the California Department of Motor Vehicles, agrees. In recent years, the California DMV worked with a tight budget while drastically reducing customer wait times, expanding the number of services that can be completed online, improving the e-learning and online experience and increasing efficiency throughout the DMV. Mittal says this is due to implementing sensible, customer-first policies and adopting an attitude of “doing more with less.”

“We have done a great job of optimizing how we do things with fewer people, more accuracy and in less time, so any savings there can be directed toward various modernization efforts,” he says. “With this momentum and support, we are looking to continue the modernization journey and position the California DMV to serve the public now and in the future.”

GROUP EFFORT

Technology is often the most visible component of modernization. However, lasting system transformation depends on organizational mindset and sustained leadership engagement.

For Prashant Mittal, chief information officer at the California Department of Motor Vehicles, modernization is less about specific tools and more about how teams approach their work. “If a customer has to tell me there’s a problem, I’m already late,” Mittal says, describing a shift from reactive troubleshooting toward identifying issues earlier and improving operational efficiency across the organization. “We have gained significant improvements over the last few years and improved customer satisfaction, just by shifting our mindset and approach toward looking at problems and how we solve them.”

That mindset is reflected in leadership practices. California DMV executives describe themselves as “working leaders,” meaning they remain directly involved in operations, system design and incident response. Staff are encouraged to collaborate across functions, with IT leaders gaining familiarity with frontline operations and business leaders participating in technology-related decisions. This approach is intended to reduce organizational silos and help align system enhancements with day-to-day service needs.

“When we roll out a new product, in many cases, even our director will try that product himself to see if it works and makes sense for customers,” Mittal says. “From the top to the bottom, there’s a strong focus on customer experience.”

NO END DATES

The emerging consensus across AAMVA and its members is clear: Modernization is no longer about replacing systems. It’s about building platforms that can continuously adapt, evolve and improve.

For jurisdictions willing to embrace this shift, modernization becomes less of a disruption and more of a discipline—one that positions DMVs not as relics of the past, but as responsive, data-driven service organizations ready for whatever comes next. **m**

Q & A WITH**Tim Adams***CEO, INTERNATIONAL REGISTRATION PLANS, INC. (IRP, INC.)***Q HOW DID YOUR CAREER GET ITS START?**

I started to work for the Commonwealth of Kentucky Transportation Cabinet in the Department of Vehicle Regulation, IRP Section, in October 1979. I moved up the ranks, where I managed the IRP and One Stop operations in the Division of Motor Carriers. I worked in this area for more than 24 years before having the opportunity to work for AAMVA as director of Motor Carrier Services in 2004. Then I moved over to IRP, Inc., in 2009 as a contract employee. In 2011, I was asked to take on the CEO role for IRP, Inc. on an interim basis, and I was hired full-time as the CEO in June 2012.

Q WHAT CAREER ACCOMPLISHMENT ARE YOU MOST PROUD OF?

There are several. To narrow it down, I had the opportunity to serve the IRP community on the IRP, Inc. board of directors and, in 2003, to serve as its chair. I was honored to be selected by my peers to serve in that capacity.

When the opportunity came along to work for AAMVA and IRP, Inc., I was so honored to be able to work with these organizations to continue to serve the IRP and motor carrier services communities, and I hope to make a difference along the way. I like to think we have made some major accomplishments over the years. One is the development and implementation of the IRP Data Repository system that is serving the membership in many important ways, including providing needed registration data



to law enforcement and helping improve highway safety for commercial motor carriers.

Q WHAT SAFETY INITIATIVES HAVE YOU WORKED ON THAT HAVE BEEN MOST MEMORABLE?

I think my most memorable was when I worked for the Kentucky Transportation Cabinet and was selected to be a part of the Kentucky Commercial Vehicle Information Systems and Networks

“I was honored to be selected by my peers to serve in that capacity.”

TIM ADAMS

FAST FACTS

Tim Adams



HOMETOWN
Eminence, Kentucky



FAVORITE VACATION SPOT
Fort Walton Beach, Florida



MAKE/MODEL OF THE CAR YOU DRIVE
Ford F-350 Super Duty



FAVORITE HOBBY
Camping and traveling
with the family



FAVORITE MOVIE
Way too many, but I
think "Secretariat"



FAVORITE TYPE OF MUSIC
All types, but primarily
country and southern rock

(CVISN) team and eventually served as project manager for that effort. The CVISN is a program or project sponsored by the Federal Motor Carrier Safety Administration, and Kentucky was one of the original states to sign up for this effort to improve data access and sharing to ultimately improve highway safety. We were able to develop and implement programs such as online electronic registration processes for registration of commercial motor vehicles, a roadside screening program at Kentucky weigh stations and infrared brake testing technology to ensure truck brakes are functioning properly.

Q WHAT HAS YOUR INVOLVEMENT WITH AAMVA BEEN LIKE?

My involvement with AAMVA has been a rewarding and positive experience. Over the years, I have had the chance to be involved in

many projects with AAMVA, both when I was employed there and before and after my stint with AAMVA. AAMVA is a great community of folks working to improve the motor vehicle regulation experience and make things better for the general public. **m**

"We were able to develop and implement programs such as online electronic registration processes for registration of commercial motor vehicles."

TIM ADAMS



Building Safer Workplaces

THERE ARE MANY AVENUES TO KEEPING EMPLOYEES SAFE AT WORK—BUT THE EFFORT ALWAYS STARTS WITH PRIORITIZING PEOPLE'S NEEDS

PRIORITIZING PSYCHOLOGICAL SAFETY

ROSEMARIE RADKE, DIRECTOR OF REGISTRIES ADMINISTRATION & ACCOUNTABILITY AT SERVICE ALBERTA AND RED TAPE REDUCTION

First and foremost, we have to provide a safe and healthy workplace, which means supporting both physical and psychological well-being. We always like to identify and control risks through general hazard assessments, ensuring clear escalation pathways. If a situation arises, we want people to know there's an easy way to remove themselves from it. This includes training employees for real-world situations and emphasizing incident reporting and response.

There's not enough said about the emotional labor of dealing with difficult customer interactions, like when you have to interact with someone who may be frustrated with the process or doesn't understand the policies. When leaders acknowledge that these moments happen and allow employees to step away and take a moment, it's important.

I'm quite passionate about psychological safety, which means that, within a team, people believe it's OK to speak up, take interpersonal risks and be vulnerable without fearing negative consequences. (I say this because it doesn't mean we will always feel comfortable 100% of the time.)

When leaders create a framework for psychologically safe environments, it allows employees to come forward and feel safe if they've made a mistake or if they see something happening that's not appropriate. A psychologically safe environment provides an avenue to ensure accountability and continuous improvement.

I've been in government for over 20 years, and this wasn't discussed when I started. But I'm glad to see that businesses and government have evolved for the better and are now ensuring employees have safe environments.

I think one way to create a psychologically safe environment, which might seem a little strange, is through humor, which is very important in the workplace. Humor shows you can be vulnerable, and it creates levity, which can shift your whole environment. Adding and encouraging levity can be as simple as respectfully sending a fun email or making light of yourself. I think all of that creates a lot of psychological safety.

The Pike Place Market is a famous fish market in Seattle. They started throwing fish around one day, which eventually drew national attention. Now, people come from all over the world to watch them have fun at work. I like that concept because it adds levity—and not just for the people working there. The customers who watch this feel good afterward, too. Adding levity has this ripple effect.

Over the years, especially since COVID, we have experienced a lot of fear, which generates uncertainty and anger. All of this

gets exacerbated with social media. But I like to think of us as a pendulum. As we acknowledge and address what's happening, I hope the pendulum will swing the other way.

TEAM EFFORT

RYAN RIDOUT, DIRECTOR OF THE BUREAU OF ENFORCEMENT, AUDITING AND TRAINING WITHIN THE MOTOR VEHICLE DIVISION AT THE IOWA DEPARTMENT OF TRANSPORTATION

Effective policies start with having a threat assessment team. In 2024, we had seven threat assessment instances. In 2025, we had 19. Before the end of January, we already had five. These situations are not slowing down, and we need to make sure we're providing our employees with the tools they need to handle them.

We launched our threat assessment team a few years ago in Iowa because we were all over the board on how we were responding. Darcy Doty [vice president of MVA Operations & Customer Experience at AAMVA] was in Iowa at the time, and we worked together to put the team together, featuring a diverse skill set from leaders, including our director of HR, director of law enforcement and director of all our driver's license service centers.

We've had employees reach out to the threat assessment team because a customer came in, the team identified some weird behaviors or agitation and they just weren't sure how to respond. The threat assessment team can document the incident and provide guidance and a plan if that person should return. When a person who was previously aggressive returned a few days later, we were better prepared to deal with that situation.

We've really seen success with that team: We're responding more consistently and appropriately, and we're giving our employees resources to better prepare for those situations.

Effective policies also include training in de-escalation and crisis management. We train our employees on what we call "CARE" principles: consistent, accountable, responsive and engaging. Unfortunately, we're continuing to experience some difficult situations at our service centers, including altercations, and our folks are dealing with them. Having a dedicated safe space for our employees is important.

We recently reached out to the United States Department of Homeland Security to do a facilities assessment of our 18 service center locations, and they have been wonderful and more than willing to help.

We're also trying to do a better job of incident reporting and sharing information across all teams to ensure incidents at any of our service centers are communicated to other locations. I think there's an opportunity for us to continue building on that to make sure we're documenting these situations.

The last piece is partnering with law enforcement. Invite local police departments into your space and have them conduct

QUICK RELAXATION TIP

Radke: I have been a yoga instructor for over a decade, and one of my passions is mindful breathing. There are many, many studies on the topic, and some people may even be familiar with James Nestor's book, "Breath: The New Science of a Lost Art," which was on *The New York Times* bestseller list.

Breathing better reduces stress by activating the parasympathetic nervous system. For example, slow, nasal and rhythmic breathing can lower your heart rate, reduce cortisol levels and calm the mind, making it a powerful, natural tool for managing anxiety and chronic stress—preparing you for meetings or dealing with stressful work situations.

There are many mindful breathing techniques for nearly every need, which are as varied as recipes in a cookbook. But one breathing exercise to quickly reduce stress is to breathe in through your nose for four counts and then exhale through your nose for eight counts. Do that 10 times, and notice how you feel after.

a walk-through so they understand the layout. We've even provided blueprints of a DMV space. Having that relationship and encouraging staff to engage with law enforcement outside of critical situations helps build trust and improve response time.

But I don't want our employees to go directly to law enforcement without relying on their own training. We want them to build a skill set to handle these situations: When is the right time to de-escalate? When is the right time to remove yourself?

We're continuing to think about the actions that make employees safer. We currently have one or two panic buttons in our service centers. Going forward, we're going to provide panic buttons that are mobile and can be worn on an employee's belt loop, or something of that nature, so it can be accessed by each individual employee.

Some of our employees have also expressed that a particular design isn't the best from a security or safety perspective, such as the physical layout or the height of the counters. For instance, we've made a change to the retesting area for customers. Previously, there wasn't a clear exit. Now we've set up that area so employees do have a direct exit if a situation arises.

We've put together a wide-ranging working group in Iowa to talk through these issues, and I believe our employees appreciate knowing we take their concerns seriously. The changes that are coming will make them—and the facility—safer moving forward. **m**



Constant Effort

WHETHER WITH SAFETY OR SYSTEM MODERNIZATION, AAMVA MEMBERS ARE WORKING TO IMPROVE IMPORTANT SYSTEMS

I hope this finds you all well. With our conference and meeting schedule beginning soon, make sure you check the AAMVA website and mark your calendars appropriately, as I am sure we will have an exciting year.

First, I would like to begin by offering my condolences to the family of Corporal Matthew “Ty” Snook of the Delaware State Police, who tragically lost his life protecting the staff and customers at one of our DMV offices in Delaware. His selflessness assuredly saved lives.

My thoughts are also with Amy Anthony, the entire Delaware DMV team and especially the staff members who lived through those horrible moments.

In light of this incident, it is appropriate that this issue of *MOVE* features an article on employee safety and security. AAMVA’s vision has been “Safe Drivers, Safe Vehicles, Secure Identities, Saving Lives,” and through our combined efforts, we have published best practices to help us achieve those goals in our respective jurisdictions. But the Board has recognized that we should also

focus on developing tools and best practices to better serve our customers and has established the MVA Operations and Customer Experience Committee, chaired by John Marasco, director of the New Hampshire DMV.

As part of the Committee’s work, it was acknowledged that there is a heightened risk of workplace violence. A Safety and Security Working Group was formed to offer suggestions on how jurisdictions can reduce or minimize risk and improve safety and security for our most important resource—those individuals who provide service to customers on a daily basis.

Our system not only met our expectations and needs at launch, but also gave us the flexibility to adapt to technological changes while adding or improving customer-facing functionality.



Thank you to all who are participating in this vitally important task; we all look forward to seeing the outcome of your efforts.

Also timely in this issue is the article “A New Era of Modernization.” It discusses how jurisdictions are rethinking their approach to system upgrades. Rather than developing and building a system with an expected life and then replacing it, the trend now is toward systems that can be continually upgraded and modified.

We replaced our legacy system in Rhode Island in 2017 with a custom-built system using the agile methodology discussed in the article. Our system not only met our expectations and needs at launch, but also gave us the flexibility to adapt to technological changes while adding or improving customer-facing functionality. As of this printing, we will have successfully completed eight major and 71 minor upgrades/releases, and our team has several more planned for 2026!

With system modernization as the topic of the upcoming Pop-Up Classroom in April, this is a great article for those planning to attend the session or who are contemplating a system modernization.

I look forward to seeing everyone in the coming months. **m**

*Bud Craddock
2025-2026 AAMVA Chair of the Board*

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 2026 version) is now available to member jurisdictions!

SCAN ME



UPDATES AND ENHANCEMENTS

- New Cyber/Digital Fraud Working Group Whitepaper Supplemental Module
- New Mobile Driver's License (mDL) Content
- Clarifying Language Added to I94 Travel Documents Content
- Language Added for Exclusive Issuance of Mexican Digital CDL
- Updated DL/ID Design Standard
- Updated License Plate Design Standard
- Updated Job Aids, contact lists, Reference Guides
- 2026 Update Only Module

FDR Is Now Available in Canadian French!

Text, narration, player controls, and Knowledge Assessments of FDR's 14 core Level 1 modules have been translated to provide additional tools for effective and relevant document authentication training. For access and download instructions for this version, please contact AAMVA.

New Video Version for Law Enforcement Members!

AAMVA has converted FDR's core Level 1 and 2 modules to individual videos for ease of use and distribution. Knowledge Assessments and Supplements are excluded. Videos launch with a single click and are ideal for both group briefings and self-study sessions. This version is available on the FDR Member Download page at aamva.org.



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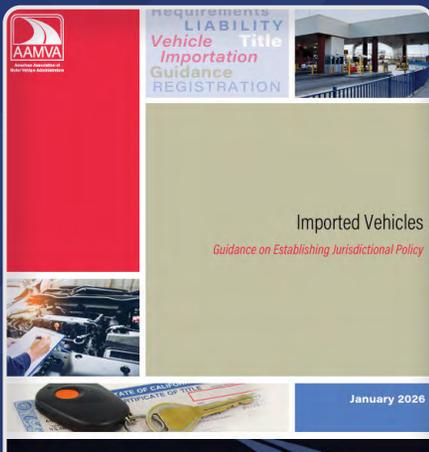
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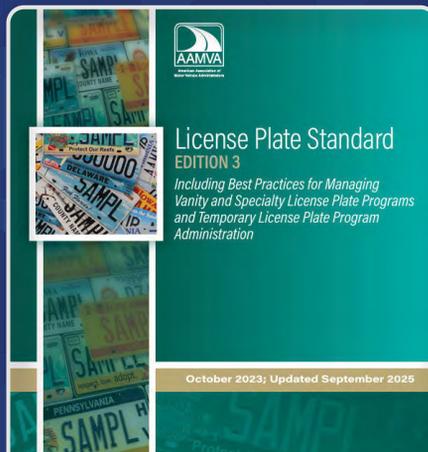
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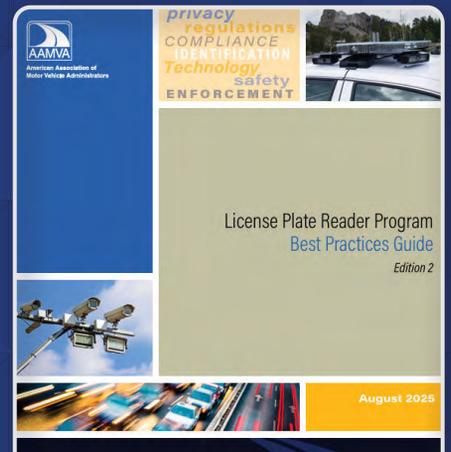
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