

# move

# TITLE WAVE

AAMVA's e-title solution is putting vehicle ownership on a new track—faster, safer and built for the modern marketplace

## ALSO IN THIS ISSUE

Agencies are embracing social media, from humor to real-time alerts

Intelligent speed assistance legislation gains momentum

Covering the cost of driver's education

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**OUR VISION**

Safe drivers  
Safe vehicles  
Secure identities  
Saving lives!



# INTERNATIONAL CONFERENCE

PROVIDENCE, RI  
SEPTEMBER 29-OCTOBER 1

We are excited to announce that the 2026 Annual International Conference (AIC) will be held in Providence, Rhode Island! On behalf of Chair of the Board, Bud Craddock, we are looking forward to bringing everyone together for AAMVA's premier event to share experiences and learn in Providence, a vibrant city filled with rich cultural attractions, historic charm, and a diverse restaurant scene. The AIC showcases the latest trends in the motor vehicle and law enforcement community, and provides a forum for chief administrators to learn and grow with fellow colleagues. This year's sessions will cover a wide variety of topics tailored to the AAMVA community. Don't miss this opportunity to connect with our community's innovative leaders. Visit our website to learn more.

Registration opens in June at  
[aamva.org](http://aamva.org)



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## TITLE WAVE

With AAMVA's Electronic Vehicle Sale Solution, jurisdictions are building the standards, partnerships and infrastructure needed to make e-titling work for the modern marketplace

BY MATT SCHUR

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## DRIVING ENGAGEMENT

From humor to real-time alerts, agencies are embracing social media as a powerful tool for public safety and connection

BY AMY BERNSTEIN



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Organizations are moving toward more connected services

Cover image: iStock.com/Allex

## ONLINE EXCLUSIVES

Ride along with the Kentucky State Police for a firsthand look at the decisions and dedication to keeping roads safe in this web-exclusive video at [MOVEMAG.ORG](https://www.move.org).



Image: iStock.com/hru



# Full Speed Ahead

As AAMVA's CEO, I am lucky to hear about the hard work our community does to effect change and improve service. There are moments when progress feels incremental—and others when you can sense it building, gathering speed and direction. This is one of those moments.

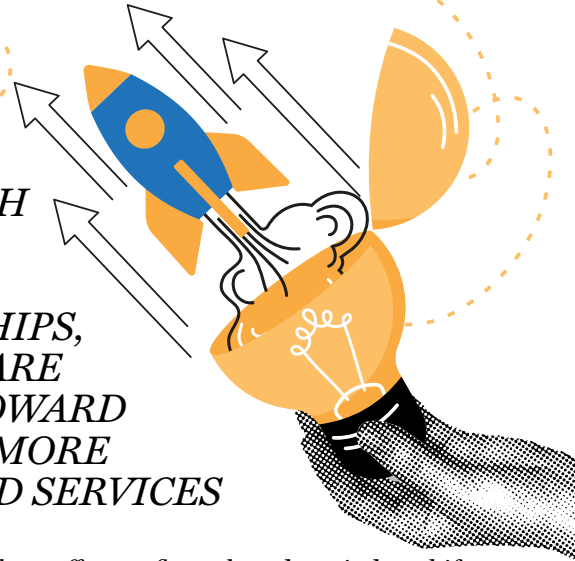
Fittingly, in the Chinese zodiac, 2026 is the Year of the Horse, a symbol of momentum, energy and forward motion. From what I see, that momentum is unmistakable. Long-standing systems are being reexamined, new tools are taking shape, and perhaps most importantly, the way we connect with the public is evolving in real time.

In this edition of *MOVE*, that progress comes into focus through two distinct but deeply connected lenses: the modernization of vehicle titling and the growing role of digital engagement. For decades, vehicle ownership has been tied to a paper document that's handled, stored and safeguarded—and sometimes lost—throughout a vehicle's life. It is a system that has endured, but it was never designed for the speed, scale and complexity of today's marketplace. In our cover story, we hear about the transformative work in electronic titling from Arizona, Maryland, Michigan, Ohio and West Virginia. As jurisdictions across North America are demonstrating, the shift to electronic titling is not simply a technological upgrade. It is a rethinking of how ownership itself is established, protected and transferred.

What makes this transformation especially compelling is how it is unfolding. Jurisdictions are building step-by-step, testing, learning and refining along the way, while bringing stakeholders to the table early and often. Dealers, lenders, technology partners and consumers are not just participants in the system; they are essential to its success. The result is something far more meaningful than digitization alone: a system that is faster, more secure and more transparent, reflecting the realities of modern life while maintaining the trust that has always been at the core of vehicle ownership.

Agencies are also reimagining how they communicate by embracing digital platforms. We learn how California, Colorado and New Hampshire have used various social media platforms to educate, engage and improve public perception of their agencies. Effective communication today is no longer just about delivering information; it is about creating connection. From real-time updates that keep travelers safe to creative campaigns that resonate far beyond their immediate communities, agencies are finding ways to meet drivers where they are. In the process, they inform and even entertain without losing sight of their mission. In doing so, they are strengthening public trust in ways that feel immediate and lasting.

*WITH FRESH  
TOOLS AND  
STRONG  
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AGENCIES ARE  
MOVING TOWARD  
SMARTER, MORE  
CONNECTED SERVICES*



Taken together, these efforts reflect a broader mindset shift. Old systems built around process are making way for systems designed around people. Of course, this kind of progress is not without challenges. Modernizing legacy systems requires time, resources and sustained commitment, while building new capabilities means navigating uncertainty and at times rethinking long-held assumptions. Every organization, even AAMVA, faces the same opportunities and occasional obstacles. While we choose to move forward, we understand that old and new systems will coexist for some time, each playing a role in a complex and evolving landscape. We also realize that success, as always, depends on our teams. Progress in electronic titling and digital services ultimately depends on bringing together people who can bridge policy, technology and stakeholder needs to deliver systems that work in practice, not just in theory.

In my time with AAMVA, I've learned progress does not require perfect conditions or waiting for exactly the right moment. It depends on momentum and the willingness to move forward thoughtfully, collaboratively and with a clear sense of purpose. That is why the emphasis on partnership, highlighted throughout both features, is so important.

As you read this issue, I encourage you to consider where you see momentum in your own work. Like the steady acceleration reflected in the Year of the Horse, the progress underway among our jurisdictions is building, gaining strength, expanding reach and opening doors. Together, we are not just adapting to change; we are driving what comes next. **m**

*Ian M Grossman*

Ian Grossman  
AAMVA President and CEO

# Setting the Standard

*AS INTELLIGENT SPEED ASSISTANCE LEGISLATION GAINS MOMENTUM, AAMVA'S ISA WORKING GROUP IS MOVING SWIFTLY TO ESTABLISH A UNIFORM FRAMEWORK THAT PROMOTES SAFER ROADS*

BY MICHELLE JACKSON

**I**ntelligent speed assistance (ISA) is quickly gaining traction across North America as a policy tool to address one of the most common contributors to roadway fatalities: speeding.

Much like ignition interlock devices for DUI offenders, ISA technology requires certain high-risk drivers to install a device that monitors speed and limits a vehicle's ability to exceed posted speed thresholds.



To date, 17 jurisdictions have introduced, drafted or proposed legislation to establish ISA programs aimed at addressing serious speeding infractions and repeat reckless driving offenses.

As more jurisdictions begin exploring legislation, AAMVA's ISA Working Group is focused on ensuring everyone moves forward together. "This is a way for us to be uniform. This is a way for us all to coexist in this new world of ISA," says Jessica Ross, AAMVA's program manager, Driver Programs & Services, and ISA Working Group project manager.

Uniformity is critical because drivers don't stay within jurisdictional lines. Without a shared framework, jurisdictions could adopt widely varying program requirements, creating confusion when drivers move or travel between states.

## INTRODUCING MODEL LEGISLATION

To drive that uniformity and reciprocity, the ISA Working Group has introduced model legislation that provides a clear, consistent framework for establishing, administering and recognizing ISA programs across jurisdictions.

For jurisdictions considering or facing ISA bills, the model legislation provides:

- ▶ Administrative authority
- ▶ Clear qualifying standards
- ▶ Uniform device requirements
- ▶ Interstate reciprocity framework
- ▶ Data-sharing protocols
- ▶ Enforcement mechanisms
- ▶ Funding and affordability structure
- ▶ Operational and implementation guidance

Importantly, it establishes that the driver licensing agency should administer



Image: iStock.com/gehring

ISA requirements. "The model for us is that the DMV has the administrative authority to impose the ISA requirement," Ross says. "That's critical to ensuring continuity and making reciprocity work across jurisdictions."

The timing, Ross notes, is intentional. With ignition interlock, many states' enacted their own laws before model legislation and best practices were created, introducing long-standing reciprocity challenges. With ISA, AAMVA has an opportunity to get ahead of the curve and help jurisdictions build from a shared foundation rather than retrofitting uniformity later.

## WHAT'S NEXT FOR ISA?

The ISA Working Group—which includes DMV representatives, law enforcement, legal experts, industry partners and advocacy organizations—is working toward its next major deliverable: model regulations, which will provide a deeper dive into the operational and procedural details to guide implementation.

A best-practices framework is also anticipated as more jurisdictions launch programs and real-world lessons emerge, Ross notes. "This is the biggest thing to happen to the driver world arguably since the creation of ignition interlock," she says. "It's an exciting opportunity for us to make the roads even safer." **m**

## Connect with the ISA Working Group

If your jurisdiction is considering or implementing ISA legislation, connect with AAMVA's ISA Working Group for crucial guidance on implementation, reciprocity and operational best practices. Contact AAMVA to learn more: [bit.ly/ISAWorkingGroup](http://bit.ly/ISAWorkingGroup)

*To date, 17 jurisdictions have introduced, drafted or proposed legislation to establish ISA programs aimed at addressing serious speeding infractions and repeat reckless driving offenses.*

## Learn more

Learn more about Intelligent Speed Assistance in AAMVAcast Episode 256: [bit.ly/AAMVA\\_Cast256](http://bit.ly/AAMVA_Cast256)

# A Full Ride

*A \$6 MILLION GRANT PROGRAM IS COVERING THE COST OF DRIVER'S ED FOR ELIGIBLE STUDENTS, BOOSTING ACCESS AND STRENGTHENING SAFETY ACROSS WISCONSIN*

BY RENE RYAN



Image: iStock.com/Prostock-Studio

**W**isconsin is expanding access to driver's education statewide through an innovative grant program that combines targeted funding, strong partnerships and a clear focus on equity—offering a model for jurisdictions across North America.

Launched in 2024 with an initial \$6 million appropriation, the Wisconsin Division of Motor Vehicles (DMV) Driver Education Grant Program removes financial barriers for students eligible for free and reduced lunch by covering the full cost of required driver's training. The grants fund classroom and behind-the-wheel instruction, with tuition paid directly to training providers.

The program addresses a longstanding affordability gap. After public funding for driver's education ended more than two decades ago, many families faced out-of-pocket costs

averaging nearly \$600—placing training out of reach for some students.

“About four years ago, this topic came to the forefront,” says Tommy Winkler, division administrator for the Wisconsin DMV. “The concept was that the state could fund driver's education to offset the costs of classroom and behind-the-wheel training.”

## RAPID IMPLEMENTATION

The Wisconsin DMV built and launched the program in a few months—just in time for the 2024 school year. “We had a very quick turnaround,” says Leah Fix, section chief of the Qualifications and Issuance Section. “Luckily, we were able to use several systems that were already in place.”

By leveraging existing online application tools, payment systems and electronic reporting from training schools, the state avoided building new infrastructure from scratch. The result is a streamlined, digital-first experience.

Eligible students apply online and receive coupon codes redeemable at participating training schools. Schools submit the codes and are reimbursed directly by the DMV.

“Once the parents handed over that coupon, they would enroll them in driver's ed. That would kick off an overnight batch payment from our system directly to those schools,” Fix says.

## DRIVING CONTINUOUS IMPROVEMENT

As demand surged, the program faced early capacity challenges. In response, Wisconsin shifted from a single annual funding release to quarterly distributions—allowing schools to better manage staffing, vehicles and scheduling.

“We saw a sudden increase in the number of students looking to complete driver's education,” Fix says. “The schools

## LEARNING PERMITTED

- > **\$6 million** initial funding allocation
- > **18,670** student applications approved through the program (as of March 17, 2026)
- > **11,882** classroom training enrollments
- > **11,039** behind-the-wheel enrollments
- > **4,712** students waiting to be notified about future funding opportunities
- > Average cost of driver's education: **\$595**

Source: Wisconsin Driver Education Grant Program



Image: iStock.com/SpiffyJ

didn't have enough staff to instruct or enough cars available for behind-the-wheel practice."

The change improved program flow while maintaining strong demand. "We are reaching our capacity in less than three days," Fix adds.

Ongoing engagement with schools, including roundtables and structured feedback, has helped to further refine program operations and strengthen buy-in across the private and public sectors.

An emphasis on communication has been critical to ensuring equitable access, too. "We have structured emails that go out and an email notification list, so families know exactly when applications will open," says Tina Braddy, bureau director for Driver Services.

This proactive outreach, combined with coordination across schools and community organizations, helps ensure eligible families are aware of the opportunity, even as funding cycles fill quickly.

## A MODEL FOR BROADER IMPACT

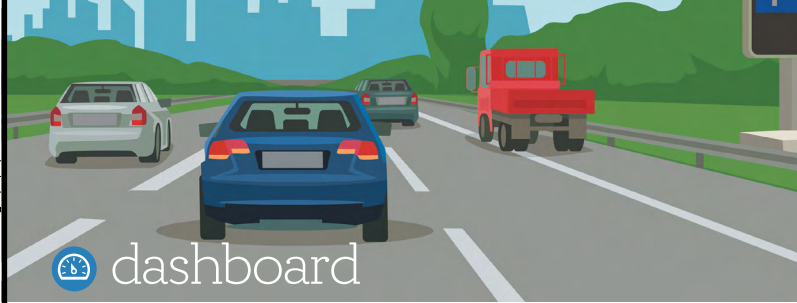
The program's reach extends well beyond urban centers. Data shows participation across rural, suburban and urban communities statewide, reinforcing its equity-driven design. "It is opening doors and breaking down barriers to some who would not have gone through driver's ed had this program not existed," Winkler says.

Originally funded as a one-time initiative, the program's success has earned strong legislative and stakeholder support, leading to its continuation as a permanent \$6 million annual investment.

"For us, this program really shows what's possible when you combine the right funding with strong partnerships and a shared focus on safety," Winkler says. "We're not just helping more students get licensed—we're helping ensure they're trained and prepared, and [there are] safer drivers on our roads." **m**

### Learn more

Learn more in  
AAMVAcast Episode 286:  
[bit.ly/AAMVA\\_Cast286](https://bit.ly/AAMVA_Cast286)



## VEHICLE TITLING

These surveys have additional questions that provide more information on vehicle titling. Full details can be found at the following link: [bit.ly/AAMVA\\_SURVEYRESPONSES](https://bit.ly/AAMVA_SURVEYRESPONSES).

### VEHICLE TITLE & REGISTRATION PROCEDURES

(30 RESPONSES)

*How does a customer apply for a title transaction?*

In person	9
Online	0
Both	11
Other	10

*How does a customer apply for a replacement title transaction?*

In person	7
Online	1
Both	10
Other	12

*Who processes the paperwork for title transactions and replacement title transactions? Check all that apply.*

Third party vendor	13
County offices	12
State offices	23
Other	10



### BONDED TITLES

(27 RESPONSES)

*Does your jurisdiction issue bonded titles?*

Yes	16
No	11

Image: iStock.com/PrettyVectors

### ID REQUIREMENTS FOR VEHICLE TITLING

(30 RESPONSES)

*What ID documents does your jurisdiction require to title a vehicle in the name of the customer? Check all that apply.*

Jurisdiction issued driver's license	21
Jurisdiction issued identification card (not operator's license)	20
Social Security card (not including "For Work Purposes Only")	2
Social Security card (including "For Work Purposes Only")	3
Any picture identification card	4
None	4
Other, please explain	15

*If you retain verified proof of identity, what is the retention period?*

One year or less	1
More than one year and up to three years	2
More than three years	17
Do not retain documented proof of identity	8
N/A	2

### ADDITIONAL RESOURCE

Electronic Titling White Paper, February 2026:  
[bit.ly/e-titlingwhitepaper](https://bit.ly/e-titlingwhitepaper)

# Modernized Credentialing

*ARKANSAS UPGRADES CREDENTIAL ISSUANCE TO REDUCE BACKLOGS AND IMPROVE IDENTITY MATCHING*

BY MAGGIE CALLAHAN

**T**raditional identity verification and credential issuance can be a cumbersome process, often involving on-premise servers, manual updates and workflows that lead to backlogs.

In Arkansas, that is about to change.

Beginning in August 2026, the Arkansas Department of Motor Vehicles will deploy a modernized credential issuance system to

eliminate backlogs, improve identity matching and make credentials more secure.

Replacing its legacy platform, the state is implementing ID2Issuance from IDEMIA Civil Identity, a longtime Arkansas partner. This cloud-native solution combines identity verification, including biometric matching, and credential issuance.

“Most of our challenges involve the thresholds and being able to process the backlog of work items,” says Christy Earnhart, assistant division administrator, Department of Finance and Administration, Driver Services and Motor Vehicles.

Moving away from an on-premise system is an important part of that change. The previous platform relied on servers housed in state data centers, where updates required remote access or physical visits. “With a cloud solution, you can do it all remotely,” says Cagney Jensen, senior director of business development at IDEMIA Civil Identity North America. “It’s easier, more cost-effective and helps keep everything continuously up to date.”

The system also introduces more advanced identity matching, using IDEMIA’s facial recognition algorithms, which

*“With a cloud solution, you can do it all remotely. It’s easier, more cost-effective and helps keep everything continuously up to date.”*

**CAGNEY JENSEN**

Senior Director of Business Development,  
IDEMIA Civil Identity North America



achieve 99.93% accuracy rates when tested by the National Institute of Standards and Technology. The technology is designed to reduce bias in how identities are matched across race, gender and age.

“It allows the person to do either one-to-one comparisons against an individual’s existing record or one-to-many comparisons across the whole database,” Jensen says. “Along with case investigations and administrative oversight, it’s really the whole package.”

Once the new system is implemented, Earnhart says they “are hoping for a more current comparison versus the large number of older photos for some credential holders.”

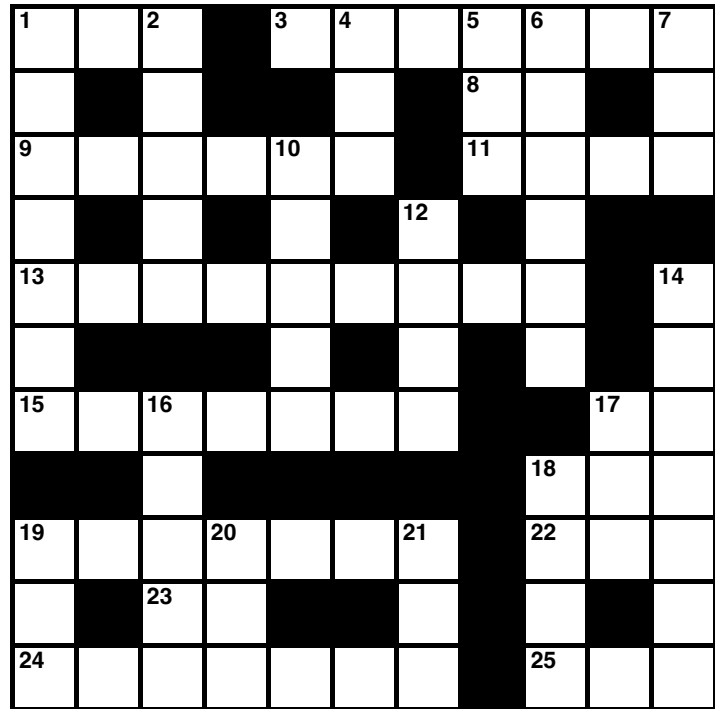
Implementation is underway, including requirements gathering, system configuration and testing tailored to Arkansas’ needs. Once rolled out, the system can be configured to meet the state’s specific requirements, allowing Arkansas to adjust workflows, thresholds and review processes as needed. That flexibility is important for DMVs, where policies, compliance and operational demands can evolve over time.

The impact also extends beyond day-to-day operations. “We hope for a greater ability to work with Arkansas’ law enforcement as well as law enforcement from other states or federal agencies in an effort to help eliminate fraud,” Earnhart says.

The upgrade further strengthens the foundation for Arkansas’ broader digital identity efforts, supporting both physical credentials and mobile ID initiatives already in place.

“It’s really about setting Arkansas up for the future,” Jensen says. “The more you can move into the cloud and create systems that are easy to upgrade and scale, the more flexibility states have moving forward.” **m**

## crossword



### ACROSS

- 1 Winner of the 2025 AAMVA Communications Award for its social media efforts, abbr.
- 3 Putting alerts on social media sites, for example
- 8 Agricultural sector, abbr.
- 9 The route to electronic titling will be \_\_\_\_\_ to each jurisdiction
- 11 Traffic warning \_\_\_\_\_ that alerts drivers to hazards
- 13 One of the social media channels DMVs are using to promote campaigns, such as new designs for license plates
- 15 They’re always found on passenger plates in all 50 states
- 17 Having two parts, prefix
- 18 Electronic titling, abbr.
- 19 See 6 down
- 22 Major Georgia city, abbr.
- 23 Memo start
- 24 AAMVA has developed a \_\_\_\_\_ to help jurisdictions get started and transition toward e-titling
- 25 Road abbreviations on a map

### DOWN

- 1 Discretionary, nonpunitive warning given by law enforcement instead of a formal traffic ticket (citation) for a minor violation
- 2 Twosomes
- 4 Early afternoon time
- 5 Seattle airport, SEA \_\_\_\_\_
- 6 New Hampshire DMV campaign to recognize new drivers who pass their driving test, goes with 19 across, 4 words
- 7 Expression of mild surprise
- 10 Amount or manner in which something is used or consumed
- 12 Historical periods
- 14 Electronic records containing vehicle ownership information
- 16 \_\_\_\_\_ adjustments: small, subconscious, adjustments to steering, speed and positioning
- 17 Deli sandwich, abbr.
- 18 Listening devices
- 19 Permit
- 20 Sushi choice
- 21 Have a bite

# Shaping the Future of E-Titling

*STAKEHOLDERS CONVENED AT THE 2026 NMVTIS/E-TITLING FORUM TO PAVE THE WAY FOR THE FUTURE OF E-TITLING*



*Philippe Guiot addresses attendees at the 2026 NMVTIS/E-Titling Forum.*

*The e-titling community is broad and diverse, and an understanding of how systems and stakeholders work together is critical.*

AAMVA hosted the 2026 NMVTIS/E-Titling Forum in Savannah, Georgia, from Feb. 18-19, bringing together 150 jurisdictional and industry leaders from 47 U.S. jurisdictions to discuss electronic titling (e-titling) trends, best practices and ongoing modernization efforts across the motor vehicle community. Attendees heard AAMVA program updates and engaged in meaningful conversations, including technical discussions focused on improving data quality, strengthening system integration and enhancing operational efficiency. These discussions helped establish a shared strategic vision to advance e-titling on a national scale.



Cian Cashin facilitates a panel discussion on Legislation and Policy in Motion: Advancing E-Titling Across Jurisdictions.



150 jurisdictional and industry leaders from 47 U.S. jurisdictions attended the 2026 NMVTIS/E-Titling Forum.

The forum allowed participants to learn about the complexities surrounding e-titling and how it intersects with the National Motor Vehicle Title Information System (NMVTIS) to build a more effective and efficient e-titling ecosystem. Sessions covered electronic vehicle registration/electronic registration and title (EVR/ERT) solutions, stakeholder roles and responsibilities, electronic lien and title (ELT) considerations, changes to customer solutions when going from paper to real-time transactions, and legal and technical considerations.

“One of the most substantive conversations centered on the technology solutions jurisdictions invest in to address immediate operational needs, and participants worked to acknowledge those realities while reinforcing the importance of shared vision, long-term consistency and national interoperability. The conversations in Savannah were frank and productive, but they also marked just the beginning,” says Evgenia Tyrsina, AAMVA’s program manager, vehicle programs and services. “This is not a single product a jurisdiction purchases, deploys and checks off a list. It is a journey—one that involves multiple solutions, business process changes, and ongoing collaboration across state lines and across stakeholder communities.”

Throughout the forum, one clear theme emerged: the need for continued education to create a shared, functional understanding of e-titling. The e-titling community is broad and

diverse, and an understanding of how systems and stakeholders work together is critical. The forum revealed the need to engage stakeholders early and in a meaningful way to create a clear path and stronger outcomes for the entire community.

AAMVA provided several resources for attendees at the forum, including a toolkit with an e-titling assessment, an update on the Electronic Vehicle Sale Solution and an e-titling whitepaper, as well as the opportunity to collaborate on current challenges through peer-to-peer exchanges.

“We hope attendees left with a robust insight into the vehicle titling process and learned how their agency has an integral part to play in moving forward within the vehicle titling environment,” says Paul Steier, AAMVA’s vice president, law enforcement programs and services. “Vehicles and vehicle titles move across jurisdictions and change ownership frequently, and as more jurisdictions enhance their titling processes, we hope other jurisdictions will see the need to jump on board with moving toward more efficient programs as well.”

The 2026 NMVTIS/E-Titling Forum fostered valuable peer-to-peer exchange and strengthened partnerships with the combined goal of advancing NMVTIS and e-titling initiatives. The forum challenged how jurisdictional and industry leaders think about e-titling and provided a clear direction for AAMVA’s nationwide e-titling community. **m**

**DON'T MISS AAMVA'S E-TITLING RESOURCES**

**Toolkit:** [bit.ly/e-titlingtoolkit](https://bit.ly/e-titlingtoolkit)

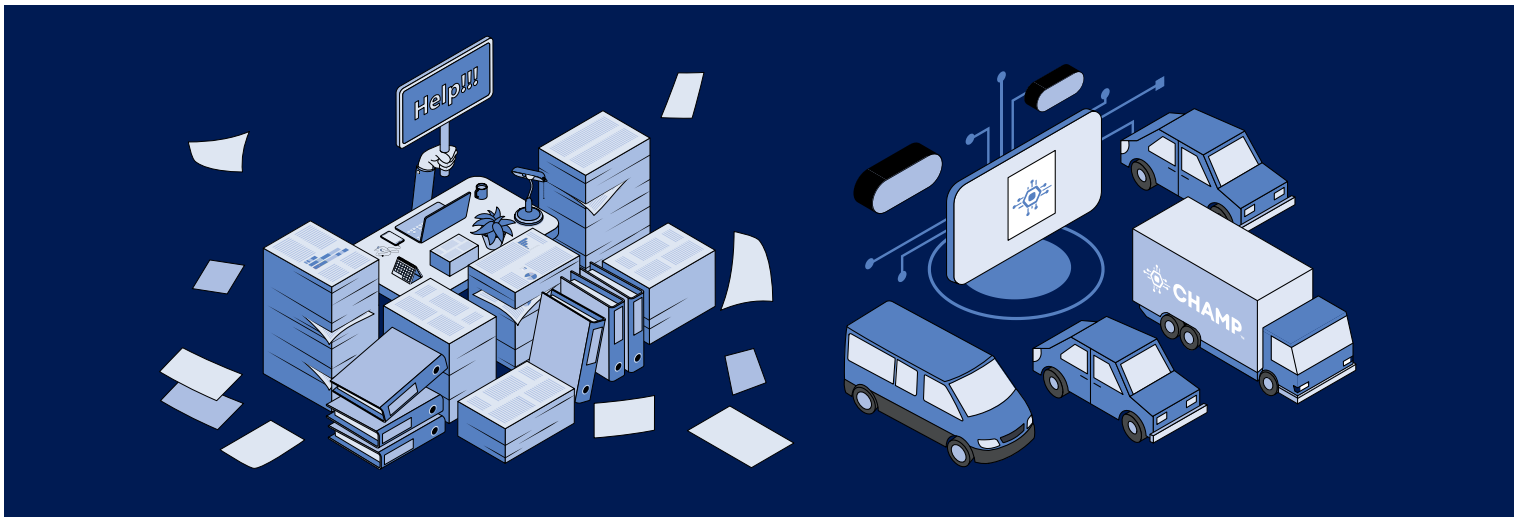
**Assessment:** [bit.ly/e-titlingassessment](https://bit.ly/e-titlingassessment)

**Electronic Titling: Vehicle Sale Solution:** [bit.ly/e-titlingsolution](https://bit.ly/e-titlingsolution)

**Whitepaper:** [bit.ly/e-titlingwhitepaper](https://bit.ly/e-titlingwhitepaper)

**Learn more**

Learn more in  
AAMVAcas  
Episode 294:  
[bit.ly/AAMVA-Cast294](https://bit.ly/AAMVA-Cast294)



# Modernizing Your DMV: Don't Settle for Outdated Software in the Cloud

## Is Your Outdated Infrastructure Capable of Handling Today's Traffic?

Imagine your state relies on a major bridge to keep commerce moving and citizens connected. It was built decades ago, engineered for lighter traffic, fewer threats, and simpler demands.

Now you have two options:

- Repaint the bridge, add new lighting, and upgrade the signage, all while leaving the original supports, joints, and load limits untouched.
- Re-engineer the bridge from the ground up with modern materials, real-time monitoring, and a design built to handle today's traffic along with tomorrow's growth.

Both options may look modern. Only one is built with the flexibility needed to handle when demand spikes or conditions change. This comparison highlights the difference between cloud-hosted and cloud-native DMV software.

Today, your DMV's technology faces the same reality: more volume, more complexity, higher expectations, and any system failures are subject to public scrutiny.

For DMV leadership, this is not just a technical choice. When DMV systems stall, lines grow, fraud risk rises, and confidence erodes. When this happens on a big enough scale, these failures capture the full attention of legislators, auditors, and the media.

## DMV Modernization Requires More Than External Improvements

Moving to the cloud is an important step, but it is not modernization by itself. True modernization means rethinking the system architecture and workflows that power the DMV every day, so the platform can adapt continuously without forcing offices into disruption. Modernization should be judged not by how the platform performs under normal conditions, but by how it performs under pressure.

When modernization focuses only on where software is hosted (the bridge's location) rather than how the entire application is designed (the bridge's structure), agencies miss all the benefits the cloud can actually deliver.

## Cloud Hosted: Same Old Bridge with Fresh Paint

Cloud-hosted DMV software is legacy software relocated from on-premise servers to cloud infrastructure through a "lift-and-shift" approach. The servers may now live in Amazon Web Services (AWS), Microsoft Azure, or Google Cloud, but the old software's design limits remain.

This is like refurbishing an aging bridge's surface while keeping the original supports and load limits. The paint is fresh, but the structure is still rigid and stressed, leaving the infrastructure unprepared for when traffic surges or conditions change.



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

In leadership terms, cloud-hosted systems often means making compromises:

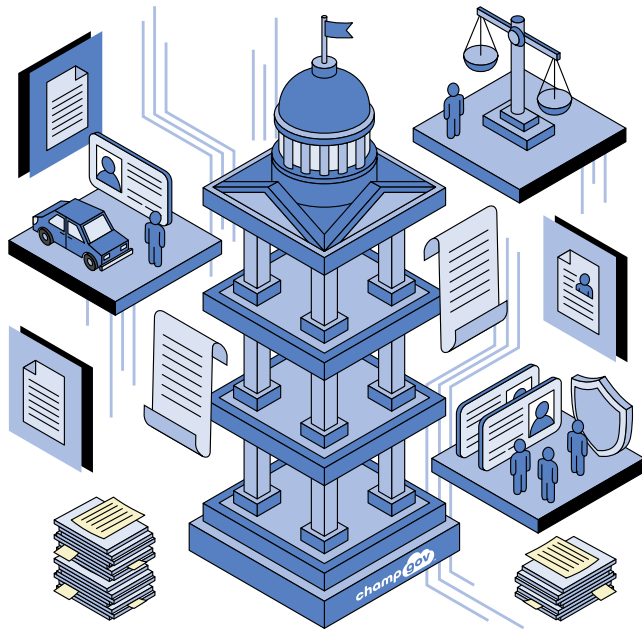
- Modern-looking access, but legacy performance exists. Slow response times and brittle processes expose themselves in difficult ways during peak periods.
- Updates require downtime or high-risk cutovers that endanger customer service.
- Manual or delayed scaling, forces emergency workarounds when demand spikes.
- Extremely difficult troubleshooting occurs because tightly coupled components make small issues cascade into large concerns.

Cloud hosting is still better than running mission-critical services in a basement server room. But, if the underlying software is unchanged and the technology is merely lifted-and-shifted to the cloud without becoming cloud-native, leadership inherits the same operational constraints, just in a new environment.

## The Problem: Updated Infrastructure, Outdated Design Limits

Legacy DMV platforms were not built for real-time data sharing, mobile-first service delivery, rapid regulatory change, modern fraud prevention, or continuous improvement without disruption. As expectations rise, the gap becomes visible to citizens and staff.

Trying to stretch legacy software to meet modern demands is like asking a decades-old bridge to carry heavier loads year after year without re-engineering the structure. Eventually, you are not just managing maintenance, you are managing risk.



## The Solution: A Cloud-Native Platform Built for Tomorrow

This is where CHAMP makes the difference. CHAMP's CHAMPgov platform is designed specifically for the cloud, from the ground up. Rather than one large, rigid application, it uses modern, independent components that can be updated, expanded, or repaired without disrupting the entire platform.

Think of it as a bridge engineered for today's traffic: modular sections, real-time monitoring, built-in resilience, and the ability to keep lanes open while improvements are made.

For DMV leadership, that translates to outcomes you can measure and rely on, such as:

- Modern workflows that remove bottlenecks and shorten cycle times for high-volume transactions.
- Automation that reduces human error and lessens manual rework, improving clerk experience and consistency across offices.
- The ability to expand capacity during seasonal surges without emergency projects or service degradation.
- Real-time data access that strengthens fraud prevention and decision confidence.
- Mobile-ready services that meet citizens where they are, without compromising security.
- Rapid updates and no-cost change orders without shutting down offices to implement new releases.
- Security and compliance aligned with today's standards, and adaptable as requirements evolve.

## Why Leaders Focused on Longevity Choose Cloud Native

Moving an on-premise application to the cloud answers a narrow question: Where does the system run? Cloud-native also answers the leadership question: Can the platform evolve safely, quickly, and continuously, without repeated modernization cycles?

**Both solutions reside in the cloud, but only cloud-native is truly built for it.** Choosing cloud-hosted software may reduce infrastructure headaches. Choosing cloud-native software determines whether your DMV can adapt, respond, and lead for the next decade, without repeating modernization cycles.

## Cloud-Native: The True Bridge to the Future

Cloud-hosted software asks: 'How can we move what we already have into the cloud with minimal disruption?'

Cloud-native software asks: 'If we were building the DMV today, how would we design a platform that fully leverages the cloud, capable of standing up under pressure?'

The advantage of the cloud is not simply hosting software on someone else's servers. It is enabling a platform designed for flexibility, resilience, and ongoing improvement. Cloud-native software like CHAMPgov empowers agencies with fresh, modern infrastructure designed to carry the future of policy, demand, and innovation, and to do so with absolute resilience.



e-titling

# TITLING

*WITH AAMVA'S  
ELECTRONIC VEHICLE  
SALE SOLUTION,  
JURISDICTIONS  
ARE BUILDING  
THE STANDARDS,  
PARTNERSHIPS AND  
INFRASTRUCTURE  
NEEDED TO MAKE  
E-TITLING WORK  
FOR THE MODERN  
MARKETPLACE*

**BY MATT SCHUR**



# THE WAVE

**F**or decades, vehicle ownership has been recorded on a piece of paper—a title that drivers must keep safe until they sell or transfer their vehicle. While nearly every other aspect of transportation administration has evolved, from driver licenses to registration services, the paper vehicle title has remained one of the last major holdouts of a largely analog system.

Across the motor vehicle community, jurisdictions are forging a new path with electronic titling, or e-titling, from full-fledged systems and interstate pilot programs to smaller efforts chipping away at digital aspects of the process. Collectively, these efforts aim to modernize a fundamental process: establishing who owns a vehicle.

To jump-start the process, AAMVA is working with jurisdictions, industry partners and other stakeholders to define a shared vision for secure, interoperable e-titling across North America. That includes developing national standards, overseeing pilot programs and—as of this spring—delivering production-ready solutions that jurisdictions can begin using today.

“E-titling isn’t one single thing—it’s an ecosystem,” says Pam Dsa, vice president, Vehicle Programs and Services, AAMVA. “It includes components like electronic lien and title (ELT) and electronic registration systems, but true e-titling is when an electronic title record can be viewed and transferred by all the right stakeholders without ever touching a piece of paper.”



At the center of that ecosystem is the title itself—the jurisdiction-held record that contains all ownership data, from VIN and title number to lien status and branding. In theory, e-titling is simple enough: Instead of relying on paper documents, ownership records are stored, transferred and accessed digitally. But implementing electronic titling across North America is anything but simple. “It’s a very complex issue with lots of partners and stakeholders,” says Chrissy Nizer, administrator, Maryland Motor Vehicle Administration.

At the same time, “AAMVA has been building trusted, nationwide systems for decades,” Dsa says. “Commercial Driver’s License Information Systems (CDLIS), the State-to-State Verification Service (S2S), National Motor Vehicle Title Information System (NMVTIS)—these are systems that jurisdictions rely on every single day to exchange critical data across state and provincial lines. The Electronic Vehicle Sale Solution follows that same proven approach. The standards, governance model, commitment to interoperability—it’s all built on a foundation that the industry already knows and trusts. That institutional track record matters.”

### WHAT IS THE ELECTRONIC VEHICLE SALE SOLUTION?

The Electronic Vehicle Sale Solution is not a single system but a coordinated framework of policies, technologies and standards that enable jurisdictions to securely exchange title information across state and provincial boundaries.

“It’s the piece that makes the actual transfer of ownership happen electronically,” Dsa explains. The solution provides “a secure, standardized process that lets motor vehicle agencies facilitate real-time vehicle sales—including user authentication, odometer disclosure and electronic vehicle record transfer—without anyone relying on a paper title. And it ensures the receiving jurisdiction gets everything they need to accurately title that vehicle on their end.”

AAMVA’s role in this effort is to provide the centralized infrastructure and minimum interoperability standards—the connective tissue that allows jurisdictions and private-sector partners to interact seamlessly, Dsa says. Rather than prescribing specific technologies, AAMVA enables jurisdictions to build solutions that integrate with their existing systems while ensuring everything works across borders.

“The North Star is clear: Jurisdictions stay in control,” Dsa says. “AAMVA sets the

minimum standards for interstate exchange and brings everyone to the table, and technology providers build within that structure.”

### WHY IT’S HELPFUL

The push toward electronic titling starts with a simple problem: paper systems weren’t built for the speed, scale and complexity of today’s vehicle marketplace.

“Paper titles are really slow to process,” says Karim Aba, administrator of the Ohio Bureau of Motor Vehicles’ Title Support Services. “They cost a lot of money to maintain and store and are easy to lose, alter and forge.”

When something goes wrong—like a missing title during a vehicle sale—it can delay transactions and cause frustration for consumers and organizations alike. Additionally, discrepancies can arise when paper documents do not perfectly match the official record held by the motor vehicle agency.

Maintaining and storing physical title records also creates operational burdens. “Right now, staff may have to conduct a kind of on-the-spot forensic analysis of a paper title to determine whether it’s been tampered with,” says David Richmond, vehicle records program section manager at the Michigan Department of State. “Our employees may have to make a judgment call about the paper that’s presented. E-titling represents the opportunity to eliminate those concerns.”

With an electronic title, DMVs have a real-time record of ownership transferring to that dealer, Richmond says, adding, “There’s no assigned title floating around. Dealers can sell the vehicle immediately to the next customer without waiting for a duplicate title.”

Beyond reducing inefficiencies, e-titling also helps reduce fraud, including odometer fraud and title washing. “One of the issues with paper titles is that I can sell the vehicle to somebody, and before the sale is completed, I can get a duplicate title, and sell it again and again,” says Jay Chilton, Arizona Department of Transportation MVD business strategy manager. “With e-titling, we’re using standards-based technologies, like a mobile driver’s license, to make sure you authenticate that you’re the right person before you act on a vehicle record.”

This new frontier is also a blank slate, creating an opportunity to improve current digital technologies, including the traditional username-and-password model, Chilton says. “Everyone hates them. They’re not easy to remember, so people end up using the same password over and over again,” Chilton says. “With e-titling, we’re trying to introduce technology that is more secure but also easier to use.”

Ultimately, vehicles are among the biggest purchases people make. As such, “We want to develop a process that works well—quick, seamless, but also transparent and protective,” Nizer says.

### WHERE JURISDICTIONS STAND TODAY

While the vision for e-titling is widely shared, implementation varies greatly across jurisdictions. Some states have spent decades building digital titling infrastructure while others have yet to pursue much at all.



e-titling

Ohio, for instance, has been modernizing vehicle titling for almost two decades, which ABA credits in part to legislative framework passed in the early 2000s. “The goal from the beginning was to make vehicle titling faster, safer and better for the people and businesses we serve.”

Ohio established its ELT program in 2003, and its approach includes multiple interconnected systems supporting different users—from lenders and dealers to private sellers. “All of these systems are part of the same ecosystem,” ABA says. “They serve different audiences, but the goal is the same: deliver public value and uphold operational integrity.”

To help jurisdictions understand their position and progress, AAMVA developed an electronic titling assessment that benchmarks capabilities across key areas such as ELT adoption, digital transactions and interoperability readiness. This tool allows jurisdictions to assess maturity and identify next steps.

Michigan, which sought guidance from AAMVA, launched its ELT system in 2021 and quickly expanded its use. “Shortly after implementation, participation was made mandatory for lien holders,” Richmond says. “That exponentially increased the volume of electronic titles in Michigan.”

Michigan has now issued 2.5 million electronic vehicle titles. “We see our ELT program as providing the foundation for a full-blown electronic vehicle title program,” Richmond says.

At the national level, AAMVA’s work has evolved significantly—from early proof-of-concept pilots to a production-ready solution that jurisdictions can actively implement. “The proof-of-concept validated that jurisdictions could exchange vehicle records electronically across state lines,” Dsa says. “But it was always a stepping stone. Now we have real infrastructure, real standards and real jurisdictions going live.”

Arizona, Maryland, Massachusetts and West Virginia are the first jurisdictions to implement the Electronic Vehicle Sale Solution. Services include identity authentication for buyers and sellers, electronic odometer disclosure and the secure transfer of vehicle records between jurisdictions. Together, these capabilities allow

a complete vehicle sale—from verification to title transfer—to occur digitally.

“This is where things get really exciting,” Dsa says. “For jurisdictions that are live or going live shortly, a seller and buyer can complete the entire transaction ... all without a paper title changing hands,” she says.

Nizer adds her team is excited to see the system in production, noting that it’s “the first big step that has the potential to be felt by members of the public. But we have to build from it. We need to get dealer transactions up and functional because most vehicles are bought and sold at dealerships.”

### START SMALL, THINK BIG

One of the most important aspects of AAMVA’s approach is sequencing. Rather than attempting to digitize every scenario at once, the organization is prioritizing specific use cases to build confidence and refine the system over time.

“We started with private party vehicle sales, and that was intentional,” Dsa says. “It’s a simple use case in the ecosystem. There’s no dealer system, no lender platform, no complex commercial workflows. It’s two people transferring ownership of a vehicle. When you’re building something new, you want to work out the kinks and build confidence before layering in complexity.”

This individual-to-individual transaction serves as the foundation for the broader ecosystem. By starting with a relatively straightforward scenario, AAMVA and its partners can validate standards, workflows and interoperability before introducing more complex transactions.

From there, the roadmap expands. Dealer transactions are already in development, with AAMVA actively working with dealer associations and industry stakeholders to define requirements. Future use cases include dealer-to-private-party sales (and vice versa), interstate relocations involving nonparticipating states and other scenarios throughout the vehicle ownership lifecycle.

*E-titling means that, instead of printing and mailing a paper document with each change, the transaction occurs electronically within secure systems connected to the jurisdiction’s vehicle record database.*



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Across the country, starting small is one of the most common lessons from jurisdictions already working on e-titling. In particular, “The roadmap that AAMVA has is a really good tool for jurisdictions,” Nizer says.

That roadmap includes phased implementation strategies, from foundational ELT programs to full digital title lifecycle management, giving jurisdictions a structured path forward regardless of their starting point. “The roadmap shows that this isn’t one step—it’s a series of building blocks,” Nizer adds. “Each jurisdiction needs to decide which one to tackle first.”

To sort through its plan, Michigan established an internal working group within the department to develop what a larger-scale effort would look like. That means exploring various questions and capabilities, Richmond says, with the team needing to answer questions such as: Should a vehicle titled electronically be issued a paper title at the time of lien satisfaction, or should it remain electronic? “DMVs are going to need to decide how to resolve that issue, because if they choose the latter, they’ve opened the door to a much larger-scale implementation. I would highly encourage DMVs to consider their own use cases early on in the process.”

Accordingly, over the last year, Michigan has been developing use cases for how the department will transition to a large-scale e-titling program and what that requires operationally for internal and external stakeholders. “It’s our desire to use that framework and expand the eligibility pool of vehicles that will eventually be issued electronic titles or be eligible to be issued electronic titles.”

Nizer’s Maryland team also formed a working group, which kicked off by educating everyone about e-titling. “A lot of the experts had been in the organization for many years but were entrenched in the paper process,” she says. “We started internally reaching out to other jurisdictions that are in this space. Then we reached out to our partners. It’s really important to incorporate them into the conversations and bring them in as you develop your plan.”

Chilton echoes that sentiment, singling out the need to lean on the experience of jurisdictions and organizations that have already made e-titling progress. “That includes the dealership community because, as much as we can do with the title for individual-to-individual sales, it’s never going to displace the paper title ecosystem without buy-in from dealers and other technology providers.”

After meeting with subject matter experts internally and externally, Aba says you should ask yourself a simple question: What makes the most strategic sense to pursue right now? “When you bring stakeholders together, the needs become clear, and the path forward is easier to define,” Aba says.

## THE IMPORTANCE OF STAKEHOLDER COLLABORATION

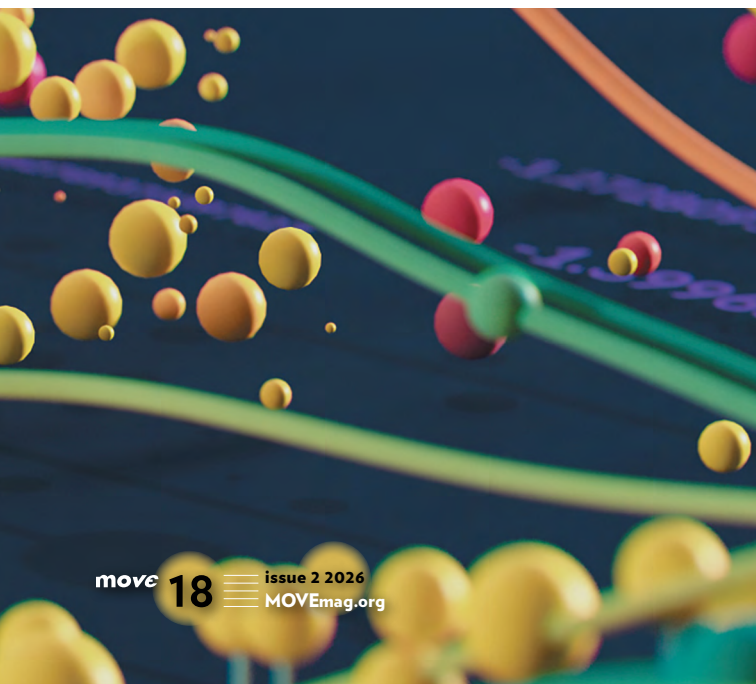
AAMVA’s approach has emphasized collaboration from the outset, bringing jurisdictions, technology providers, dealers and industry groups into the development process. That collaboration has been critical in moving from concept to implementation. “When people are part of building something, they’re invested in it,” Dsa says. “They’re not just waiting to see if it works—they want it to work.”

AAMVA plays a key convening role, bringing together public and private stakeholders through working groups, committees and national forums to ensure that solutions reflect real-world needs. “The biggest thing is to be in touch with your stakeholders,” Chilton says. “AAMVA does a lot of work to facilitate communication and relationships. Working with these groups—and not against them—is an important part of figuring out how to make this all work.”

Nizer emphasizes the importance of seeing the process from the industry partners’ perspective. “We encourage jurisdictions to go out to auctions and see what the process looks like,” she says. “It’s not something we deal with every day, but we need to make sure any system we design works for them. Also, you have to make sure your main stakeholders see the big picture because they’re embedded in their current processes. So in talking to dealers, we’ve shown them what the person-to-person transaction looks like to give them a sense of where we’re going.”

Ohio’s BMV holds monthly meetings with county officials and industry partners to gather feedback and maintain alignment. They create an agenda that gives everyone an opportunity to voice concerns and share feedback. “One of the most critical components is stakeholder engagement,” Aba says. “People expect the government to solve problems. To solve problems, we have to engage the people we serve.”

As Richmond says, the last thing any DMV wants to do is spend valuable resources, time and money developing a system



that's not usable. "So if you're not inviting these folks to the table from the outset, and ensuring you repeatedly have those conversations and checkpoints throughout, you're doing yourself and your customers a disservice," Richmond says. "Until you meet with your own users, you don't have a feel of what that impact or decision will look like from an implementation standpoint. These are the opportunities you have to capitalize on from the beginning of the project to ensure you're keeping in mind the wants and needs of everybody who's going to be using that."

One parting thought from Nizer: "Any time you're on the front end of new technology, there are going to be lessons learned. But, I'd put a call out for other jurisdictions to join us, because the more jurisdictions that are part of the process, even if you're not ready today to do e-titling, the more perspectives we'll consider. And that's really important because every jurisdiction is organized differently, has different needs, and we want to make sure we're taking all of that into consideration as part of the greater e-titling effort. This needs to work for everybody and be interoperable with every jurisdiction."

## ADOPTION PATHWAYS FOR STATES

For jurisdictions interested in getting started, AAMVA offers multiple entry points. States can adopt the solution using established requirements and onboarding support, or they can join the working group to help shape future capabilities.

"A jurisdiction can take the requirements documents, implement the solution on their end and be up and running," Dsa says. "And they're not doing that alone. AAMVA has a structured onboarding plan, and we walk through it step-by-step with each interested state. You don't have to figure this out from scratch."

Maryland, for instance, was testing its system with AAMVA's help, Nizer says. "Just like every other AAMVA system, there's structured testing involved prior to launch," she adds.

Alternatively, joining the working group allows states to influence upcoming use cases and standards. "As we move into dealer transactions and beyond, those states are at the table, shaping what gets built next," Dsa says. "It's a bigger commitment, but the influence that comes with it is real."

Ultimately, the system is built on interoperable standards; each additional participating

jurisdiction strengthens the network, expanding connectivity and value for all participants. "Once you're in, you're connected to every other jurisdiction that's in," Dsa says.

## THE ROAD AHEAD

Despite growing momentum, e-titling remains a long-term transformation rather than an overnight change. "Paper titles are going to be around for a long time," Richmond says. "Jurisdictions will need to operate efficiently with both paper and electronic titles simultaneously."

One major challenge is technology modernization. Some jurisdictions are still updating legacy systems, making it difficult to implement new digital services. "For states still undergoing modernization, it's hard to think about e-titling," Nizer says. "But the key is building systems today that allow it to happen in future enhancements."

Funding and staffing also present challenges. Implementing electronic titling requires investments in technology, policy development and operational planning—all of which might take a back seat to, say, safety improvement efforts.

Plus, old habits die hard. "A segment of the public still likes holding a piece of paper," Aba says. "Shifting long-established expectations is a gradual process."

As this foundation gets built, states must also ensure their electronic title systems can communicate with other jurisdictions. "We don't want to be five years from now with great solutions that don't work with each other," Nizer says. "That's why alignment across jurisdictions is so important."

While the route to electronic titling may be unique to each jurisdiction, the industry's direction is clear: a secure, efficient and fully digital system for establishing vehicle ownership is no longer theoretical—it's underway. As more jurisdictions come online, that ecosystem will continue to grow, bringing the benefits of faster transactions, reduced fraud and improved interoperability to jurisdictions, industry partners and consumers alike.

"Ultimately, any scenario where proof of vehicle ownership is needed is a scenario this ecosystem can and should serve," Dsa says. "The goal is a world where paper is simply never required at any point in a vehicle's lifecycle." **m**

*"Any time you're on the front end of new technology, there are going to be lessons learned. But, I'd put a call out for other jurisdictions to join us, because the more jurisdictions that are part of the process, even if you're not ready today to do e-titling, the more perspectives we'll consider."*

## CHRISSEY NIZER

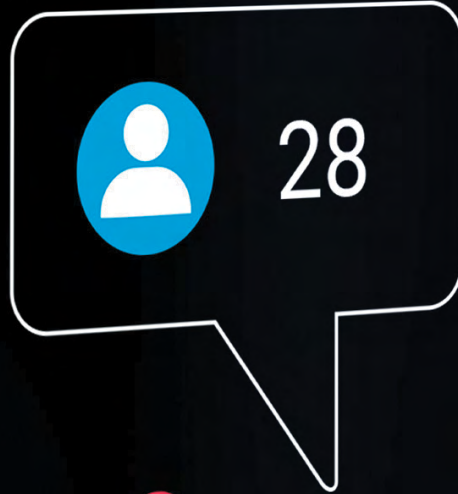
Administrator, Maryland Motor Vehicle Administration

## Dig Into E-titling

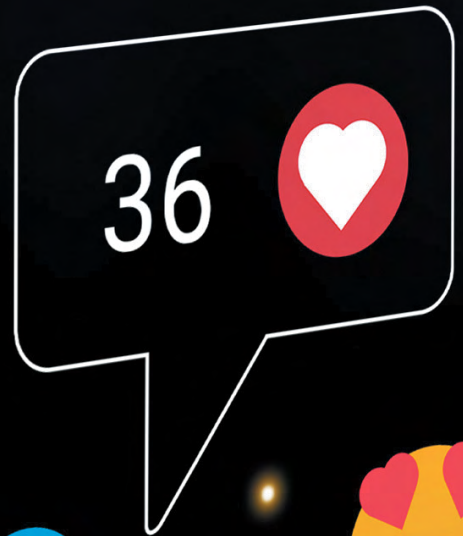
AAMVA has developed a toolkit that includes implementation guidance, best practices, maturity assessments and resources drawn from jurisdictions already pursuing these efforts: [bit.ly/e-titlingtoolkit](https://bit.ly/e-titlingtoolkit)

Additionally, AAMVA's 2026 whitepaper offers a roadmap for jurisdictions pursuing e-titling, focusing on interoperability, security, stakeholder collaboration and phased implementation, recognizing that collaboration—not isolated systems—is the future: [bit.ly/e-titlingwhitepaper](https://bit.ly/e-titlingwhitepaper)

# DRIVING



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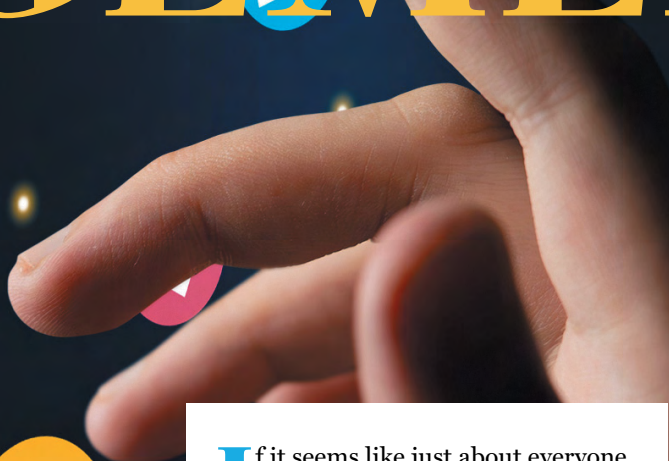




*FROM HUMOR TO REAL-TIME ALERTS, AGENCIES ARE EMBRACING SOCIAL MEDIA AS A POWERFUL TOOL FOR PUBLIC SAFETY AND CONNECTION*

BY AMY BERNSTEIN

# GAGEMENT



If it seems like just about everyone uses social media, well, that's because they do: Roughly 95% of internet users are interacting with these platforms.

That's not lost on motor vehicle and law enforcement agencies, which are embracing social media for communicating with the public—and finding success and some surprising results in the process.

**'GO ALL IN'**

Sean Duryee, commissioner, California Highway Patrol (CHP), recognizes that some law enforcement agencies may shy away from social media out of concern that it may seem unserious or diminish their reputation. Instead, he advises agencies to “Go all in—that's the way that you're able to reach the public you serve most effectively.”

72



9



24





media

CHP, which won a 2025 AAMVA Communications Award for its social media efforts, serves a large state with 102 area offices in urban and rural regions. Their key social media objectives include increasing community engagement, promoting road and public safety, enhancing transparency, and supporting public relations and recruitment efforts.

According to Duryee, they've successfully leveraged X to quickly inform the public about road safety issues, such as freeway conditions in Los Angeles. "When the freeway gets blocked at 2 a.m., our dispatch center has access to post that real-time information," he says.

Truckee is a historic mountain town near Lake Tahoe and Donner Pass. CHP's Truckee social media accounts have successfully leveraged humor to spread serious public safety messages. A Facebook post warning people that cold weather drains batteries faster featured a video of a stranded electric vehicle in the snow set to the song "Electric Boogie (The Electric Slide)."

The text included an alert that I-80 was closed over Donner Summit and a safety message: "Charge up. Slow down. Carry chains. And don't test Mother Nature."

That post garnered more than 3.3 million views. CHP Truckee's social media success has been a welcome surprise. The office serves a population of just over 500,000 in Nevada County and unincorporated Placer County, yet it has more than 1 million followers across three platforms (X, Instagram and Facebook).

"Truckee's got more followers than people

who live in the community," Duryee says. "They're followed by people nationwide, so they're kind of a model for a small area on how to interact with the community."

He attributes the popularity to striking a balance between humor and sincerity. "Our public affairs officer up in Truckee has a knack for communicating in a sincere way that relates to the community and using humor in a way that still ties to our mission," Duryee says.

"Truckee just seems to have built that clientele base, and then, like anything in social media, once it gets going, it kind of builds like a little fire, they get more and more followers, and then that's contagious."

### BE TRUE TO YOUR BRAND

Every agency wants its social media to catch fire for the right reasons. The key is to establish a voice that fits your agency's brand and purpose.

Since John Marasco, director of the New Hampshire Division of Motor Vehicles, joined the agency in 2022, he has been focused on improving the customer experience. He started a social media campaign to highlight the DMV's positive side.

"We give out 360,000 licenses in any given year, and between 14,000 and 17,000 of those go to 16- and 17-year-old new drivers. It's a magic moment when you get your first license. You'll be driving for the rest of your life," Marasco says.

His team installed backdrops at every DMV office featuring the New Hampshire DMV logo and big letters at the top that read "I got my license!" When new drivers pass the driving test, they're invited to get a photo taken in front of the backdrop. Often, their driving examiner will join them.

With the driver's permission, the New Hampshire DMV posts these photos in their Facebook feed, and they invite the drivers to post them, too. "They can send that to their family members, and everybody who looks at the picture on the phone immediately knows what the photo is all about. That has been a home run," Marasco says.



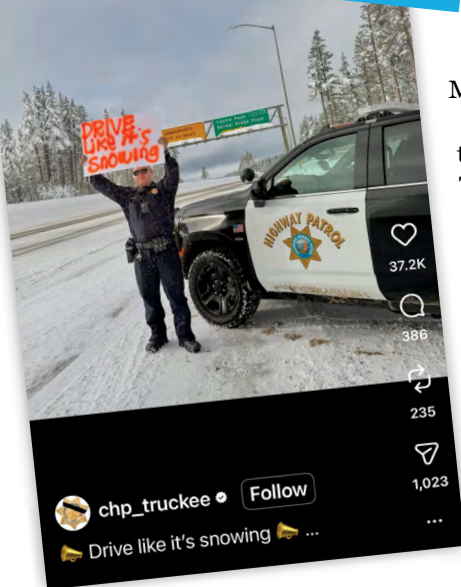
*"We give out 360,000 licenses in any given year, and between 14,000 and 17,000 of those go to 16- and 17-year-old new drivers. It's a magic moment when you get your first license."*

**JOHN MARASCO**  
Director, New Hampshire Division of Motor Vehicles



*"Truckee's got more followers than people who live in the community. They're followed by people nationwide, so they're kind of a model for a small area on how to interact with the community."*

**SEAN DURYEE**  
Commissioner, California Highway Patrol



He credits the campaign with improving the image of customer service at New Hampshire DMV offices, and the agency also won a 2024 AAMVA Communications Award for it. In addition, the popularity of the “I got my license!” campaign gave the DMV a social media following it can use to spread other messages related to public information, education and partnerships.

During the REAL ID push, they partnered with Rob Gronkowski, a former professional football player for the New England Patriots, to create a video reminding people to get their REAL ID. “In the video, I asked him if he would spike my REAL ID, and he did. That got a lot of play on social media and helped get more people to migrate to the REAL ID,” Marasco says.

While Marasco and “Gronk” had some fun with their public service announcement, it worked because it delivered valuable information about a DMV service. “It’s not part of our mission to be cute just to get more followers,” Marasco says. “I’ll take what we have for followers and do it in a comfortable, professional way.”

## KNOW YOUR AUDIENCE

To effectively communicate with your audience on social media, it’s important to know which channels they use for which types of information.

The Colorado Division of Motor Vehicles, part of the Department of Revenue, uses several social media channels to meet its audience where they are. Over the last two years, they’ve made efforts to think strategically about the content they post on each channel.

For example, for YouTube, they created a video series of employees talking about road safety and what to bring to a driver’s license office when you’re getting your credential. This helps Coloradans see the human side of the DMV while giving them useful information. On Facebook, they will run a series of posts aimed at vulnerable populations, helping them spot suspicious text messages to avoid scams.

They take a more creative approach with TikTok and Instagram. Leading up to Colorado’s 150th anniversary this year, the governor’s office held a community competition to design two new state license plates. Members of the DMV team learned about a social media influencer who created a 150th anniversary license plate submission.

“We reached out to him and asked if we could utilize what he had done to push out information about the competition on our channels,” says Electra Bustle, senior director, Colorado DMV. “It was the first time that we leveraged an influencer to help drive something that we were trying to market on social media. This is not a typical thing in government, but it was a great opportunity for us to market something positive and get the word out.”

On TikTok and Instagram, the collaboration garnered over 8.1 million total views, 2,600 comments and 1,307,800 likes. The Colorado DMV also received an AAMVA Communications Award for this social media campaign.

Bustle thinks it’s important to think about social media as a communication loop. “Not only are we pushing information;

we’re also getting information. So when things aren’t working well, and we see a lot of comments on Facebook, we’re not ignoring them. We’re actually feeding that into our customer experience review,” she says.

They recently used this feedback to improve their website.

“We have spent a lot of time and effort getting to know our customers, and we still get to learn from them every day. That’s what’s really important with social media—it’s about that relationship,” says Elizabeth Kosar, communications director, Colorado Department of Revenue.

## A NEW DIRECTION

While social media presents new opportunities for motor vehicle and law enforcement agencies, many may not know how to get started or feel they don’t have the right resources. Kosar recommends looking for staff members with talent and passion for social media, which doesn’t necessarily require training in traditional media or marketing.

This is one reason social media can be a cost-effective marketing tool. You may be able to leverage existing staff who have a knack for social media, or, like Marasco, you may only need a part-time staff member to manage the social media calendar.

An effective social media strategy also saves time by taking your message directly to your audience. “It’s much better than a press release, where you’re waiting on newspapers to pick it up,” Bustle says. “With our social media, we are controlling that message and can reach a much broader audience.”

Ultimately, agencies can’t ignore the reality of how people find information today. “It’s more cost-effective, but it’s also a necessity,” Duryee says. “We have to transition toward these social media platforms if we’re going to be effective in getting our message out.” **m**



*“It was the first time that we leveraged an influencer to help drive something that we were trying to market on social media. This is not a typical thing in government, but it was a great opportunity for us to market something positive and get the word out.”*

**ELECTRA BUSTLE**  
Senior Director, Colorado Division of Motor Vehicles



Q &amp; A WITH

# Janice Dluzynski

SENIOR MANAGER, INFORMATION AND KNOWLEDGE SERVICES, AAMVA



**J**anice Dluzynski—known as AAMVA’s “Data Lady” and the force behind this magazine’s “Dashboard” data reports each issue—is retiring at the end of 2026. She also helped lead the development of AAMVA’s Leadership Academy.

## **Q** HOW DID YOUR CAREER GET ITS START?

I worked my way through college—shelving books and working the reference desk at the local public library. I became addicted to having access to all the new books as they arrived and to doing research at the reference desk. It seemed to make

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## FAST FACTS

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### Janice Dluzynski



**HOMETOWN**  
New York City



**FAVORITE MUSIC**  
Classic rock and opera



**FAVORITE MOVIE**  
"To Kill a Mockingbird"

sense to obtain my master's degree in library science. Over time, association management became my focus, and I have worked for four different nonprofit organizations during my career.

#### **Q** WHAT CAREER ACCOMPLISHMENT ARE YOU MOST PROUD OF?

I am very glad and lucky that my career path took me in the direction of nonprofit organizations. Developing an understanding of the needs of the members you serve and creating new information tools and services for them is very rewarding. I explored working at for-profit companies for a brief period of time and am very glad I did not go down that path. Focusing only on revenue was not for me.

#### **Q** WHAT ARE YOU LOOKING FORWARD TO IN RETIREMENT?

Freedom. My schedule will be my own, and I won't have to live by the 8 a.m. to 6 p.m. clock anymore. I love to travel and want to see more of the U.S. and Europe. I have been to about 30 different cities in the U.S., only two cities in Europe: Paris and Amsterdam, and four cities in Canada: Montreal, Toronto, Vancouver and Victoria. The first cities I want to visit in Europe are Rome and Florence.

#### **Q** WHAT HAS STUCK OUT TO YOU IN DOING DASHBOARD OVER THE YEARS? ANY PARTICULAR TRENDS OR INSIGHTS THAT STAND OUT ABOUT THIS COMMUNITY AND INDUSTRY?

When I started working at AAMVA, the jurisdiction members shared data and information through one of the old public discussion groups that no longer exists. We created the


survey tool with input from jurisdiction members so members would have a way to share information and data in a tool that was private and stored information in a searchable format.

At first, I was amazed at the variety and complexity of the issues our members face on a daily basis. Over time, I realized the issues and challenges they face change and increase on a continual basis. Their commitment to serving the public in this complex and challenging environment is inspiring.

#### **Q** LOOKING BACK, HOW WOULD YOU CHARACTERIZE THE LEADERSHIP ACADEMY AND ITS IMPACT?

I hope the Leadership Academy has been a unique and meaningful experience for our members. The first academy was in 2014, and a total of 213 members have attended the academy. Every year, we collect feedback from participants to improve the program and make sure it remains relevant.

In addition to the sessions on a variety of leadership topics, the academy provides a great networking opportunity. Hopefully, the relationships that members develop during that week will continue to grow over time. AAMVA has always provided me with opportunities to develop new and interesting programs, and I am very thankful that I was asked to help develop the academy. It has been a wonderful experience. **m**



*“Developing an understanding of the needs of the members you serve and creating new information tools and services for them is very rewarding.”*

**JANICE DLUZYNSKI**

# Digital Dash

*A LOOK AT HOW COLLABORATION, LEGISLATION AND INCREMENTAL PROGRESS ARE RESHAPING TITLE AND REGISTRATION—AND WHAT IT WILL TAKE TO REACH FULL E-TITLING ADOPTION*

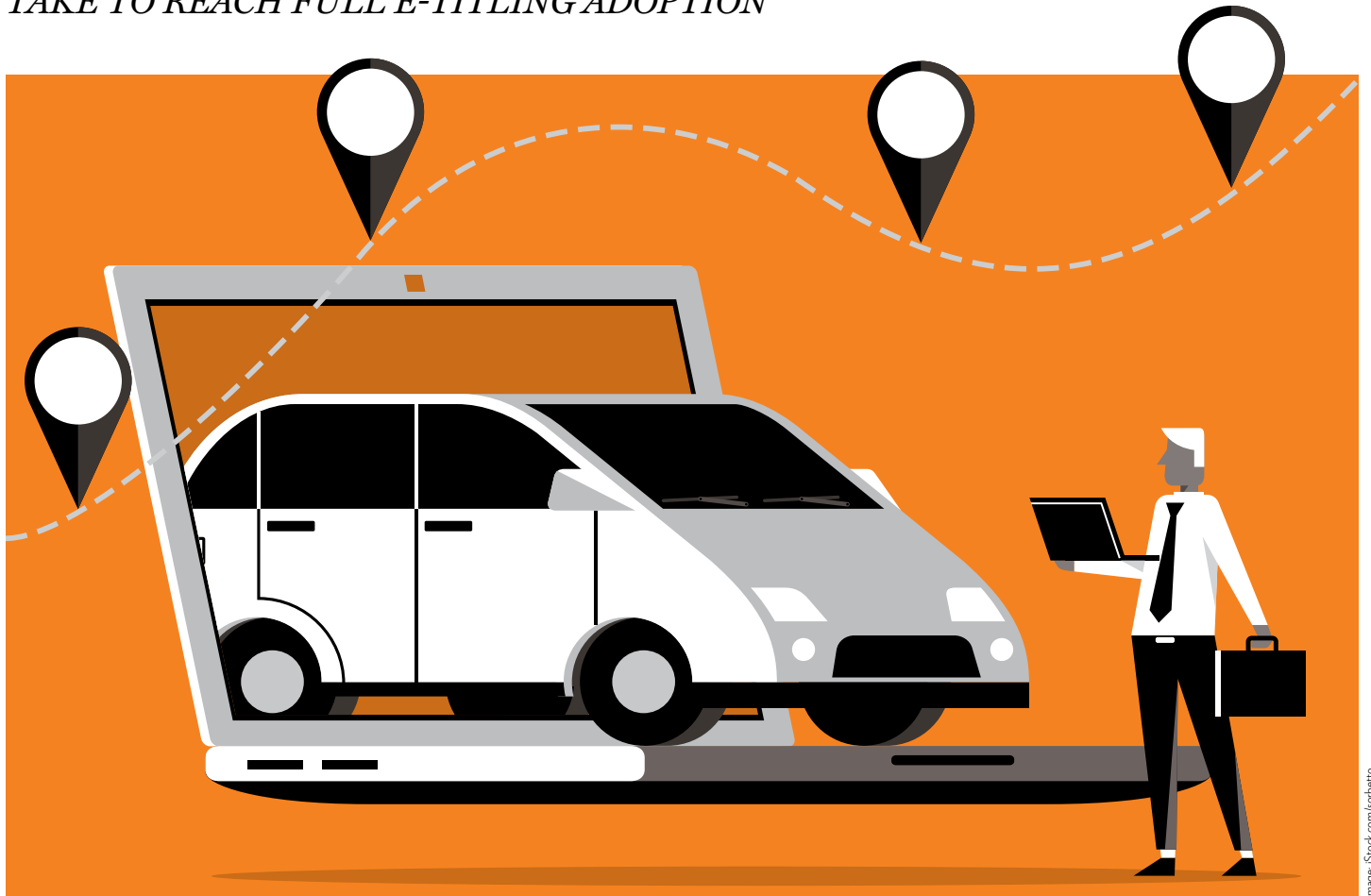


Image: iStock.com/sarbetto

*“Working with state dealer associations can be very impactful. ... We’re here to be a supportive resource and work together.”*

## **JESSI WHITE**

Vice President of Dealer Services,  
Iowa Automobile Dealers Association



## **A SHARED PROCESS**

**JESSI WHITE**, VICE PRESIDENT OF DEALER SERVICES, IOWA AUTOMOBILE DEALERS ASSOCIATION

The Iowa Automobile Dealers Association (IADA) is over 100 years old. We preserve, protect and increase the value of the motor vehicle franchise system and provide support, best-practice guidance and services to all member dealerships. I’m in the dealerships, working with them on title and registration issues, compliance issues and more. I am hearing firsthand about the struggles dealers and customers face with the systems and laws Iowa has in place.



## GETTING THE BALL ROLLING

TONY HALL, HEAD OF POLICY, DMV AND INDUSTRY AFFAIRS, CARVANA

Our board consists of dealership owners who guide the association's direction. One of the topics we focused on was simplifying and expediting the title and registration process. We realized there wasn't a specific lien-perfection date in place. This understanding motivated us to help develop legislation to create a more efficient process.

IADA collaborated with the Iowa Department of Transportation (DOT) and various partners and stakeholders to conduct a survey on how electronic registration and title (ERT) and electronic lien and title (ELT) systems would operate in Iowa before passing legislation to implement them. And I'll say this over and over again: You have to get all stakeholders together to work through this process. After all, what we see in advocating for dealers is going to be a little different from the DOT's, county's or lenders' perspectives. Ultimately, we built a system that achieved our goal of moving documents and payments more efficiently for all partners involved.

Iowa is also undergoing a modernization at the DOT that is scheduled to wrap up in 2028, eventually allowing for e-titling and a paperless system, which is exciting. Change can be hard, but we have taken baby steps with the ERT system to reach these next steps, with ERT showing it is a very successful program for the state. E-titling will enable a more secure way to transfer customer data and titles electronically, helping Iowa to reduce fraud and enhance data security.

We have made great progress to reach our current stage, learning valuable lessons about what is necessary for modernization and e-titling. We have the right stakeholders involved in this process, which is crucial. If you're looking to start the e-titling process, ensuring that all stakeholders are engaged is essential for creating a system that is broadly supported.

Working with state dealer associations can be very impactful. We're not here to be in the way. We're here to be a supportive resource and work together. Before ERT, there was a disconnect in Iowa, and these projects have brought all partners together to strengthen their relationships and improve processes and systems. I will explain that to other dealer associations when they ask how Iowa has been successful in the process—you need to hear about your state or jurisdiction's challenges in implementing this process and what their concerns are. The state association can help find solutions, including working with legislators and finding resources.

There is such a wide range in where states are in their modernization journey. Until relatively recently, there has been a lot of hope that states will take the initiative and move the ball forward. And there's probably been more that's happened in the e-title space in the last three or so years than in the prior two decades.

But sometimes you need a little external pressure to accelerate development. COVID was an initial catalyst in highlighting how inefficient paper-based processes are. However, recent movement has been from the industry side to accelerate the needed changes, including legislatively.

Driving efficiency—reducing friction for customers—is core to Carvana's business model. We're doing things at such a large scale that seconds really matter, especially when we're selling over half a million cars a year.

One of the more surprising things to me is that despite the many competitors in this space, everyone is working together to advance this cause. Carvana's not here to sell a product solution to any of these DMVs. We're just trying to improve the title and registration experience for consumers and the industry. It eases the conversation for us, so we can go to the DMV and say, "Hey, we want to pursue this legislation. How does this work for you?" Then, once the legislation exists, the competitive process can take its normal course.

You have to be structured in how you approach title and registration modernization, which includes e-titling. You can't go to a state and say, "I want you to do full-fledged state-to-state e-titles without a paper-based process" when they're on a legacy system that is 30 or 40 years old. Their tech just isn't built for it. And that is often a DMV's position: having to modernize core systems before they can add other bells and whistles. Having worked for the Texas DMV for more than 10 years, I can certainly relate. Plus, you're often competing for limited IT resources, minimal funding and other priorities.

But that doesn't mean a DMV can't take action. The first thing that every state could do even today—and it's going to sound almost overly simplistic—is authorize electronic signatures, which only 12 or so states currently do. If a state is still paper-reliant, you can make a policy decision to safely and securely roll out a procedure that allows consumers to use e-signatures. That's low-hanging fruit that can make meaningful progress and also sends a message that your jurisdiction is willing to make processes more efficient for its constituents.

Ultimately, you could ask 10 different people when we're going to reach critical mass on e-titles and inevitably get 10 different answers. Consider NMVTIS, the National Motor Vehicle Title Information System. It was mandated by the federal government in the mid-1990s, yet the last state, Hawaii,

*“The first thing that every state could do even today—and it’s going to sound almost overly simplistic—is authorize electronic signatures.”*

**TONY HALL**

Head of Policy, DMV and Industry Affairs, Carvana

joined only this year. Is an e-title solution going to take that long? Hopefully not. But what history tells us is that it could take a long time, and there are many competing priorities. We want to be a resource and have a seat at the table as progress unfolds.

I believe there will be meaningful advancements before this decade is over. It’s going to be an evolving process with constraints that everyone will have to work around. On the industry side, we just want to support accelerated progress. If you need resources, we will go to the legislature to secure additional staff or budget. If you need legislation, we’ll talk with lawmakers. That’s the role of industry: to provide that momentum.



## THE E-ANYTHING WORLD

**BETH CARO, PRESIDENT AND CEO,  
NATIONAL INDEPENDENT VEHICLE TITLE  
AGENTS ORGANIZATION**

We launched our organization, NIVTA, in March 2024. Our organization was launched at the request to support a third-party community that can’t attend all the meetings or conferences because they’re running their businesses. Many of these small businesses are owner-operators and serve rural communities as an extension of their Departments of Motor Vehicles. Our goal is to mimic some of what other national associations have done to support their state-level associations.

Having been in this industry for nearly 30 years, I felt it was important to create a space to highlight jurisdictional updates, changes and best practices. There’s so much changing every day: fees, document requirements and processing changes for vehicle titles and registrations to be completed.

With e-titling and other new processes, the best thing we can do is work together. All these different associations, organizations, jurisdictions and governments play a role. This is not a time to push anybody out; we all have great information to bring to the table for problem-solving and discussion.

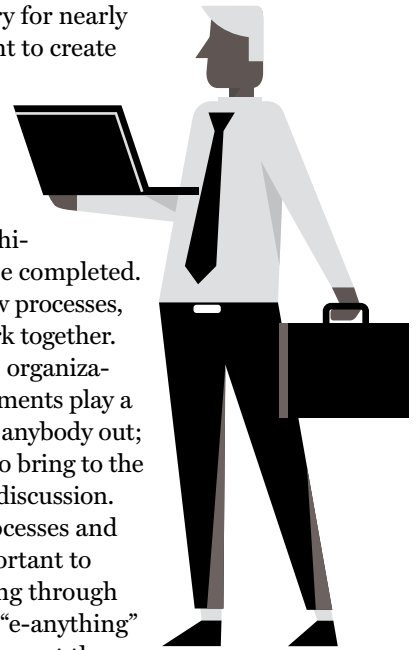
With how quickly these processes and policies are changing, it’s important to meet in person, too. We’re going through big changes to adopt as much “e-anything” as we can. Being in person helps get these problems solved quickly.

There’s been a massive effect on small businesses and the dealership brick-and-mortar communities. Almost daily, I see news articles about another dealership or agency closing. And a lot of them have been family-owned for decades. They’re closing because they can’t get the titles processed that they need to satisfy the buyer and retail a vehicle. It’s really sad to see. Some just don’t understand the process, and they’re getting in trouble in places that could be avoided with education and proper guidance.

So, time is of the utmost importance in all of the work we’re doing. Everyone must come together to ensure these updates are completed. I remind our title processors in this sector of the community that, when we’re dealing with things that are fraud-related, if we don’t do our due diligence, it could have drastic consequences—for consumers and organizations alike.

I think a lot of what we’re mapping out with e-titling is not only to solve the dealership challenges and the challenges of how we’re interacting with the public to get their credentials resolved or produced, but also to take advantage of an opportune time to address many of the challenges residents face. We have residents who are homebound, have severe illnesses or are in predicaments where they can’t necessarily get to a DMV. The more we can remind ourselves we’re all serving the same end user, the better we can function together.

I also feel like, since the pandemic, everyone has had an identity fraud case. Efforts like tying in identity verifications into the e-titling provide a more fluid process for all of us involved in verifying information, and something we all need to embrace. **m**





# Committing to Growth

*FROM NATIONAL MEETINGS TO LEADERSHIP TRAINING, A LOOK AT HOW COLLABORATION, INNOVATION AND PROFESSIONAL GROWTH ARE DRIVING STRONGER OUTCOMES FOR DMVs NATIONWIDE*

As I am just about halfway through my term as chair, I want to share some thoughts and observations. It has been an unbelievable opportunity to travel to different meetings, conferences and events—although at times it has been a bit tiring and frustrating getting there! But once there, the hospitality in the different regions has been outstanding.

It has been informative and rewarding seeing how we all approach the same or similar problems and develop outcomes that meet our individual jurisdictional and operational needs, and we are doing it in a way that improves our customer service and overall image, often serving as models for other jurisdictions to follow.

Two sessions in particular that I want to highlight were the recent Combined Committee meeting and the Leadership Academy.

Having served as a board member for more than five years, I have always been aware of the work of the various committees and the excellent products they generate to help guide us on white papers, model legislation, policies and best practices. At the closing session of the recent Combined Committee meeting, it was amazing to hear the individual committee chairs provide a summary of what each group accomplished over an intense two days, what their next steps would be and any recommendations they would take to the AAMVA board for consideration. What impressed me more was sitting in and observing each committee at work. The level of commitment and the depth and thoughtfulness of discussions gave me a better understanding not only of the committee process but also why the work product is of such high quality.



I've had the opportunity to have four members of the Rhode Island DMV team attend previous sessions of the Leadership Academy, and to a person, they all came back with nothing but praise for the program. I can see why!

I attended one of the the 2026 Leadership Academy sessions, and it was clear that the class bonded and genuinely opened up, sharing personal thoughts, experiences and self-doubts about their individual leadership styles. As a group, they discussed challenges, supported one another, offered solutions and, hopefully, learned how to be better leaders

when they return to their organizations. I would highly recommend that my fellow administrators nominate team members for future sessions of this phenomenal program.

I'd also like to direct your attention to two of the articles in this issue. The first, "Title Wave," is timely for me because we have started the process of moving to e-titling. The article gives a broad overview of e-titling and offers a strong case for jurisdictions to move in that direction. AAMVA has developed a toolkit to help jurisdictions get started and capitalize.

The second article, "Driving Engagement," offers us examples of how the California Highway Patrol, the New Hampshire DMV and the Colorado DMV used social media to communicate a variety of messages to their constituents to enhance safety, encourage REAL ID adoption or help customers better prepare for their visit to the DMV. Social media is a powerful tool that lets us reach our customers with messaging we can control and in a more timely manner than traditional media outlets. **m**

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

# AAMVA CAST



*Safe drivers  
Safe vehicles  
Secure identities  
Saving lives!*

## AAMVA'S COMMUNITY PODCAST

AAMVAcast is AAMVA's award-winning podcast featuring news, information, and expertise for the AAMVA Community. Join us every Monday as our host, Ian Grossman, sits down with vehicle, identity, and law enforcement experts to explore challenges, successes, opportunities, and recommendations on the pressing issues facing motor vehicle and law enforcement agencies. Each episode features unique perspectives and entertaining anecdotes that you won't want to miss!



### RECENT GUESTS



**Charles Norman**  
Ohio Bureau of  
Motor Vehicles



**Colleen Ogilvie**  
Massachusetts  
Registry of Motor  
Vehicles



**Lisa McClellan**  
Idaho  
Transportation  
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