

move

NAVIGATING THE FUTURE

Motor vehicle and law
enforcement agencies
prepare for a generational
workforce transition

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E-titling picks up speed

Streamlining DMV services



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2027 AWARDS PROGRAM

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The AAMVA Awards Program recognizes members of the motor vehicle and law enforcement community by honoring individuals, teams, and organizations who have committed their time and resources to the following categories.

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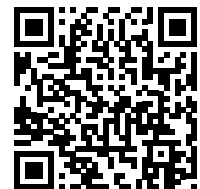
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Cover image: iStock.com/TopVectors

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Don't forget to visit [MOVEmag.org](https://www.move.org) to read the latest web exclusives, including AAMVA's mDL Relying Party Showcase & Educational Forum.

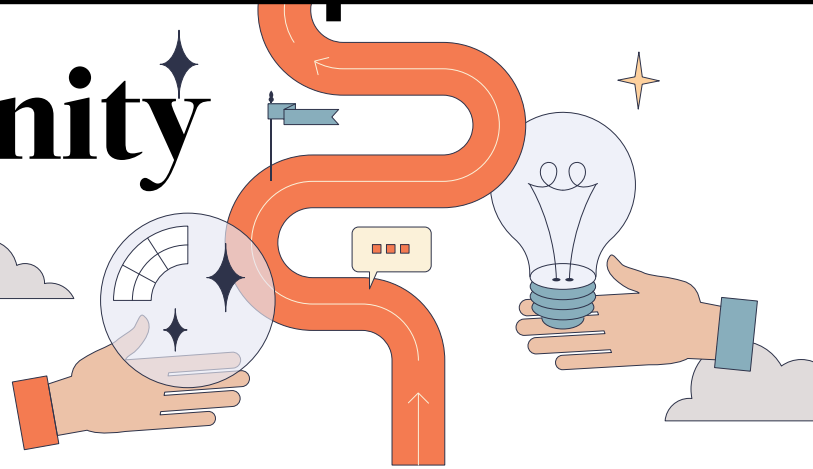
Check out [MOVEmag.org](https://www.move.org).



from the
president

The Opportunity in Change

*BUILDING ORGANIZATIONS THAT
ARE RESILIENT, ADAPTABLE AND
READY FOR WHAT COMES NEXT*



During my time at AAMVA, I have repeatedly witnessed the resilience of our members and staff. Resilience means more than simply withstanding change. It means adapting, growing and emerging stronger because of it. It also means recognizing the opportunities that change can create.

Motor vehicle agencies are built on consistency, accuracy and public trust, and meeting the challenges ahead requires us to honor what works and embrace new approaches for the future. This edition of *MOVE* explores that idea from two important perspectives.

Our cover story examines the workforce transitions underway across organizations, the importance of preparing the next generation of leaders and the responsibility to pass along critical institutional knowledge. Our second feature looks at the changing federal regulatory landscape and the impact of new requirements from the Federal Motor Carrier Safety Administration (FMCSA), showing how agencies can prepare to implement change effectively through strong communication, thoughtful planning and operational readiness.

At first glance, these stories focus on different challenges. In reality, they ask the same questions. How do we prepare our organizations not just to respond to change, but to grow stronger because of it? How do we prepare our teams to navigate the inevitable challenges that change will bring?

Change can cause uncertainty, friction or even growing pains. The transition from long-serving staff to new faces is a meaningful shift that requires intentional knowledge transfer and preparation. Regulatory change can create challenges, raise questions and require difficult conversations between jurisdictions and federal partners. Those frustrations are real.

But tension, when approached with shared purpose, can also be productive. When jurisdictions raise concerns about what is workable and when federal partners uphold standards designed to advance safety and consistency, those conversations can identify obstacles, challenge assumptions and lead to solutions that may not have emerged otherwise. The goal is to move through moments of tension, draw on different perspectives and work together to create something better.

That is where AAMVA plays an important role. Our staff members are working alongside this community every day, joining calls to help navigate challenges, tracking rulemaking and regulatory developments so agencies do not have to monitor every change alone, and building and maintaining the systems and resources our members depend on.

Through AAMVA's committees, working groups, events, calls, town halls, pop-up classrooms and other resources, we create opportunities for professionals in diverse roles to collaborate, exchange ideas and prepare for what comes next.

During times of change, it can be easy to focus on the immediate challenges in front of us and lose sight of the larger mission we share. The features in this issue remind us that preparing for tomorrow is not separate from the work we do today. It is an essential part of it.

Whether we are responding to a new federal requirement, implementing new technology or preparing our workforce for transition, our goal is the same: to build organizations that are resilient, adaptable and ready for what comes next.

As you read this issue, I encourage you to consider not only how your agency is meeting today's challenges, but also what opportunities those challenges may create. How can you use AAMVA resources, connections and opportunities to support your agency's work? Who is learning from your most experienced employees? Who is being given the opportunity to lead? How are you preparing your organization to adapt when the next regulatory or technological change arrives?

The answers to those questions will help shape the future of our community.

Thank you for your continued leadership and commitment to serving the public. I hope you find this issue informative and thought-provoking, and I look forward to working with each of you to support our community.

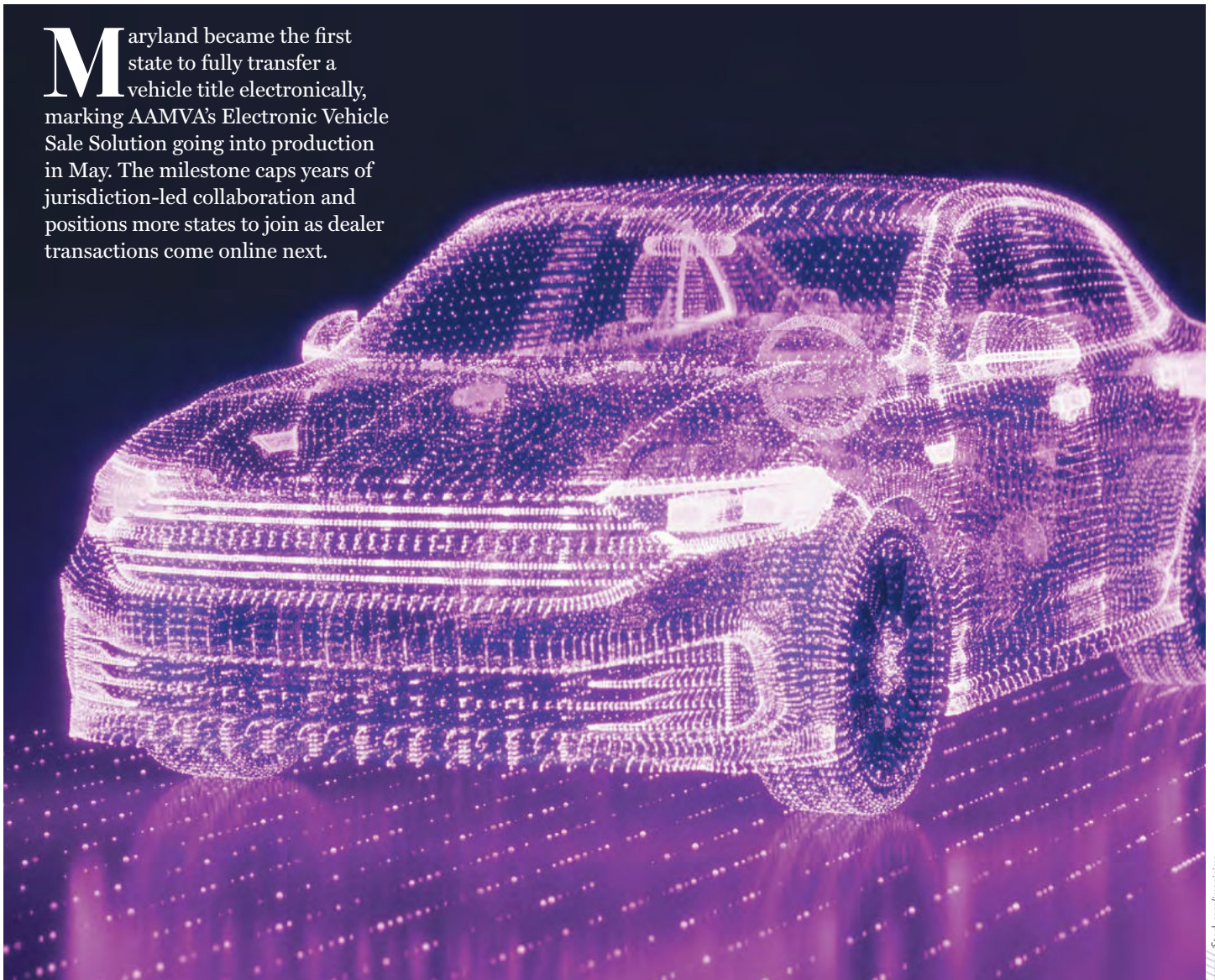
Ian M. Grossman

Ian Grossman
AAMVA President and CEO

E-titling Picks Up Speed

AAMVA'S ELECTRONIC VEHICLE SALE SOLUTION IS NOW LIVE, WITH MORE JURISDICTIONS JOINING THE EFFORT AND DEALER TRANSACTIONS ON THE HORIZON

Maryland became the first state to fully transfer a vehicle title electronically, marking AAMVA's Electronic Vehicle Sale Solution going into production in May. The milestone caps years of jurisdiction-led collaboration and positions more states to join as dealer transactions come online next.



Images: Shutterstock.com/imaginima



It represents a major step toward AAMVA's long-term vision of a standardized, nationwide electronic titling ecosystem, which includes everything from private party and dealer transactions to eventual operability with interstate transfers. The ultimate goal: eliminate paper titles, which are prone to fraud, slow to process, expensive to maintain and more.

Massachusetts is expected to become the next jurisdiction to go live later this year, with additional states preparing to follow.

PREPARING JURISDICTIONS

Beyond implementation, AAMVA is investing heavily in education to help jurisdictions understand what electronic titling actually encompasses.

"What we've realized consistently is that when we say 'electronic titling,' what we mean and what a state or stakeholder hears are often two different things," says Pamela Dsa, AAMVA's vice president of vehicle programs and services.

As she highlights, there's a lot of different terminology for the different solutions that exist, such as electronic lien and title (ELT), electronic vehicle registration (EVR) and the electronic vehicle sale solution. "We're actually calling each individual state to make sure they understand that electronic titling isn't just the piece AAMVA is working on right now; implementing that alone doesn't mean you're finished," Dsa says.

To further bridge that gap, AAMVA has been conducting readiness assessments with every jurisdiction. The goal isn't to evaluate states, Dsa says, but to educate them about the broader electronic titling landscape and develop customized roadmaps for future adoption, including identifying incremental steps for them to take.

"There are a lot of things states can do even if they're not ready to jump into e-titling," she says. That includes a lot of low-hanging fruit, Dsa adds, like electronic signatures.

Massachusetts is expected to become the next jurisdiction to go live later this year, with additional states preparing to follow.

SCALING UP

Dealer transactions are the next major milestone, which will generate significantly higher transaction volumes than the current private-party use case.

"When the dealer community starts getting involved with e-titling, you'll really see the ramp-up in momentum," says Paul Steier, AAMVA's vice president of law enforcement programs and services. "Because dealers have people doing these transactions every day, they'll become very efficient at it, and the transaction volume will grow as well."

Developing dealer workflows requires close collaboration among jurisdictions, technology providers, dealers, lenders and other industry stakeholders. AAMVA's Electronic Titling Working Group—comprised of 13 jurisdictions and numerous industry partners—is working to develop consistent national standards for this e-titling element rather than each jurisdiction creating its own approach. "We're trying to have consistency nationwide and understand how we can improve the process for everyone," Steier says.

At the same time, AAMVA is strengthening the foundation that supports electronic titling. Earlier this year marked the first time that all 51 jurisdictions had joined the National Motor Vehicle Title Information System (NMVTIS). AAMVA is now focused on improving data quality, expanding real-time reporting and ensuring title information remains synchronized across systems—efforts Dsa says are essential to supporting future electronic transactions.

Looking ahead, AAMVA hopes to onboard six to eight additional jurisdictions each year while expanding the solution to new use cases. "It's not just technology," Dsa says. "Technology is always the easy part. It's the policies, business processes, making customers aware of the changes and bringing all those pieces together—that's the critical part."

As electronic titling continues to expand, AAMVA sees its role as bringing jurisdictions and industry partners together to build a secure, standardized framework—one that will eventually support the entire vehicle ownership lifecycle, from the first sale through future transfers and beyond. "There's a lot more capacity for more states to join if they're interested," Dsa says. **m**

The Replay Advantage

SOUTH CAROLINA'S CDL BODY CAMERA PROGRAM STRENGTHENS EXAMINER CONSISTENCY, DETERS FRAUD AND CREATES NEW OPPORTUNITIES FOR TRAINING AND QUALITY ASSURANCE

BY AMY BERNSTEIN



Images: iStock.com/Miguel Perfectti, Pexels Rambe

Athletes use video to improve their performance. By studying competitors' moves and analyzing their own technique, they can correct errors and inefficiencies, taking their game to the next level.

The South Carolina Department of Motor Vehicles (DMV) applies the same principle to its commercial driver's license (CDL) body camera initiative, according to Josh Gifford, fraud program manager at the South Carolina DMV.

This program incorporates body camera technology into every CDL examination in the state, whether it's administered by state examiners or third-party testers. The goal is to ensure that CDL skills testing is conducted in accordance with South Carolina CDL examiner program standards and meets federal regulations that require the test be conducted the same way

regardless of where it occurs. It also enhances operational efficiency by enabling rapid resolution of test disputes and acting as a deterrent against fraudulent practices, Gifford says.

HOW IT WORKS

The South Carolina DMV rolled out the program to state examiners in 2019, then expanded to the roughly 115 third-party testers in the state.

To ensure participation, the DMV updated third-party tester agreements and program standards to mandate body camera usage. Participation is a requirement for program eligibility; the agency enforces this by pausing testing abilities for organizations that don't comply.

The South Carolina DMV provides all the equipment needed: body cameras, a tablet and the software that the tablet runs on. CDL examiners must wear the body camera and record while administering the skills test. The applicant's information and score are entered digitally through an app on the tablet. "Having the digital entry is a benefit to the examiner," Gifford says. "It makes everything a whole lot quicker."

The body camera and tablet are connected to a secure network to share the video and test results with the DMV.

Each video is reviewed and classified as:

- ▶ No findings: Nothing was observed that deviated from the examiner's manual or examiner program standards.
- ▶ Noncritical findings: Deviations were observed, but they did not affect the applicant's results.

“What we’re doing with these body cameras is committing to video what all the examiners and organizations have agreed to. It’s not a ‘gotcha.’”

JOSH GIFFORD

Fraud Program Manager at the South Carolina DMV

- Critical findings: Significant deviations, such as cheating or examiner incompetence, trigger a review process, and the driver is retested by a state examiner. The agency maintains an administrative appeals process for examiners to contest penalties.

“Noncritical findings are fed back into the training apparatus,” Gifford explains. “We document those findings, and then our examiner training unit can see those findings and has access to the videos, as well.”

BEST PRACTICES

A 2019 federal grant award funded the state examiners, and a 2024 grant funded the statewide rollout. “The cameras, tablets, software, our salaries, our vehicle, all of our equipment—every single expense was factored into that grant,” Gifford says.

Gifford managed a three-person team that was entirely dedicated to deploying the body camera program to the state’s third-party testers. “We weren’t supporting a branch operation,” he says. “We made ourselves available to the CDL testing organizations when they were available.” This allowed them to cover all 115 organizations in the state in about a year.

The implementation faced some hurdles regarding network configuration. The team members’ IT backgrounds were useful in resolving these issues or finding workarounds when needed. “Our goal with everything is to bring people into compliance,” Gifford says. “We never want to utilize penalties if we don’t have to.”

He emphasizes that the use of body cameras works out in everyone’s benefit by enhancing public safety, increasing operational efficiency and allowing managers to investigate and resolve complaints about examiners or testing validity instantly.

“What we’re doing with these body cameras is committing to video what all the examiners and organizations have agreed to,” Gifford says. “It’s not a ‘gotcha.’ If we see how the tests are happening, we can increase public trust, and we can increase compliance with state and federal regulations, which means we’re putting safer drivers on the road.” **m**

Learn more

Learn more in
AAMVAcas
Episode 311: bit.ly/AAMVA_Cast311



COMMERCIAL DRIVER LICENSING

These surveys have additional questions that provide more information on commercial driver licensing (CDL). Full details can be found at: bit.ly/AAMVA_SURVEYRESPONSES.

BANKING CDL SKILLS TEST

38 RESPONSES

Does your jurisdiction allow banking CDL skills tests?

Yes.....28
No.....10

OUT-OF-STATE RESIDENTS: CDL SKILLS TEST

32 RESPONSES

Does your state allow out-of-state residents to take a CDL skills test in your state? If yes, what percentage of test takers are nonresident CDL applicants?

Do not allow.....17
Less than 10%.....8
10%-20%.....2
21%-30%.....2
31%-40%.....2
Other.....1

Is your jurisdiction using third-party skills testers, state skills testers or both?

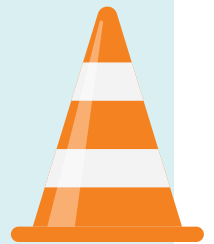
Only state skills testers.....11
Only third-party skills testers.....4
Both state and third-party skills testers.....17

NONDOMICILED CDL ISSUANCE

40 RESPONSES

Does your jurisdiction currently plan to issue nondomiciled CDLs?

Yes, we plan to issue nondomiciled CDLs when our plan is approved by FMCSA.....21
No, we do not plan to issue nondomiciled CDLs.....12
Under consideration at this time.....7



ADDITIONAL RESOURCES

Presentations

2026 CDL Coordinators Meeting Presentations:
bit.ly/AAMVA_CDLCordinatorsMeeting

AAMVAcas

Fighting Fraud in CDL Testing with Body Cams, May 2026:
bit.ly/AAMVA_Cast311

Surveys

CDL Skills Examination Fees, July 2025: bit.ly/CDLSkillsFees

CDL Skills Testing Time Limits, October 2025: bit.ly/CDLSkillsTesting

A Decade of Collaboration

*HOW MONTANA
AND i3 VERTICALS
ARE MODERNIZING
MOTOR CARRIER
SERVICES*

BY MEGAN KRAMER-SALVITTI



Images: iStock.com/sabelskaya

For the Montana Department of Transportation (MDT), modernizing motor carrier services meant creating a more efficient, connected experience for carriers and staff alike.

The effort began in 2014, when the MDT launched a competitive procurement process to replace a legacy commercial vehicle system and bring multiple functions into a single platform.

“It’s not really just a one-time project. It’s a maturing platform that continues to evolve and deliver value.”

STONEY HALE

Executive Vice President of Transportation, i3 Verticals

The department ultimately partnered with i3 Verticals, kicking off a long-term modernization initiative that led to the launch of the Electronic Permitting, Audit, Registration and Tax (ePART) system in May 2016.

The web-based platform integrated key motor carrier functions—including the International Registration Plan, International Fuel Tax Agreement, and audit and document management—into a unified environment. Before ePART, those functions were spread across multiple outdated systems, making processes fragmented and inefficient for staff and customers, says Jeannie Lake, commercial vehicle operations bureau chief for MDT’s Motor Carrier Services Division.

Today, the platform supports multiple MDT divisions and serves as a central hub for licensing, registration, financial processing and auditing. “It’s very user-friendly, and our staff really likes it,” Lake says. “Our carriers also think it’s very easy to use. Change can be daunting, but once carriers realized they

could complete transactions online in minutes instead of hours, they embraced it.”

Stoney Hale, executive vice president of transportation at i3 Verticals, says the partnership has evolved continuously as business needs and regulations have changed. “It’s not really just a one-time project,” Hale says. “It’s a maturing platform that continues to evolve and deliver value.”

Over the years, MDT and i3 Verticals have collaborated on enhancements, new integrations, workflow improvements and expanded online services for motor carriers. Lake notes that i3 Verticals has been particularly responsive when the state identifies opportunities for improvement.

“If there’s a problem that needs to be fixed, they’re right on it,” she says. “We’re always looking for ways to improve, and they’ve been very responsive in helping us make things happen.”

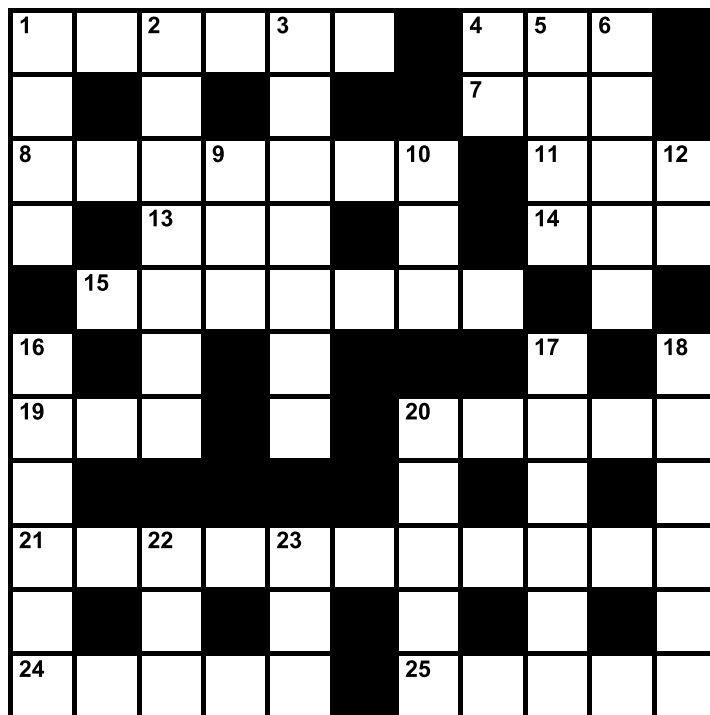
Hale believes that responsiveness is a key reason the partnership has remained strong, sharing that MDT has also been very involved and proactive in the process. “A successful modernization effort depends on collaboration, continuous improvement and a shared commitment to long-term success,” he says.

Recent discussions have focused on expanding online self-service capabilities, automating additional workflows and simplifying document submission processes for carriers.

Hale believes one of the project’s biggest lessons is the importance of treating modernization as a business transformation effort. “Engage stakeholders early, invest in testing and training, and focus on improving processes rather than just recreating existing workflows in a new system,” he says. **m**



crossword



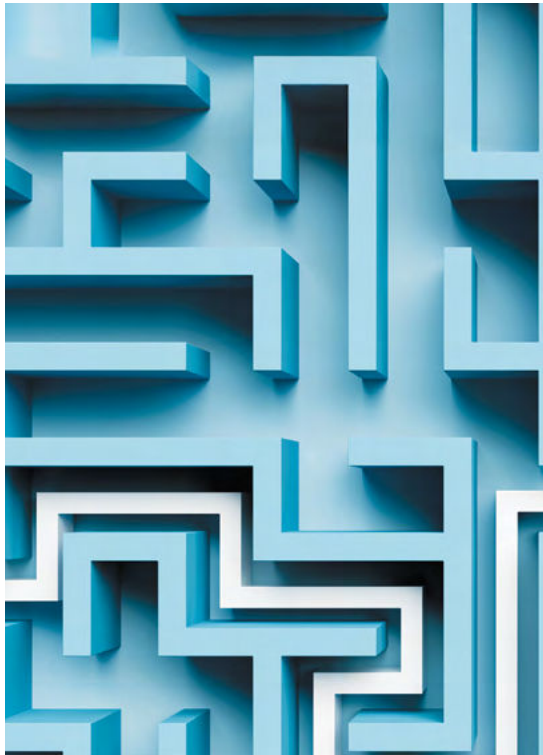
ACROSS

- 1 The D in ELDT
- 4 The ____ process refers to the annual review of a commercial driver’s driving record
- 7 FLHSMV’s state, abbr.
- 8 Delegates
- 11 CMVSA is a foundational one
- 13 Website abbreviation
- 14 Las Vegas state, abbr.
- 15 Having acquired the skills and practice needed to drive safely
- 19 Auto fuel
- 20 United States government agency responsible for regulating and providing safety oversight of commercial motor vehicles, abbr.
- 21 Legal and tax status for an individual who lives in a specific country but legally considers their permanent home (domicile) to be elsewhere, 2 words
- 24 It can take ____ to transition an executive position in a DMV
- 25 Conveniently nearby

DOWN

- 1 End of a negotiation
- 2 Protects against loss
- 3 Required language proficiency for commercial drivers
- 4 Air force, for short
- 5 Indiana BMV’s Associate Enrichment ____
- 6 Engaged in a speed contest on the highway (illegal activity)
- 9 Retirement account, abbr.
- 10 Understand
- 12 Ad medium
- 16 FMCSA is one (federal government organization)
- 17 ____ speaks louder than words
- 18 The S in MCSAP
- 20 Belief
- 22 Document to protect confidentiality, abbr.
- 23 Approves

Navigating the Imported Vehicle Titling and Registration Maze



NEW AAMVA GUIDANCE HELPS MOTOR VEHICLE AGENCIES WITH CONSISTENCY, COMPLIANCE AND FRAUD PREVENTION WHEN TITLING AND REGISTERING IMPORTED VEHICLES

Traffic Safety Administration (NHTSA) safety requirements have been addressed before the vehicle can be released to the owner or an importer for modification.

A vehicle may be lawfully imported yet ineligible for titling or registration. MVA staff are required to review complex entry documents and other supporting materials to confirm whether the vehicle is eligible for road use before it can be titled or registered. Without clear policies and procedures, agencies face inconsistent decisions, increased operational risk and greater exposure to fraud.

NONCOMPLIANT AND EXEMPT VEHICLES ADD EVEN MORE COMPLEXITY

Importing a motor vehicle into the United States or Canada involves complex federal requirements, unfamiliar ownership documents, language barriers, exemptions and fraud risks for motor vehicle agencies (MVAs). Determining whether a vehicle should be titled, registered, branded, referred for investigation or denied requires a clear review process. AAMVA's "Imported Vehicles: Guidance on Establishing Jurisdictional Policy" gives jurisdictions a practical framework for making those decisions consistently and confidently.

WHY TITLING AND REGISTERING IMPORTED VEHICLES IS COMPLICATED

Importing a vehicle involves multiple federal agencies with complex requirements and documentation. Customs and Border Protection (CBP) processes imported vehicles first, verifying ownership, collecting duties and tariffs, reviewing entry documents, and confirming that Environmental Protection Agency (EPA) emissions requirements and National Highway

Transportation and Safety Administration (NHTSA) safety requirements have been addressed before the vehicle can be released to the owner or an importer for modification. These noncompliant vehicles must either qualify for an exemption or be modified by an authorized importer—such as a registered importer for safety compliance or an independent commercial importer for emissions compliance—before they are allowed to permanently remain in the U.S. When a vehicle is deemed noncompliant, MVAs must see proof that the required modifications were completed and approved before titling or registering the vehicle for road use.

Additionally, some vehicles qualify for exemptions based on age, purpose or length of stay, such as age-exempt vehicles, Canadian vehicles imported for personal use, temporary imports by nonresidents, show or concept cars, off-road vehicles and incomplete vehicles or parts. Exemptions do not eliminate oversight; rather, a different set of rules applies. Therefore, MVAs need to verify whether an exemption is valid and that all conditions have been met before titling or registering the vehicle.

WHAT THIS MEANS FOR MVAs

Imported vehicles create unique operational challenges. Staff may need to interpret foreign ownership documents and must understand how U.S. requirements differ from other countries. They also need to verify paperwork with limited access to the information exchanged among the CBP, NHTSA and EPA. Without a clear paper trail, MVA staff may not be able to determine whether a vehicle was legally imported, remains under bond, is still noncompliant or entered temporarily.

Timing restraints can also complicate titling. If agencies require vehicles to be titled within a specified time frame from the date of purchase, they may need to impose or waive penalties if a customer has not fulfilled the importation requirements within that time frame.

FRAUD AND OPERATIONAL RISKS

Fraud prevention is another critical concern. MVAs must be able to recognize noncompliant or exempt vehicles, identify warning signs and respond appropriately when fraud is suspected.

“The importation of vehicles into the U.S. is not immune from fraud, and there is potential for significant financial gain by those who circumvent importation and vehicle titling laws. In these situations, people seeking illegal gain will look for jurisdictions they believe will help them further their criminal enterprise,” says Paul Steier, AAMVA’s vice president of law enforcement programs and services. “MVAs have an important responsibility of preventing and detecting this fraudulent activity and the AAMVA ‘Guidance on Establishing Jurisdictional Policy’ contains information to ensure MVAs are proactive in these endeavors.”

Potential fraud risks include:

- › Vehicles imported for personal use that are later sold
- › Noncompliant vehicles brought in disassembled as parts and reassembled after importation
- › Vehicles with undisclosed security interests
- › Internal fraud, including staff bribery
- › Undocumented or incomplete odometer history, or incorrect kilometer-to-mile conversions
- › Undisclosed, unrecognizable damage
- › Vehicle identification number (VIN) cloning and stolen vehicles
- › Title brand fraud

Without clear policies and procedures, agencies face inconsistent decisions, increased operational risk and greater exposure to fraud.

HOW AAMVA’S GUIDANCE HELPS

AAMVA’s imported vehicles guidance document helps jurisdictions establish clear, consistent procedures for identifying noncompliant vehicles, recognizing indicators of fraud and determining whether a vehicle should be titled or registered. It provides background information and practical recommendations for establishing jurisdictional policies that emphasize safety, compliance, fraud prevention and interagency coordination.

The guidance also includes implementation tools and references, including web links and contacts for inspections, paperwork verification and consumer education; a quick-reference chart for the NHTSA HS-7 Declaration Form; a sample Office of Foreign Missions Non-eligibility Letter; and a sample U.S. Forces POV Registration/Title Certificate.

RECOMMENDED JURISDICTIONAL ACTIONS

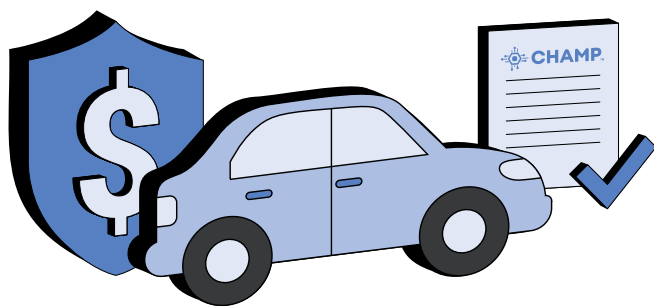
To put the guidance into practice, jurisdictions should consider the following actions:

- › Form internal working groups with policy, operations, legal, IT, training, investigations and communications representatives.
- › Review existing statutes, administrative rules, title branding practices, inspection requirements and penalty constraints.
- › Engage law enforcement, federal partners, industry representatives, consumer protection organizations and other stakeholders.
- › Develop supporting materials, including staff training, inspection reports, consumer education resources and escalation procedures.

Imported vehicle transactions will continue to challenge MVAs as global vehicle markets, federal requirements and fraud risks evolve. AAMVA’s guidance document helps staff make informed decisions, protects consumers, supports public safety and promotes strong jurisdictional policy for consistency across multiple offices and transactions. **m**

Dive in

Learn more in AAMVACast 299:
bit.ly/AAMVA_Cast299



Behind Every License Is a System Ready for Change.

Why the future of driver services depends on modern, cloud-native technology

On a Saturday morning in Smalltown, U.S.A., a sixteen-year-old waits outside of a Motor Vehicle Agency (MVA), practicing parallel parking one last time with her dad in the family sedan. The moment feels personal, almost ceremonial. A first driver's license is more than a laminated card; it signals independence and the ability to move through everyday life on one's own terms.

Over the years, that same person returns to their MVA without as much pomp and circumstance. A vehicle registration after a first job. The address change after college. A replacement ID after a misplaced wallet. In isolation, each visit feels routine. Together, they form one of the most consistent relationships residents have with state government.

That consistency is what makes driver systems so important.

These systems are part of everyday life for millions of Americans, yet much of the technology behind them has not kept pace with modern needs. Constituents now expect digital services to be immediate, intuitive, and available on demand, just as banking, travel bookings, insurance claims, and identity verification can all be completed online in minutes. Increasingly, they look for government services to deliver the same level of speed and convenience.

Today's driver platforms are expected to support mobile access, digital identity programs, real-time verification, and always-on service delivery. Modern cloud-native driver systems, such as CHAMP's, offer agencies a more sustainable path to modernization. By replacing rigid legacy architecture with flexible, scalable infrastructure, agencies can improve operational efficiency, adapt more quickly to changing demands, and better meet evolving constituent expectations.

The gap between modern expectations and legacy infrastructure has become impossible to ignore. For many agencies, modernization is no longer a long-term initiative. It is a current operational demand.

The Weight of Legacy Systems

Long wait times and inconsistent service experiences are often attributed to staffing or demand. Those pressures are real, but they tend to reflect something deeper in the system itself.

Across the country, MVA environments have evolved in layers over time. New applications were added as needed. Legacy platforms were stretched beyond their original purpose. Interfaces were created between systems that were never designed to work together. Over time, temporary fixes became permanent operating patterns.

This layered approach creates predictable operational challenges. Systems often struggle to communicate effectively,

resulting in duplicate data entry and workflows that require unnecessary manual intervention. Even routine transactions can involve multiple internal steps across disconnected systems.

These inefficiencies are often most visible at the service counter, where agency staff spend significant time maintaining aging infrastructure instead of advancing service delivery. This is not simply a customer experience challenge. Legacy technology can directly limit an agency's ability to modernize operations, improve efficiency, and meet evolving constituent expectations.



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

Accelerated Digital Demands

With public expectations growing quickly, MVAs have responded in meaningful ways. Online renewals, appointment scheduling, self-service tools, and digital notifications are now common across jurisdictions. In some states, digital-first initiatives have reduced wait times while improving service efficiency without additional staffing, significantly reducing pressure on field offices.

Technology has shifted perspectives, with more agencies now viewing modernization as a service design effort rather than just another IT project.

Shifting the Timeline into High Gear

The urgency around modernization has increased as driver systems become part of a broader digital identity ecosystem.

Mobile driver's licenses illustrate how quickly this landscape is evolving. Several states now support digital credentials through mobile wallet platforms and identity programs, but adoption remains uneven, and many legacy systems were never designed to support real-time digital identity at scale.

This creates an infrastructure challenge for agencies. As digital identity capabilities continue to expand, technology decisions made today around architecture, interoperability, and platform design will determine what agencies can support in the future, from mobile ID expansion to fraud prevention tools and real-time verification.

Modernization is no longer just about improving today's workflows. It is about building the foundation for the next generation of driver services.

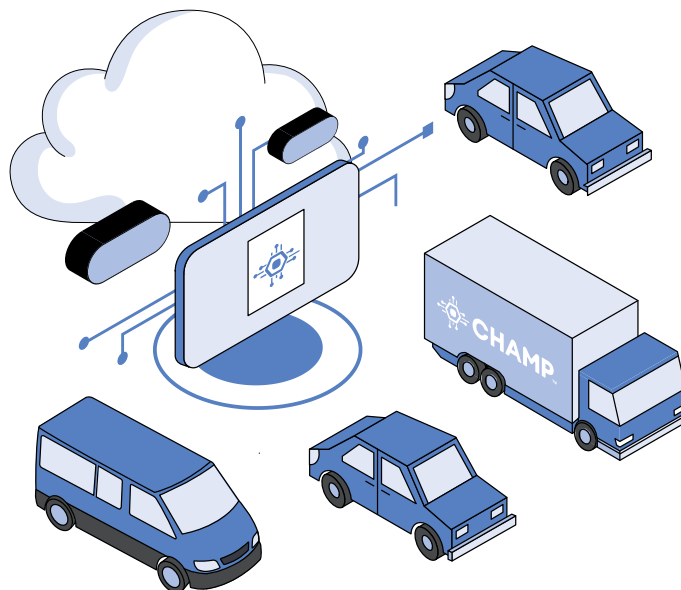
Cloud-native driver systems, like CHAMP's, are designed with that horizon in mind. They enable agencies to move away from batch transactions and support real-time data synchronization. They support configurable workflows, continuous updates without downtime, and unified service delivery across driver and vehicle domains. For agencies, that means modernization can proceed without constant system disruption or full system replacements for expensive rework cycles.

The Road Trip of Progress

Modernization rarely happens all at once. Most agencies take a phased approach, stabilizing existing systems while prioritizing high-value services and gradually modernizing platforms over time. This allows agencies to align modernization efforts with funding cycles, policy constraints, and operational realities. Successful modernization starts with a clear roadmap that connects service outcomes, operational priorities, and long-term technology investment.

Historically, driver services, vehicle services, titling, registration, and related functions have operated on separate systems introduced at different points in time. While agencies have often connected these systems as needed, connection alone does not create true integration.

This is driving greater interest in unified platforms. Cloud-native solutions provide a connected foundation that brings driver services, vehicle services, titling, and registration together within a single environment. Rather than layering new tools onto fragmented infrastructure, agencies can modernize with a more scalable and adaptable architecture built for long-term growth.



CHAMP Driver Systems: A License to Serve

The teenager preparing for her road test is not thinking about system architecture or data integration. Neither are most residents. They expect the experience to be simple, secure, and reliable.

That expectation does not end with a first license. It continues through every stage of life: moving across state lines, buying vehicles, updating credentials, and verifying identity in increasingly digital environments.

Driver system modernization is ultimately about supporting those moments without friction.

Modernization is not a one-time upgrade. With the right platform, it becomes a continuous, future-proof approach that eliminates the need for repeated system replacements. With a future-proof platform in place, agencies avoid repeated system replacements and major upgrade cycles, allowing modernization to continue without disruption.

For MVA leaders, the question is no longer whether to modernize but how to carry out a modernization strategy that delivers measurable, lasting results. A partnership with CHAMP provides a path that is sustainable, grounded in operational reality, and built to produce outcomes that move the agency forward.

And like that first moment behind the wheel, progress often begins with something simple: putting the system in gear and stepping on the gas pedal.



NAVIG FU



leadership

ATING THE TURE

*MOTOR VEHICLE
AND LAW
ENFORCEMENT
AGENCIES
PREPARE FOR A
GENERATIONAL
WORKFORCE
TRANSITION*

BY MAGGIE CALLAHAN



When Holly Sample started at the Indiana Bureau of Motor Vehicles (BMV) nearly three decades ago, she was a customer service representative working on the front lines.

Today, she serves as the agency's chief operating officer. For Sample, that career progression was thanks to leaders who took the time to share knowledge that wasn't written in manuals or training guides.



leadership

"I got lucky because specific managers took the time to teach and show me things they weren't required to," she says. "A COO who started as a customer service rep? I'm the poster child for what can happen when you invest in your employees."

Her experience led her and her colleagues to create the Indiana BMV's Associate Enrichment Plan, a structured development program designed to prepare employees for future leadership opportunities before vacancies arise—all while encouraging newer employees to build long-term careers in public service.

Indiana's program is just one example of how agencies are responding to a changing workforce. As veteran employees retire in growing numbers and younger generations enter public service with different expectations about career growth, flexibility and workplace culture, agencies face a dual challenge: preserving institutional knowledge while evolving workplace practices to attract and retain the next generation of employees.

Many agencies are responding to impending retirements by making succession planning a consistent priority rather than a reactive hiring process.

AT RISK OF BEING LOST

Succession planning is becoming increasingly urgent. Roughly 11,000 Americans reach retirement age each day, and, by 2030, every Baby Boomer will be at least 65 years old. The demographic shift is already visible inside agencies. At the Maine BMV, Deputy Secretary of State Cathie Curtis estimates that one in three supervisors will be eligible to retire within the next few years.

For motor vehicle organizations, where expertise is often built over decades of service, the question isn't simply who will replace retiring employees. It's how agencies can ensure that critical knowledge, leadership skills and organizational history are passed on before those employees leave.

"That institutional knowledge of how to apply processes to a single transaction is gained by experience and not necessarily found in a procedures manual," Curtis says. The challenge becomes especially apparent when newer employees encounter unusual situations or infrequent requests that don't fit neatly into standard workflows. Veteran staff often know how to navigate those areas because they've spent years serving customers and solving problems in real time.

In Indiana, Sample sees an additional risk: the loss of specialized operational and technological expertise. Indiana's homegrown operating system was built by employees who are now beginning to retire, and newer staff may not yet have the same depth of understanding.



THE LEADERSHIP SUCCESSION CHEAT SHEET

Tactics to transfer knowledge and retain next-gen talent.

- › **Develop Prospects Early:** Identify high-potential employees and invest in their growth before leadership vacancies open.
- › **Plan the Handoff:** Create intentional transition periods so retiring employees can share knowledge, make introductions and guide their successors.
- › **Capture the “Why”:** Teach not just processes, but the context and lessons behind key decisions.
- › **Document Important Information:** Capture everything from project histories and planning cycles to team responsibilities.
- › **Make Career Paths Visible:** Show employees how they can advance within the organization.
- › **Invest in Employee Experience:** Create a workplace where employees feel valued, supported and connected to the agency’s mission.



leadership

“We are at risk of losing the processes, the reasons behind them and the system knowledge across all aspects of our organization,” Sample says.

While some expertise inevitably leaves with retiring employees, Lt. Colonel Barry Bratt of the Colorado State Patrol points out that generational turnover also creates opportunities for agencies to evolve.

“As new people come into the workforce, they bring new and fresh ideas,” Bratt says. “They help us think outside of the box. Do we lose some knowledge? Yes, but we gain a lot with that new perspective. It balances itself out.”

A ROADMAP BEFORE RETIREMENT

Many agencies are responding to impending retirements by making succession planning a consistent priority rather than a reactive hiring process.

For Bratt, who retired in July after 40 years in law enforcement, this preparation begins long before the vacancy occurs. Instead of waiting until someone is promoted, agencies should introduce employees to leadership opportunities early and create intentional handoff periods when retirements approach, Bratt says.

“When someone’s ready to retire, we try to do a transition,” Bratt says. “Hopefully, there will be the opportunity to lead the new employee, make introductions, go through files and offer guidance.”

In Québec, Renée Delisle, with the Société de l’assurance automobile du Québec (SAAQ), plans to retire in October. At the end of 2024, she transitioned from the director of standards development and business partnerships to the less demanding role of business opportunities advisor in road safety as she began to prepare for her retirement. Until October, she is focused on making sure that years of institutional knowledge remain accessible after her departure.

“I want to ensure that the work I did over the last decade leaves a clear trace so others can easily look up how and why things were done,” she says.

Her transition efforts include documenting project histories, annual planning cycles and organizational responsibilities, creating a roadmap that future employees can follow long after her retirement.

At the Iowa Department of Transportation (DOT), succession planning includes giving

emerging leaders direct exposure to executive decision-making. Through the agency's Executive Connect Fellowship program, participants work alongside executive leadership and gain firsthand experience with strategic initiatives, legislative processes and enterprise-wide leadership.

"It accelerated my understanding of our executive leadership team, enterprise thinking, stakeholder engagement and servant leadership," says Julie Johnson, director of the Iowa DOT's Administrative Services Division. She adds that other successful succession strategies to consider include formal

mentoring programs, leadership shadowing opportunities, cross-training employees, rotational assignments and documentation of processes and decision-making. "Our team members across the organization have built a tremendous amount of knowledge through years of experience. If we don't intentionally capture and share that knowledge, we miss an opportunity to strengthen our organization and prepare the next generation of leaders," Johnson says.

Indiana's Associate Enrichment Plan is another example. Participants can step into higher-level roles, helping them determine

Participants can step into higher-level roles, helping them determine whether leadership is the right fit while expanding the agency's pool of qualified internal candidates.



Image: iStock.com/Ong-ad Nusewor

whether leadership is the right fit while expanding the agency's pool of qualified internal candidates. "The program goes beyond observation," Sample says. "They don't just watch; they do the work." Even employees who decide not to pursue promotion leave with broader organizational knowledge and new skills.

NEW GENERATION, NEW EXPECTATIONS

While agencies work to preserve organizational knowledge, they must also adapt to a younger workforce that has different priorities and views on work than previous generations.

Delisle says younger workers are much more likely to seek roles that align with their personal values and long-term goals.

"Traditionally, government benefits like insurance, pension funds and job security were the primary attractors for older generations," she says. "This is no longer as true for younger workers, who prioritize stimulating roles aligned with their values over pure comfort."

For Sample, the shift in priorities became clear during a recent hiring process. A candidate choosing between two positions passed on the higher-paying role in favor of one that offered greater exposure to decision-making, learning options and career development.

"The candidate actually picked the lower-paying job because of those opportunities," Sample says. "The current workforce wants to see where its next opportunity is. People want to work for organizations that invest in them, focus on upskilling and provide a clear path for growth. Employee experience and upskilling can no longer be treated as an afterthought."

The desire for career growth is another recurring theme among agency employees. In Maine, Curtis says many employees now want to understand advancement opportunities from the beginning of their careers.

"Whereas in the past people were concerned with stability, people now want to know what the path to advancement is as soon as they start," Curtis says. "They want regular and clear feedback with the opportunity to talk about how they're doing, what's next for them and what development opportunities are available to them."

Work-life balance has also become a larger priority. Bratt has seen younger employees place greater value on flexibility and personal time than previous generations.

"The current workforce wants to see where its next opportunity is. People want to work for organizations that invest in them, focus on upskilling and provide a clear path for growth."

HOLLY SAMPLE

COO, Indiana Bureau of Motor Vehicles (BMV)

"My generation was probably a little bit more focused on work," he says. "Overtime doesn't matter nearly as much to my new employees. It's the ability to have the time off."

Sources agree that many of these changing expectations are positive developments. Johnson says younger employees are eager to contribute ideas and improve the organizations they join. At the same time, Delisle believes their emphasis on purpose is pushing agencies to become better employers, which in turn can help retain these employees.

"Unlike older generations, younger workers change jobs much more frequently and do not follow a linear career path; they may even switch professional careers entirely," Delisle observes. "To be effective, leaders need to explicitly communicate why a task is being assigned, who benefits from it and why it is worth doing."

INVESTING IN THE FUTURE

While succession and generational workforce challenges will likely remain for the foreseeable future, agencies have the opportunity to prepare.

Sources agree that the agencies most likely to succeed will be those preparing for vacancies, treating employee development as a strategic priority and embracing the value new generations present. Those efforts can help agencies navigate workforce transitions while continuing to deliver on their mission to the public.

"Public service offers an incredible opportunity to make a meaningful impact," Johnson says. "When we invest in people and leadership intentionally, we strengthen not only our workforce but our ability to serve the public for generations to come." **m**





NEW terrain

Image: iStock.com/panimoni

RECENT FMCSA POLICY UPDATES ARE RESHAPING CDL PROGRAMS, PROMPTING STATES TO RETHINK TRAINING, OVERSIGHT AND COMMUNICATION

BY AMY BERNSTEIN



policy

Over the past year, state commercial driver's license (CDL) programs and commercial motor vehicle safety programs have seen a shakeup. This is largely due to recent and ongoing changes to some Federal Motor Carrier Safety Administration (FMCSA) rules and policies.

Jurisdictions are finding that the best way to prepare for these changes is to maintain open lines of communication with federal partners—and one another.

“From a problem-solving standpoint, there's no need to go it alone,” says Jeff Oberdank, portfolio director for the driver programs section of AAMVA. “If you're open to coming to the table, chances are really high that there's somebody who can help you who's already corrected that issue.”

DRIVER TRAINING

In late 2025, the FMCSA launched a nationwide Entry-level Driver Training (ELDT) compliance initiative. This marked a shift from administrative reviews of training data to on-site school and fleet audits and reviews for thousands of training providers.

Every commercial driver is required to complete formal training from a certified

trainer before applying for a CDL. The FMCSA maintains a national registry of ELDT providers.

“When the program to become a certified trainer was rolled out in 2022, it was a self-certification,” Oberdank says. “Anyone could say, ‘Yes, I'm a good trainer.’”

Recognizing that the initial self-certification process for training providers led to unqualified “fly-by-night” trainers and increased test wait times, the FMCSA's effort aimed to eliminate noncompliant programs and unqualified instructors. More than 4,000 inactive or noncompliant training providers have been removed from the national registry, a move largely welcomed by state agencies.

“Somebody needs to be validating that these people are doing the things they self-certify,” says Christopher Ireland, director, Driver License Services, Maine Bureau of Motor Vehicles. He points out that in Maine, as in many states, the Bureau of Motor Vehicles doesn't have the authority to oversee independent or third-party ELDT providers, so these trainers could fall through the cracks. “Maine BMV is only chartered by state statute to regulate and license CDL schools that charge a fee for their services. Many ELDT providers don't fit that paradigm,



so I think it's good that FMCSA is now taking a look," he says.

Misty Zimmerman, driver services program manager at the Wyoming Department of Transportation, also noticed positive changes. "We have seen an increase in our pass rate, so we do feel like it is adding to drivers' proficiency," she says.

Philip Thomas, deputy associate administrator for the Office of Safety at the FMCSA, says the federal agency's initiative focuses on improving safety. "The driver is the most critical aspect in commercial motor vehicle safety; making sure we have qualified and well-trained drivers is essential to achieving our mission," he says.

ANNUAL REVIEWS

In large part, increased staffing is enabling FMCSA's efforts. In 2025, FMCSA added field staff with CDL expertise to support the work and increase the agency's capacity to conduct oversight.

Oversight efforts go beyond ELDT programs to include a closer look at state CDL programs.

More than 4,000 inactive or noncompliant training providers have been removed from the national registry, a move largely welcomed by state agencies.

"Annual Program Reviews (APRs) are nothing new for FMCSA or our State Driver's License Agency (SDLA) partners," Thomas says. However, many agencies have noticed a difference in how those APRs are conducted.

FMCSA uses the APR process to ensure that states are complying with federal regulations. "We're seeing them apply new energy, which, on some enforcement fronts, is actually overdue energy," Ireland says. "We recognize that we all largely share the same goals of roadway safety."

FMCSA remains committed to ensuring commercial drivers meet core safety standards, including English Language Proficiency (ELP) under 49 CFR 391.11(b)(2). Following the Commercial Vehicle Safety Alliance (CVSA) Board's vote to add ELP noncompliance with Title 49 Code of Federal Regulations (CFR) 391.11(b)(2) to the CVSA North American Standard Out-of-Service Criteria, the change took effect the following month.

According to this rule, commercial motor vehicle drivers must be able to "read and speak the English language sufficiently to converse with the general public, to understand highway traffic signs and signals in the English language, to respond to official inquiries and to make entries on official reports and records." To remain eligible for Motor Carrier Safety Assistance Program (MCSAP) funding, a state must enforce English-language proficiency for all commercial motor vehicle drivers. In mid-2025, FMCSA issued updated enforcement guidance to reinforce these requirements across all jurisdictions.

To strengthen compliance and maintain safety on the highways, FMCSA is initiating direct administrative actions against non-compliant drivers. The agency will begin issuing Letters of Disqualification (LOD) to

drivers cited for ELP red flag violations and subsequently requesting that SDLAs execute CDL downgrades in accordance with federal standards.

Because full state enforcement of ELP requirements for all commercial drivers is tied directly to MCSAP grant eligibility, FMCSA continues to work closely with SDLAs to ensure uniform implementation, timely processing of downgrades and overall compliance with program standards.

In response, some states are changing their testing. For example, Texas transitioned all CDL knowledge and testing requirements to English, eliminating non-English written exams.



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RULE CHANGE ON NONDOMICILED CDLS

In addition to tighter enforcement, states have adopted a new rule that tightens the requirements for noncitizens applying for or renewing nondomiciled CDLs. As of March 2026, the FMCSA's final rule restricts nondomiciled CDLs to holders of H-2A, H-2B and E-2 visas.

Oberdank points out that this rule change affects states in different ways. "There was a jurisdiction that recently said they had over 4,000 nondomiciled CDL drivers under the old rule, and they would have fewer than 10 under the new rule," he says. "It's hard to finance, train staff and maintain a full program for 10 people."

Wyoming has had a similar experience. "Wyoming did determine to stop issuing non-domicile CDLs because we had so few people that it would affect," Zimmerman says. "We have around 30,000 CDL holders in this state, and we had around 60 nondomiciled before the change. After the March 2026 changes, we would have had fewer than five drivers eligible to hold nondomiciled CDLs."

Oberdank points out that in some areas, regardless of size, a nondomiciled CDL program may be needed: "For instance, if you're in a farming community and you have a lot of H-2A visa holders, then it makes sense to continue that program because the agriculture folks need that. But for some, if you don't have one of the three visa types that are eligible, it doesn't make sense to maintain the program."

COMMUNICATION

While states are running into challenges evaluating programs and complying with new regulations, one of the main challenges is getting the right information at the right time.

"I think that the challenges are communication-related," Ireland says. "It's been challenging to catch up with or keep up with some of these program changes."

To meet these challenges, state agencies find it useful to partner with local and national organizations that facilitate sharing information and best practices.

Ireland has found it useful to be actively connected to the Maine Motor Transportation Association, a not-for-profit membership organization serving motor carriers in Maine. One of Zimmerman's best resources for helping the state get information to transportation companies and their drivers is the Wyoming Trucking Association.

LEARN MORE ABOUT MCSAP

49 CFR Part 350 outlines the requirements to receive funding under the Motor Carrier Safety Assistance Program (MCSAP). MCSAP is a formula grant program that awarded more than \$500 million to 56 jurisdictions in 2026. According to Philip Thomas, deputy associate administrator for the Office of Safety at the Federal Motor Carrier Safety Administration, jurisdictions must meet 29 conditions to be eligible for MCSAP funds, including adopting and enforcing regulations compatible with the Federal Motor Carrier Safety Regulations (FMCSRs). These are the minimum safety standards for commercial motor vehicles, drivers and motor carriers involved in interstate commerce. Findings are documented through the National Program Review (NPR) process, which evaluates each jurisdiction's compliance with the conditions of MCSAP.

Both point out that AAMVA is also a great resource for education and connecting jurisdictions across the nation.

"I know that if I have a question, I can always reach out to my counterpart, say, on the East Coast, to see if they're dealing with something similar," Zimmerman says. "And that relationship exists because of AAMVA."

In addition, FMCSA participates in AAMVA's Annual International Conference and sends representatives to regional conferences and other AAMVA events. FMCSA representatives often attend working sessions and are available to answer questions.

These opportunities for communication are essential as FMCSA continues to make changes to improve operations and road safety.

For example, at recent AAMVA regional conferences, FMCSA announced plans to revamp the APR process. Instead of a once-a-year review of the program, they'll look at various parts of it throughout the year. Although the timing of this change has not been announced, Oberdank is optimistic it will be good for state agencies.

"Instead of one big heavy lift annually, I think the review is going to be smaller, bite-sized looks all year long," he says.

The key to a smooth transition to a new APR process will, of course, be good communication.

"We believe that a good partnership means that we have regular contact with our states," Thomas says. "Whether it is with our division offices, CDL division or leadership, we remain steadfast that we are here to work with the states through any findings or noncompliance issues." **m**



policy

MCSAP is a formula grant program that awarded more than \$500 million to 56 jurisdictions in 2026.

Q & A WITH

Robin Rehborg

ROBIN IS THE DEPUTY DIRECTOR FOR DRIVER SAFETY AT THE NORTH DAKOTA DEPARTMENT OF TRANSPORTATION AND INCOMING AAMVA CHAIR

Q **LOOKING BACK ON YOUR CAREER JOURNEY, HOW DID YOU GET TO WHERE YOU ARE TODAY?**

I've always been in service since I graduated from college, but not always in public service. I did a stint in the restaurant business, then in a hospital/nursing home in the private sector. From there, I managed a large propane company and worked my way up from being a bookkeeper all the way to general manager.

I've been with the North Dakota Department of Transportation for 20 years now. I started in State Fleet, worked my way up to State Fleet Director in 2012, and in 2019 was appointed deputy director. It's been quite a journey at the DOT. I love it here. We're just like a big family.

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

Obtaining my Certified Automotive Fleet Manager credential is probably the accomplishment I'm most proud of. I equate it to getting your CPA [certified public accountant license]—it involved completing eight modules within a three-year period. Even after earning the designation, you have to recertify every five years through speaking engagements, writing or being featured in articles and staying actively involved in industry organizations.

Secondly, having the DOT director appoint me to this position out of all the people he could have interviewed was very humbling. I started the role in November 2019, and then COVID hit just a few months later. So those first years were



a whirlwind of learning the highway safety, motor vehicle and driver's license worlds while navigating the pandemic. Looking back, it's hard to believe it's been almost seven years.

Q **HOW WOULD YOU DESCRIBE YOUR LEADERSHIP STYLE?**

My leadership style is really about building relationships and listening first. I also believe it's important to understand what our team members do every day. Last summer, I did what I called a "day in your work life," where I spent a couple of hours

"My leadership style is really about building relationships and listening first. I also believe it's important to understand what our team members do every day."

ROBIN REHBORG

FAST FACTS

Robin Rehborg



HOMETOWN
Lisbon, North Dakota



FAVORITE MUSIC
'80s classic rock



FAVORITE FILM
Top Gun: Maverick



FAVORITE VACATION SPOT
Duluth, Minnesota



EDUCATION
Bachelor of Science in
Business Administration



MAKE/MODEL OF YOUR CAR
2021 Subaru Ascent



FAVORITE HOBBY
Winter: reading;
summer: anything outdoors

shadowing employees across motor vehicle, driver licensing and highway safety. It gave them a chance to tell me what they love, what frustrates them and what challenges they face. It also helps me be a better leader because I can better understand and advocate for their work.

Q WHAT HAS YOUR INVOLVEMENT WITH AAMVA BEEN LIKE SO FAR?

I started getting involved with AAMVA in 2020 during COVID, so everything was virtual at first. I started with the Finance, Investment and Audit Committee, and things progressed pretty quickly from there. What I've really enjoyed is building relationships—not only with other jurisdictions but also with our federal partners and vendors. It's been a great opportunity to learn from others and better understand the challenges we're all facing.

Q WHAT ARE YOU HOPING TO ACCOMPLISH AS CHAIR?

I'd really like to continue advancing AAMVA's strategy and ensure we remain responsive to our members' needs. The organization does a great job adapting to changes in the motor vehicle, driver licensing and safety space, and I hope we continue to meet those challenges in stride.

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

My husband and I love to travel and spend time outdoors. We've gotten into hiking and whitewater rafting over the years, and we also enjoy hunting, golfing and spending time on our pontoon on the Missouri River during the summer. Most of all, I enjoy spending time with my family, including my daughters, granddaughter and our three dogs. **m**

"It's been a great opportunity to learn from others and better understand the challenges we're all facing."

ROBIN REHBORG



More Similar Than Different



WITH CLARITY

MARLA FELDMAN MCGRAW

ASSISTANT DEAN, CAREER MANAGEMENT

BROAD COLLEGE OF BUSINESS, MICHIGAN STATE UNIVERSITY

I'm Generation X. They said we were slackers, and now what do you hear? Gen X is the hardest-working generation. So, there are misconceptions about Gen Z, such as the belief that they don't work hard.

I have a team of 16, and I find Gen Z colleagues fantastic. They're super talented, fun to work with and self-starters.

You have to be open, honest and transparent with them and respect that they don't expect their entire lives to be centered on work. That doesn't mean that they won't work hard or be loyal. They are both of those things, but they also have an expectation that they'll have some sort of personal life, that they have a lot of hobbies or interests or side gigs that they are invested in.

We, those not part of Gen Z, may have different ideas of professionalism in the workplace. For example, why doesn't this

group know to take out both earbuds during a conversation? Gen Z folks entering their first professional experience might not have the same expectations, so it's not a matter of ill manners or bad intent; it's just that they don't know and need to be told what the expectations are.

I often coach employers to be really clear about all expectations. Do people come in at 8:30 or 9? What time do they leave? Write down your unwritten rules—the things younger generations might not know right away—the attire, when they're supposed to be logged in, whether their cameras should be on during calls.

That includes being upfront during hiring. Have a clear job description. Let them know exactly how long it's going to take to make a decision and whether they'll be hearing from you if they don't get the job.

Younger generations are not afraid of hearing feedback, either. So be honest with them about expectations. Don't assume that they'll intuitively understand or know what's important to you.

Younger generations are also looking to make a contribution. They don't necessarily want immediate recognition, but they want to feel like they're making a difference.

Reverse mentoring has caught on as a way for younger and older generations to connect. Gen Z has a lot of knowledge and skills that could be really useful for older generations, and they're looking to share that in the workplace. Gen Z can teach themselves things on YouTube, and come to you and say, "Hey, I just figured out this new way to do this thing, can we think about implementing that?"

What works today might not work the next year, and expectations and generations continue to change. So be nimble and listen to all your employees so you can get a sense of where you should be going next.

PEOPLE ARE PEOPLE

CAM MARSTON

**AUTHOR AND KEYNOTE SPEAKER ON
GENERATIONAL MANAGEMENT**

Senior generations have worried about younger generations forever. This is not new to our times. In fact, I kind of say tongue-in-cheek: I'm pretty sure Adam and Eve looked at Cain and Abel and said, "Holy crap, kids these days!"

What senior generations are getting wrong is thinking that the way they do business or communicate needs to completely change. It doesn't. There needs to be some acknowledgment of subtly different value systems, but the fear that this is a Chicken Little moment and the sky is falling is overblown.

We need to keep the perspective that time, wisdom and maturity typically cause people to become more similar than different. Younger workers often enter looking or sounding different, but time in the workplace, growing up and wisdom—I call all that getting beaten up—tends to make people more similar.

Having said that everything's going to be the same, young people do tend to get bored or frustrated when their career path isn't clear

"Younger generations are not afraid of hearing feedback, either. So be honest with them about expectations. Don't assume that they'll intuitively understand or know what's important to you."

**MARLA FELDMAN
MCGRAW**

Assistant Dean, Career
Management, Broad College of
Business, Michigan State University



to them. Succession planning is a conversation that I would encourage leaders to have sooner than later—no promises being made—but just to say your skills, time and effort will have value as you take on more responsibilities. Reaffirming that their time spent has purpose beyond the moment, beyond the next paycheck.

One of the big mistakes that I see, particularly in recruiting and retention, is focusing on your history: “We’ve been around for 100 years, and here’s a laundry list of noteworthy accomplishments.” I find that senior leaders tend to point to the past to build credibility. But when young people enter the workplace, they want to hear descriptions of who they’ll become. So talk to them about who the organization is, how it will change as they grow in the job, and what their future and the company’s future may look like.

Leaders can speak directly to younger workers this way without offending older generations. I’m a big fan of: You dance with the people who brought you. And the senior leaders are the ones who brought you. Respect their wisdom. Respect their stories. Let them talk. Let them lead. And at the same time, talk to the younger ones about their growth and future.

“I find that senior leaders tend to point to the past to build credibility. But when young people enter the workplace, they want to hear descriptions of who they’ll become.”

CAM MARSTON

Author and Keynote Speaker
on generational management

This flexibility is important. You have to be adaptable to work with older and younger generations. You have to straddle that balance beam if you want to create a better workplace—and a better customer base. Cultural differences are only a liability in that senior leadership has to learn and change their behavior, and that requires effort. Some may refuse to do it or drag their feet, and they will face challenges.

But this focus on career growth—along with the desire for flexibility, purpose and work-life balance—I don’t think these ideals are going away. In a recession economy, where you’re having a hard time finding a job or are worried about keeping a job,

workers might not expect such opportunities. But as long as the economy is okay, those ideas will remain important.

Ultimately, this generational conversation has existed for a while. The truth is, and I hate to say it because people will stop hiring me, but people are people, and I don’t think we’ve changed all that much since the ancient Greeks. You just have to figure out what motivates each different employee. **m**





Driving New Relationships

OUTGOING CHAIR BUD CRADDOCK SHARES HIS FINAL LETTER AS ROBIN REHBORG STEPS INTO THE ROLE FOR 2026-2027

To begin, I would like to thank Bud Craddock for his leadership over the past year as chair. He had a busy year supporting our members and board while ensuring AAMVA's priorities remain at the forefront of everything we do. I am especially grateful for the time he has taken to share his experiences to prepare me for the year ahead. I look forward to continuing to work together.

Throughout my career, I have always looked for opportunities that are challenging and rewarding. I am not one to sit around. I like to be involved and help others where I can. I love learning new things and building relationships along the way.

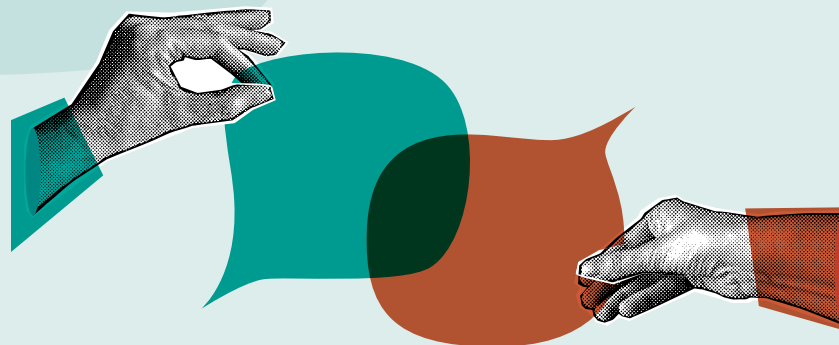
When I was appointed the deputy director for driver safety for the North Dakota Department of Transportation, I really didn't know what to expect. But I did know that it was a great opportunity. I wanted to serve alongside my team to promote driver safety and provide the best customer service experience to the citizens of North Dakota. We have come a long way!

At that time, I had no idea what AAMVA was all about—so I dug in. The AAMVA community is second to none. Everyone I meet shares the same goal: to make things better for the jurisdictions and ultimately the citizens we serve. Over the past six years, I have been fortunate to be involved in Region 3 and the Finance, Investment and Audit Committee; and I am proud to serve on the International Board of Directors.

I am honored to serve as your next chair, and I'm grateful for the opportunity to lead this outstanding association. I look forward to working alongside colleagues and friends while building new relationships.

Strengthening partnerships with our jurisdiction and associate members, as well as our federal and international partners, will be a key priority. As I look ahead to the coming year, I am excited to continue advancing important initiatives such as e-titling, AAMVA's Financial Sustainability Analysis, mobile driver license (mDL) and the update to AAMVA's Strategic Framework. Together, these efforts will help shape the association's future and position us for continued success. It is truly a privilege to serve as your chair for the next year.

Robin Rehborg
2026-2027 AAMVA Chair of the Board



I can't believe a year has passed, and my term as Chair is coming to an end. It has been a busy year with AAMVA, supporting agencies through modernizations, e-titling and mobile driver license updates. Collectively, we have faced the challenges of nondomiciled CDLs, and we will continue to face future challenges with AAMVA being a great source of information—and an excellent forum for jurisdictions to share information.

A prime example of that is one of this issue's featured articles on commercial driver license updates. It discusses the changing landscape surrounding CDLs and provides an overview of how some jurisdictions have adapted.

The other feature article highlights succession planning—a topic I find particularly interesting. One of our most important jobs as leaders is to develop a strong cadre of qualified and motivated individuals who are ready to step up and not only continue on the path we have set, but to bring fresh perspectives and ideas to our mission to ensure safe drivers, safe vehicles, secure identities and to save lives. That could be the greatest legacy we leave.

It truly has been an amazing year. I've been humbled by the reception I've received as I travel from region to region. While the approach is different, we all have the same goals.

Thank you for your trust and support. Thank you, Ian, and the entire AAMVA staff for your friendship and support. And a special thank you to the great Rhode Island DMV team! They were the ones who kept the ship afloat and allowed me to partake in this wonderful experience.

Time really does fly! But I have enjoyed every moment of it.

Bud Craddock
2025-2026 AAMVA Chair of the Board

A woman with short dark hair, wearing a red button-down shirt, stands on the left. She is looking slightly to her right. To her right, another woman with short dark hair, wearing a white blazer over a green top, stands looking directly at the camera. They are positioned in front of a large window that shows a blurred cityscape.

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