

# move

## ALSO IN THIS ISSUE

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The License Plate Verification Program



## AAMVA TURNS 90

On its anniversary, AAMVA remembers  
the past and plans for the future



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Noemi C. Arthur, MBA

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MULTIMEDIA MANAGER**  
Claire Jeffrey | [cjeffrey@aamva.org](mailto:cjeffrey@aamva.org)

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Robert Stershic, Sales Manager,  
Business Solutions  
[rstershic@aamva.org](mailto:rstershic@aamva.org)  
703-908-2825 (work)  
703-839-0647 (cell)

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## 2023



**WORKSHOP  
& LAW INSTITUTE**  
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MARCH 8-9



**REGION 4  
CONFERENCE**  
PHOENIX, AZ  
MAY 2-4



**REGION 1  
CONFERENCE**  
PROVIDENCE, RI  
MAY 23-25



**REGION 2  
CONFERENCE**  
NORFOLK, VA  
JUNE 27-29



**INTERNATIONAL  
CONFERENCE**  
MADISON, WI  
SEPTEMBER 26-28



**REGION 3  
CONFERENCE**  
DES MOINES, IA  
NOVEMBER 7-9



Register online at  
**[aamva.org](http://aamva.org)**.



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Partnerships with international stakeholders have never been more important. Here's why.

BY STEVE HENDERSHOT

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With the new Strategic Framework, AAMVA is prepared to meet the needs of the entire AAMVA membership family.

BY REGINA LUDES



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Illustration by Daniel Hertzberg  
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## ONLINE EXCLUSIVES

Don't forget to visit  
**MOVEmag.org** to  
read the latest web  
exclusives.

Read our online exclusive on  
preventing fraud related to flood  
vehicles at [tinyurl.com/mskuu4r9](http://tinyurl.com/mskuu4r9).



Want to learn more about  
AAMVA's road to 90? Check  
out our interactive timeline at  
[movemag.org/aamva-at-90](http://movemag.org/aamva-at-90).



# Streamline DMV registrations with Thales Enrollment Kiosks

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# Path to the Future

*TOGETHER, WE MOVE FORWARD*

**W**e are three months into the new year and I say with certainty that AAMVA is using 2023 to build a sound path to the future. Our member-driven initiatives in digital identity, contact center modernization, exploration of electronic titling standards, migration to cloud technology and meaningful member engagement are among the activities designed to help members take customer service and safety to the next level. It's a terrific way to honor the foundation laid 90 years ago when AAMVA was created by jurisdictions convinced that there would be strength in numbers in their effort to improve driver and roadway safety.

Our work is made possible by the many amazing staff who contribute to AAMVA's organizational success. In recognition of our talented team, I will invite coworkers to use my *MOVE* column to offer their take on AAMVA's past, present and future. There is no better person to get us started than everyone's favorite podcaster, Ian Grossman!

Anne Ferro  
AAMVA President and CEO





Over the past nine decades, AAMVA has changed almost as much as the cars we drive. From paper to plastic to mobile. From leather to metal to digital. As vehicles have evolved, so have ideas about traffic safety. New security threats have required better ID safeguards. To continue the delivery of core services, AAMVA's members have also adapted and grown, maintaining excellence in service. Yet, for the past 90 years, the primary purpose of licensing drivers and credentialing vehicles has remained, as has AAMVA's mission. In 1933, government leaders gathered with the recognition that collaboration for the primary purpose of uniformity and reciprocity would better serve their citizens and the transportation network. Today, as AAMVA celebrates 90 years, we still follow that North Star.

As AAMVA and our state, provincial and territorial member leadership speed toward our centennial, it seems technology is driving ever faster change. So, how will our past inform our future? The foundations of AAMVA's robust portfolio, spanning programs, technology, advocacy, education and community building, lie in our origins as a small association that hosted conferences and shared early standards. Today, AAMVA's large and diverse workforce brings together leaders in their field, technology innovators and internationally recognized subject matter experts who work every day supporting members. From a launching pad of 90 years' experience, we move forward to reach 100 while working on some of the most exciting developments yet, including widespread implementation of State-to-State and NMVTIS, mobile driver license deployment, and electronic titling and vehicle records.

During the next 10 years, AAMVA will continue finding novel ways to support our members. This means striving for more record-breaking meetings and conferences, meaningful impacts on Capitol Hill and innovative ways to share information. While we cannot predict all the changes that our community will face, it is certain AAMVA will still be standing alongside our members. With its support network of people, information, and technology, and delivery of high-quality tools, AAMVA will remain an essential resource for North American motor vehicle and law enforcement officials. As AAMVA, its members and partners move forward into the new decade, we will continue working to ensure safe drivers, safe vehicles, secure identities, and most importantly, save lives. **m**



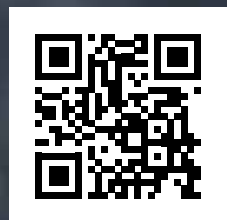
*Ian Grossman  
Vice President of  
Member Services  
& Public Affairs,  
AAMVA*

resources

# Out of Sight

find out more

TO LEARN MORE ABOUT AAMVA'S LICENSE PLATE STANDARDS FOR DESIGN, GO TO [TINYURL.COM/A2KDYXFJ](https://tinyurl.com/A2KDYXFJ).





# AAMVA'S LICENSE PLATE VERIFICATION PROGRAM ALLOWS JURISDICTIONS TO SEND IN UP TO FOUR FREE PLATES EACH YEAR TO TEST FOR READABILITY.

BY MEREDITH LANDRY

License plates serve as a quick identifier of a vehicle and how it's registered. Not only are license plates critical to law enforcement, but also to tolling authorities and even drivers on the road—but only if they're readable.

In March 2014, the International Association of Chiefs of Police, with funding from the National Institute of Justice, launched a license plate readability study, which discovered that only about 75% of license plates were actually readable to an automated license plate reader (LPR).

"That is a shockingly low percentage," says Brian Ursino, AAMVA's director of law enforcement.

So why are a quarter of license plates unreadable to LPRs?

It's not about debris or obstructed views, Ursino says, it's because so many different organizations design license plates that do not conform with AAMVA standards, which recommend specific fonts, font spacing, the use of graphics, stacked characters and more.

This study is what drove the law enforcement standing committee, in partnership with the vehicle standing committee, to propose a License Plate Verification Program (LPVP), launched in 2020, to help jurisdictions ensure plate designs are readable. The

Texas has the largest number of specialty license plates with **MORE THAN 350** designs.

LPVP provides jurisdictions, at no cost, the opportunity to submit up to four license plates during each AAMVA fiscal year for comparison to the 2020 AAMVA License Plate Standard. With the help of Element Materials, Inc., an independent third-party laboratory, AAMVA will produce a written report within 30 days outlining where the submitted license plate does, and does not, align with the standard as well as LPR and reflectivity readability if that additional testing option is selected.

So far, 14 jurisdictions have participated (12 states and

*"If a violent crime has been committed, or a child goes missing, it's vital that plates are readable."*

**BETTY JOHNSON**  
Administrator of Nebraska's  
Vehicle Services Division

two Canadian jurisdictions). The cost per plate (over the initial four free ones) is \$350, but that decreases to \$300 per plate if more than 10 plates are submitted together.

One jurisdiction that has submitted more than the original four plates is Arizona. In fact, of the six plates that Arizona's Motor Vehicle Division Director, Eric Jorgensen, recently sent in for review, four of them came back with readability issues.

"Each year, we get about 10 to 12 new plate designs from special interest groups," Jorgensen says. "We want to support these groups and provide value to the community, but we have to balance the marketability of the plate with the readability."

Groups in Arizona that have submitted license plate designs include cancer research and police organizations, as well as famed rocker Alice Cooper, an Arizona resident who runs a music education charity.

Nebraska is another early participant of the program. According to Betty Johnson, administrator of Nebraska's vehicle services division, the LPVP is an invaluable service.

"We don't have much electronic tolling here in Nebraska, so our focus is on the law enforcement angle," she says. "If a violent crime has been committed, or a child goes missing, it's vital that plates are readable."

Of the four plates Johnson first submitted, all four came back with readability issues. She plans to send in four each year, but depending on how many groups submit plates, that number could go higher, she says.

The goal of the program is a lofty one: to ensure that all license plates are readable and comply with AAMVA design standards.

"Just like the nation's goal to get to zero traffic deaths, we know this one will take time to get there, but it's a goal, nonetheless," Ursino says. **m**

Learn more about LPVP  
in this video [youtu.be/  
EPUGosAo9O8](https://youtu.be/EPUGosAo9O8).



 industry insight

# Better Online Than In Line



## *INNOVATIONS IN ONLINE QUEUING OFFER A STREAMLINED EXPERIENCE*

BY JASON HENNINGER

**L**ong waiting times at the DMV are a disadvantage to customers, employees and management alike. Moods sour, frustrations rise, and ultimately, people may leave. No one wants that—and thankfully, they may become a thing of the past. This is where online queuing comes in.

Online appointment setting is an increasingly common experience,

especially since the pandemic. While that can help get people in and out in a timely manner, there's always room for improvement for both appointments made online and for walk-ins. Online queuing, which can set appointments and place a person in line through digital channels, creates a virtual waiting room that not only frees up space in the real, physical waiting room, but also allows people to continue with their busy lives while waiting for their time to visit the DMV.

NEMO-Q—a queuing solution with more than 40 years' experience—recently upgraded their services on several levels. The upgrades are good news to Spencer R. Moore, commissioner of the Georgia Department of Driver Services. “The biggest advantage to using NEMO-Q

is that it is customer focused,” Moore says. “It allows the customer to know exactly where they are in line before getting their specific service.”

NEMO-Q is already in place at DMVs throughout Georgia, nearly 70 locations, and the recent improvements mean a better experience for his staff and the Georgians they serve. “DDS is excited to migrate to the new platform with NEMO-Q. Moving to a cloud-hosted platform allows DDS to process customers even faster, with a friendlier touch and updated kiosk display.” Additionally, he shares that the reporting features are more robust than in the previous versions. “We anticipate fewer issues pulling reports, which is beneficial to every division within our agency.”

Erik Berg, vice president of marketing at NEMO-Q, says one of the upgrades is better integration of scheduled appointments and walk-ins. “Many of our customers have extremely busy lobbies and peak hours with high traffic. This feature allows our employees to balance their appointment and the walk-in traffic efficiently without the need for them to constantly try and decide which customers deserve to be served next.”

Remote check-in is another new feature, giving DMV customers the option of handling check-in themselves, which frees up their time and employees’ time as well. “While customers can still check in traditionally (via a kiosk, greeter or sales representative) we now provide the ability for them to secure a virtual position in line from their phone via a mobile app or webpage,” Berg shares. Customers can also choose to receive text (SMS) notifications for appointment times and other updates, while also giving customers a way to provide immediate feedback.

Online queuing also generates a bounty of useful data that might have otherwise gone uncollected. “You can’t fix and manage what you don’t measure,” Berg comments. NEMO-Q’s software updates allow for more tools and reports for managers to use. “With our updated software, we are giving managers a plethora of real-time portals that provide insight into different states, regions, branches, workstations, employees and more.”

The improvements in data collection and reporting are of particular importance to Commissioner Moore. “The data from the new software will



*“More than 95% of those customers have been served in 30 minutes or less, and most within 15 minutes. NEMO-Q is the tool that helps us measure that success in service delivery.”*

**SPENCER R. MOORE**

Commissioner of the Georgia Department of Driver Services

benefit the agency with adjustment of staffing levels and identifying locations that may need additional training and coaching. Our center managers can also focus more time on serving customers instead of troubleshooting onsite hardware if adjustments need to be made.”

According to Moore, nearly 2.5 million customers have received face-to-face service this past year. “More than 95% of those customers have been served in 30 minutes or

less, and most within 15 minutes. NEMO-Q is the tool that helps us measure that success in service delivery.” **m**

For more examples of successful online queuing, go to [movemag.org/nevada-right-on-queue](https://movemag.org/nevada-right-on-queue).



# Joining Forces



## WHEN JURISDICTIONS SHARE KNOWLEDGE, EVERYONE BENEFITS

BY STEVE HENDERSHOT



When a team from the Florida Department of Highway Safety and Motor Vehicles set out to implement AAMVA's State-to-State (S2S) Verification Service last summer, the Florida team's leaders looked for an edge that could ensure a smooth adoption and help anticipate potential issues.

Dozens of states have successfully joined the S2S network since Wisconsin inaugurated the program in 2015, which checks to see whether driver's license applicants already hold licenses or identification cards from other states. Still, implementing any complex, networked tech product is a daunting undertaking, with plenty of quirks, bugs and hiccups that could impede the rollout. The members of the Florida team wanted to dive into the details that had helped propel mature S2S implementations to success, and in September they figured out a way to do it:

a site visit to their colleagues in Madison, Wisconsin.

The two-day trip was funded by AAMVA's Jurisdiction to Jurisdiction Learning Visits program, which promotes cross-jurisdictional collaboration.

"Wisconsin has a nice, mature program, and this was just a huge benefit for the folks on our business side to meet the team from Wisconsin, and to get an idea of what they do and how they prioritize their work," says Richie Frederick, deputy director of the Florida Department of Highway Safety and Motor Vehicles.

The Florida team came with a detailed agenda that covered

topics ranging from the system's user interface to how to resolve duplicates. The packed agenda was designed in part to ensure that the teams covered all the key bases, and in part because "we were all a little worried that we might get there and not have two days worth of stuff to fill," says Frederick.

That turned out not to be a thing.

"Once we got into the room and just started talking, the agenda kind of went out the window because we had such good collaboration and discussion and we were just bouncing back and forth," Frederick says.

There were takeaways on topics ranging from stakeholder outreach to office logistics. The Florida team noted, for example, how many of Wisconsin's S2S employees have three computer monitors, ensuring consistent visibility into multiple aspects of the system.

The learning also flowed in both directions, as the Wisconsin delegation learned a few things from their Florida counterparts.

"It wasn't just us spewing knowledge—there was quite a bit of back and forth," says Cara Schamun, motor vehicle program specialist in the Wisconsin Department of Transportation's Citations and Withdrawals unit.

Given that collaboration is at the heart of S2S, perhaps it's to be expected that the Wisconsin team welcomed the opportunity to give their Florida peers a peek inside their operation—not to mention feeding them Wisconsin staples such as cheese curds and kringle. Still, the team also embraced the chance to showcase Midwestern hospitality as well as its S2S expertise.

"This was a fantastic opportunity to meet new people and learn different ways of doing things," says Michael Madden, supervisor of the Wisconsin Department of Transportation's Citations and Withdrawals unit.

"Building relationships from different states is key in order to ensure that we're successful, because if we are all in this together, then we're going to be able to solve a lot more problems."

Now, the teams are considering getting together again in Florida, as well as scheduling visits with colleagues in other states. And as of this publication date, Florida completed a successful S2S implementation rollout in January.

Thanks to the Wisconsin visit, "we got rid of that fear of the unknown," says Florida's Frederick. A successful S2S implementation "is going to take time, but now our staff has seen that it can be done, and can be done well. That was hugely beneficial." **m**

Want to learn more about jurisdiction to jurisdiction learning visits? [tinyurl.com/y8zyw733](https://tinyurl.com/y8zyw733).



**W**e asked AAMVA members, “2023 marks AAMVA’s 90<sup>th</sup> anniversary. As we celebrate our 90<sup>th</sup> birthday, what do you think the AAMVA Community will look like when we hit 100?”

**ERIC JORGENSEN, DIRECTOR, ARIZONA MOTOR VEHICLE DIVISION AND SECOND VICE CHAIR, AAMVA INTERNATIONAL BOARD OF DIRECTORS**

“As AAMVA turns 100 in the next 10 years, I see the AAMVA community continuing to embrace our role in digital identity and that becoming a core part of what we do on a daily basis. I expect that digital identity solutions and the opportunities they open to our citizens will create demand for new and previously unimagined services based on our unique ability to verify customer identity. As a technology hub for the jurisdictions, new tools to support interoperable, secure and private identity solutions will become a major part of the AAMVA technology portfolio.”

**RHONDA LAHM, DIRECTOR, NEBRASKA DEPARTMENT OF MOTOR VEHICLES AND TREASURER, AAMVA INTERNATIONAL BOARD OF DIRECTORS**

“As AAMVA marks its 100th birthday in 10 years, I would expect to see a continuation of the deployment of technology to better serve our customers, however at a much faster pace. The use of remote services will continue to increase, and the need to refine the tools to prevent and deter fraud will become even more critical. The use of biometrics will be increasingly more common, and the continued deployment of digital identity solutions will be widespread. As the push continues to do more with less in government, combined services with other government agencies and public and private partnerships will become more common.”

**SPENCER MOORE, COMMISSIONER, GEORGIA DEPARTMENT OF DRIVER SERVICES AND FIRST VICE CHAIR, AAMVA INTERNATIONAL BOARD OF DIRECTORS**

“The AAMVA Community will continue to thrive with technology and innovation into its 100th Anniversary! I believe every jurisdiction member has realized that utilizing cutting-edge technology and innovation is the key to efficient and secure services for our customers. AAMVA will continue to be the best resource for driver and motor vehicle information as well as collaboration. Whether it’s Artificial Intelligence (AI), driverless vehicles, mDL or the next innovative idea, AAMVA will continue to take its membership along for the ride.”

**CATHIE CURTIS, DEPUTY SECRETARY OF STATE, MAINE BUREAU OF MOTOR VEHICLES AND MEMBER, AAMVA INTERNATIONAL BOARD OF DIRECTORS**

“Over the next 10 years, MVAs will need to meet the customer where they are—online and on their phones any time of day or night, instead of expecting the customer to make an in-person visit to the MVA office during traditional business hours. Computer systems, websites and contact centers will need to provide simple yet personalized interactions and transactions to support the elimination of paper-based transactions. Modernizing systems and updating security will continue to be fundamental. There shouldn’t be a beginning and an end to modernizing a system; it needs to be ongoing and constantly evolving. MVAs will need to make an investment in employees today to ensure they have the skills to provide modernized customer services and not the traditional manual clerical processes that will be automated. This will require updated job specifications and new employee expectations, which will lead to a higher skilled workforce and most likely higher salaries that will impact budgets. This transformation will require leaders to be committed to prepare and steer the MVAs into the next decade.”

**JULIE BUTLER, DIRECTOR, NEVADA DEPARTMENT OF MOTOR VEHICLES AND MEMBER, AAMVA INTERNATIONAL BOARD OF DIRECTORS**

“I envision the AAMVA Community making huge leaps in technology over the next 10 years. The Digital Trust Service will have been successfully established, and use of mDL/mID solutions will have gained a solid footing and acceptance in several jurisdictions, if not nationwide. More states will have implemented virtual field offices, with increasing numbers of the public taking advantage of the convenience of not having to do face-to-face transactions. DMVs will be leaner in staffing, yet better able to respond to customer, legislative and regulatory demands as many will have transitioned from their legacy platforms to cloud-based solutions. As always, AAMVA will be there every step of the way, providing excellent thought leadership, advocacy and IT solutions for the membership.” **m**









leadership

# THE SHRINKING GLOBE





*PARTNERSHIPS WITH  
INTERNATIONAL  
STAKEHOLDERS HAVE  
NEVER BEEN MORE  
IMPORTANT. HERE'S WHY. ▶*

BY STEVE HENDERSHOT



leadership

**B**uilding connections between jurisdictions and among leaders is part of AAMVA's core mission. Yet for much of the organization's 90-year history, those connections have been based almost exclusively in North America.

Now that's changing—quickly—as topics such as mobile driver licenses and autonomous vehicles lead governments around the world to grapple with a fast-changing landscape that includes pressing issues related to interoperability, data sharing and emerging technology. AAMVA is not only collaborating more frequently and more substantively with peer organizations such as the Association of European Vehicle and Driver Registration Authorities (EReg) and Sydney-based Austroads, but also working with partners at

the United Nations and the International Organization for Standardization (ISO) to ensure that the regulations and standards around these new technologies will accommodate the needs of stakeholders across the globe.

“Part of the reason that the AAMVA community is so collaborative is because lots of issues don't stay within state borders. With the global world today, those issues don't stay within country borders, either,” says Christine Nizer, former chair of AAMVA's International Board of Directors and administrator of the Maryland Department of Transportation's Motor Vehicle Administration. “There are a lot of common issues that we're all facing, so we're trying to figure out how best to come together.”

One of the primary catalysts of those efforts was

a 2018 summit in Melbourne, Australia, designed to bring AAMVA, EReg and Austroads together to discuss digital credentials and autonomous vehicles. The idea was that if people from the three organizations gathered in the same room, they'd not only make progress on the agenda items—which included topics such as data sharing and vehicle identification—but also would discover unexpected ways to work together.

That's exactly what happened.

Prior to the summit, international partnerships were a bit of a back-burner initiative, according to Mike McCaskill, director of identity management at AAMVA. Since the summit, they've shifted into a higher gear.

“We'd been gradually getting there, getting there, getting there. After the summit, the amount of interaction and collaboration we've had with those other global entities really started to increase,” says McCaskill.

That's because once leaders from the three organizations finally gathered, they saw how much they had to offer one another.

“Initially, folks were maybe a little skeptical about how much we truly have in common,” Nizer says. “But then as you start having conversations, you realize that the components of what we're doing are all the same—even if we have different governance and regulatory schema. Ultimately, even those of us who knew that there was a lot of commonality were still surprised by the breadth of it. We're probably just scratching the surface.”

## PREPARING FOR AN MDL FUTURE

One of the key topics driving the current wave of international collaboration is the expansion of mobile drivers licenses (mDL)—both because jurisdictions around the world are eager to adopt best practices, and because interoperability is essential to mDL's success. AAMVA is at the center of those efforts: Loffie Jordaan, a business solutions architect at AAMVA, is the convener of the ISO committee developing an mDL standard, and as part of that process has reached out to affected groups around the world—not just governments, regulators and developers of the standard, but also downstream stakeholders such as relying parties who will use mDL systems to verify presented credentials.

“You get better acceptance and a better product if you consult people worldwide,” says Jordaan. “When you build your solution to accommodate a broader user base, you improve the prospects of adoption and of consequential interoperability.”



To that end, mDL leaders from around the world met in Brisbane, Australia, in December 2022 for a test run to see whether the standards under consideration can support international credential sharing. Then in February, AAMVA, EReg and Austroads will meet in Brussels, Belgium, for a second international summit.

International collaboration “has sparked a lot of enthusiasm. We’re realizing that we’re not alone, that other people are doing this across the world, and we can learn from each other,” says Geoff Allan, CEO of Austroads, covering Australia and New Zealand. “It’s also given us a focus in terms of taking a common approach to mDL, especially now that we’re getting to the point where hopefully this can be proven to work across borders.”

The collaboration between AAMVA and Australia also has extended beyond mDL. For example, Austroads recently revised its driver training handbook based substantially on materials AAMVA developed for use in North America.

## AUTONOMOUS VEHICLES APPROACHING

Bernard Soriano, a member of AAMVA’s Region 4 Board and deputy director of the California Department of Motor Vehicles, was a busy man at the 2018 summit. California, of course, is home to Silicon Valley, where several of the leading autonomous-vehicle (AV) companies such as Google’s Waymo and General Motors’ Cruise are developing and testing their products. Officials around the world are preparing for the emergence of AVs, and interest abounds in the latest news out of Soriano’s home state.

AAMVA’s international partnerships have paved the way for a series of AV information-sharing agreements between California and countries including Singapore, Japan and the Netherlands. Soriano’s team shares information related to AV passenger vehicle tests, often related to the causes and frequency of AV testing crashes. In exchange, Soriano gains insight into the AV learnings gathered by those international partners. In Singapore, for example, officials are examining how AVs can help move shipping containers from urban ports onto roadways—an industrial application that could be appealing in several of California’s urban port cities.

“There are so many unknowns, and so many different business use cases,” says Soriano. “There’s a learning process with this emerging technology, and the information exchange has been valuable for California and for the United States.”

United Nations Global Forum for Road Traffic Safety group works through topics ranging from distracted driving to pedestrian safety, and shares best practices with member nations.

California also signed a letter of intent for an AV information-sharing agreement with the Netherlands Vehicle Authority (RDW), where EReg Chairman Servi Beckers is director of corporate strategy and external affairs. EReg leaders visit the U.S. for at least one AAMVA conference per year, and AAMVA also sends a group to Europe annually.

The AV agreements “are not just about exchanging knowledge, but also about strengthening the relationships,” says Beckers. “What AAMVA did was make the link and provide the opportunity.”

## PRACTICAL EXPERIENCE WITH GLOBAL IMPLICATIONS

AAMVA’s expanded international collaborations aren’t limited to partnerships with peer organizations; AAMVA also is helping to shape worldwide road safety guidelines through participation in the United Nations Global Forum for Road Traffic Safety, called WP.1. The WP.1 group works through topics ranging from distracted driving to pedestrian safety, and shares best practices with member nations. The working group’s members are primarily government experts, which leaves plenty of room for outside contributions from industry and academia—as well as from AAMVA, whose members’ state-level vantage provides crucial insight into the most

urgent issues affecting North American motorists.

“AAMVA brings practical experience to the table—what works, and what doesn’t. They’ve been making significant contributions and play a key role in our success,” says Jane Doherty, director of international policy, fuel economy and consumer program at the National Highway Traffic Safety Administration within the U.S. Department of Transportation and U.S. delegate to WP.1.

Doherty says that by sharing practical strategies and success stories that have worked across multiple American jurisdictions, AAMVA has repeatedly informed the U.N. Group’s guidelines, as well as benefited from insights from international partners.

AAMVA and its members have long recognized the value in bringing different jurisdictions and industry partners together to share knowledge and develop collaborative solutions. AAMVA’s expanded international partnerships represent an extension of that vision—but one that’s very much in keeping with its mission.

“We’ve been bringing partners together for a long time. We have expertise in that, and in working with them to develop best practices,” says AAMVA’s McCaskill. “Now other parts of the globe are looking to us for that help, too, because we have some really good best practices and standardization processes that work.” **m**

**find out more**

HEAR MORE FROM GEOFF ALLAN IN AAMVA-CAST EPISODE 135 [TINYURL.COM/3V6UEF9W](https://www.tinyurl.com/3V6UEF9W).



HERE'S YOUR QUEUE:

# IT'S TIME TO OPTIMIZE THE CUSTOMER JOURNEY

Every year, millions of people flow into state offices to obtain or renew vehicle registration and driver licenses. They make appointments, prepare documents, take time off from work, and wait in line. It's often tiring, with a disconnect between each customer's unique needs and the service provided.

**People are usually more likely to leave negative reviews than positive—unless, of course, you give them the most positive experience they've ever had in a DMV.** An office with modern customer flow management is like a well-oiled machine: It anticipates the customers' needs and avoids potential speedbumps, ensuring there's no reason customers can't get what they need when they need it.

"When agencies embrace purposeful techniques in their customer service management, they're able to optimize each stage of the journey for greater efficiency in the next stage," said Frank Dean of

*It was super easy to make my appointment! I am not tech savvy and I had zero issues!*

Customer review about the Montana Motor Vehicle Division's mobile-based queuing tool

Fast Enterprises. "They're able to eliminate a large amount of in-person visits, while improving service for customers who still come to the office."

All customers want to feel that their time is valued. And when you eliminate inefficiencies for customers, it makes it easier for staff to get their work done.

BROUGHT TO YOU BY

**FAST**  
ENTERPRISES



*Here's what to prioritize to improve the customer experience and make life less stressful for motor vehicle agency staff:*

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**Give customers the tools to drive their desired outcome.**

Self-service kiosks and online services empower customers to complete several transactions at home without having to travel to your office. Customers can book appointments and see wait times for the nearest office, from any device.

**Maximize staff time.**

Streamline staff workflow and reduce manual work by enabling customers to self-serve and partially complete transactions before coming in. Increased notifications and customer touchpoints will also decrease no-shows.

**Strategically use your resources.**

For example, when you automatically pair customers with the most appropriate staff member and appointment slot for their specific needs, you can prevent games of “musical chairs” and ensure you always provide direct value.



# BUILDING A FRAMEWORK FOR THE FUTURE

*WITH THE NEW  
STRATEGIC FRAMEWORK,  
AAMVA IS PREPARED  
TO MEET THE NEEDS  
OF THE ENTIRE AAMVA  
MEMBERSHIP FAMILY.*

BY REGINA LUDES

With a new Strategic Framework guiding AAMVA's activities for the next five years, AAMVA is positioned to tackle future challenges and build on current progress. Much has happened since AAMVA's previous Strategic Framework took effect in 2019. Innovations like driverless automobiles and mobile driver's licenses have evolved from concepts to practical deployments. New technologies have created both opportunities and threats to data security and technology systems. A global pandemic incubated innovation and expedited the deployment of virtual operations so DMVs could keep serving customers. With so many issues impacting AAMVA members, the updated Strategic Framework needed to tackle the issues members were facing today while remaining broad and flexible enough to address the challenges of tomorrow. ▶





operations

## ASSESSING THE EXISTING FRAMEWORK

A group of board members worked with AAMVA staff to guide the revision process, which began in the fall of 2020.

One of the early conclusions was the recognition that the usual three-year timeline didn't allow enough time to see if certain strategies were working. "We felt that expanding the timeline to five years would allow AAMVA to be bolder with its long-term plans because there wouldn't be a need to rush through projects," says Kristina Boardman, administrator of the Wisconsin Division of Motor Vehicles and chair of AAMVA's International Board of Directors, who served as Chair of the Strategic Framework Committee.

They also discovered the opportunity to improve the language. Priorities and goals could be more clearly defined and better measurements could gauge whether target outcomes were achieved. "The existing framework, for instance, suggested a need for better member involvement, but there was no explanation of what was meant by that," recalls Spencer Moore, commissioner of the Georgia Department of Driver Services and a member of the group.

Working with the same survey provider that conducted the last comprehensive membership survey 10 years ago enabled them to compare satisfaction levels. While feedback showed that member satisfaction remained high, there were still areas for improvement. For example, how AAMVA could be nimble to respond to industry developments, such as paperless transactions and automated vehicles.

Boardman says the survey also revealed members' concerns about workplace issues within their organizations, such as employee engagement, recruitment, retention and communication.

## THE SURVEY SAYS...

As part of the update process, AAMVA conducted a membership assessment.

*"We expect reliable and compliant systems that help us provide services to our citizens. We need to keep those systems operating without interruption."*

**SPENCER MOORE**

Commissioner of the Georgia Department of Driver Services

Technology management and data security were also key concerns, especially as they related to customers' personal information.

With the survey and analysis complete, an updated framework was drafted and ultimately approved by the Board of Directors in August 2022.

The 2023-2027 Strategic Framework retains the existing four key priorities: member-driven solutions, culture of excellence, technology management and fiscal integrity. Each priority contains several goals and targeted outcomes, each with clearly defined measurements.

- › **Member-driven solutions** – Innovative, high value and timely solutions that support members' evolving business needs
- › **Culture of excellence** – Boards, committees and staff who are diverse, engaged and motivated
- › **Technology management** – Secure, reliable and relevant systems
- › **Fiscal integrity** – Sustainable, transparent and compliant financial practices

## WHAT'S DIFFERENT ABOUT THE NEW FRAMEWORK?

The biggest difference with the new framework is the expanded timeline from three years to five, and the expanded focus on technology. "Three years was a quick turnaround, and it didn't give us time to measure results of some strategies, like the effectiveness of tech enhancements," Moore says.

The updated framework expands the area of technology management in response to members' interests in IT systems and data security. Moore says Georgia, like many jurisdictions, relies on AAMVA's technology platform to perform many of its operations. "We expect reliable and compliant systems that help us provide services to our citizens. We need to keep those systems operating without interruption," Moore says.

With so much focus on technology, it was important to prioritize increased engagement with the IT community, Boardman says.

"Engaging with the IT community helps us connect with IT leaders and facilitates the learning and sharing of new and emerging technologies," Boardman says. "That will assist the Board as it explores



# FOUR MAIN PILLARS OF THE NEW STRATEGIC FRAMEWORK

The Board believes that the updated framework is a strong, living document that will carry the organization forward.



## Member-Driven Solutions

Innovative, high value, timely solutions that support members' evolving business needs



## Culture of Excellence

Boards, committees, and staff who are diverse, engaged and motivated



## Technology Management

Secure, reliable and relevant systems



## Fiscal Integrity

Sustainable, transparent and compliant

solutions that best support the changing needs of jurisdictions' operations."

Another difference was the addition of an addendum report, which Boardman says contains ideas and suggestions that came out of the group's numerous discussions but didn't fit into the strategic framework. "We didn't want to lose those ideas," Boardman recalls. "We wanted to keep them for future reference, even if we decided in the end not to use them."

## HOW THE FRAMEWORK WILL BE USED


The framework serves as an important reference tool for both staff and the Board. AAMVA will continue to review the goals and outcomes of the Strategic Framework and evaluate the organization's performance through member assessment surveys. The findings will be reported to the Board at the end of every year.

"We'll compare the framework with operational reports to make sure they are aligned," Boardman

says. "It will give us a blueprint for what we need to do next."

Expect a few minor tweaks along the way as new innovations and technologies enter the industry. "Technology moves quickly, so we tried to keep the plan broad enough to allow for future developments," Boardman says.

The Board believes that the updated framework is a strong, living document that will carry the organization forward. "The AAMVA community can look at this framework as a model of what organizations can accomplish to make themselves accountable to their members and customers," says Moore. **m**

**go online** 

TO FIND OUT MORE ABOUT THE STRATEGIC FRAMEWORK, VISIT AAMVA'S WEBSITE AT [TINYURL.COM/4BZUVW88](http://TINYURL.COM/4BZUVW88).



**EReg FOCUSES ON KNOWLEDGE EXCHANGE, EXCHANGING BEST PRACTICES AND HELPING MEMBERS WITH IMPLEMENTATION OF EU POLICY AND LEGISLATION.**



**Q & A WITH**

**Servi Beckers**

*Q&A WITH SERVI BECKERS, DIRECTOR, CORPORATE STRATEGY & EXTERNAL DEVELOPMENTS, CHAIRMAN, EReg, THE ASSOCIATION OF EUROPEAN VEHICLE AND DRIVER REGISTRATION AUTHORITIES.*

**Q** **COULD YOU PLEASE EXPLAIN WHAT EReg IS FOR THE AAMVA AUDIENCE?**

EReg is the nonprofit association of registration authorities for motor vehicles in the European Union (EU), located in Brussels. EReg was established 10 years ago to register data on vehicles ownership, drivers, driver's licenses, and now it also focuses on knowledge exchange, sharing best practices and helping members with implementation of EU policy and legislation.

**Q** **HOW DID YOU GET INVOLVED IN ROAD SAFETY?**

I worked for several ministries in the Dutch government, including the Ministry of Social Affairs, and the Ministry of Agriculture for a short while. I switched to RDW, the registration authority for the Netherlands, which takes care of vehicle ownership, driver licenses as well as periodic vehicle testing. I was the information and IT manager and oversaw

a lot of the digital transformation of that office. When my predecessor in this role at EReg retired, I entered the international domain. Even though I was coming from a policy and technical background, especially in terms of data exchange, I became more involved in road safety—that's the most important thing that we do.

**Q** **HOW ARE DECISIONS MADE AND REPORTED FROM EReg TO THE MEMBER COUNTRIES?**

We have contacts who act as liaisons to all the member authorities. Our structure is

quite simple: I'm the chair, I have a secretariat and I have an advisory board. The advisory board consists of several countries that help me make decisions for routine issues. And we have an annual meeting where all the members make decisions together on different topics. Basically, each country has its own concerns—for you that would be on state or provincial level— but when we come together, we try to take a more European look at things that we could do together, how we should standardize and align processes, and set requirements for exchange of data.



## FAST FACTS

### Servi Beckers



**HOMETOWN**  
Zeeland, the Netherlands



**EDUCATION**  
Master's in policy analysis and IT systems analysis



**HOBBIES**  
Home repair



**WHAT DO YOU DRIVE?**  
Volvo V60



**WHAT ARE YOU LISTENING TO?**  
Zac Brown Band; Hootie and the Blowfish



**FAVORITE DISH TO PREPARE**  
Cacio e pepe

upper left: Servi enjoys cooking at home

lower left: When he's not listening to music, Servi enjoys playing music, especially guitar

right: speaking at the 2022 AAMVA Annual International Conference in Baltimore



**Q ARE THE MEMBER COUNTRIES COOPERATIVE? DO THEY FEEL THAT THEY ARE GETTING WHAT THEY WANT FOR THEIR MEMBERSHIP?**

Of course, every country has their own authorities, but they are very pleased with the fact that they can talk to their peers. EReg brings peers together to exchange best practices and work at an optimal level, for instance, how do you treat your customers or how do you manage your front offices? So, it's not always about the big policy things, it's also about how to run your organization.

**Q WHAT ARE YOU MOST PROUD OF IN TERMS OF YOUR CAREER?**

I would say that it is keeping the network alive and keeping people happy to keep coming. People are very happy about the steps that we made in professionalizing it and becoming a partner for policymakers.

The work I'm doing right now is exactly at the crossroads of society and technology, solving the

*“We try to take a more European look at things that we could do together, how we should standardize and align processes, and set requirements for exchange of data.”*

**SERVI BECKERS**

Director Corporate Strategy & External Developments, Chairman EReg, the Association of European Vehicle and Driver Registration Authorities

problems that technology causes and solving societal problems with technology. And it's important to remember that the second part of policymaking is policy execution. Because you can develop the best policies in the world, but they have to be executed as well. To be honest, that's what makes my work really interesting. **m**

Hear more from Servi Beckers in AAMVAcast Episode 124 [tinyurl.com/mrn2aada](https://tinyurl.com/mrn2aada).



# The Road Ahead

*TWO EXPERTS PROVIDE PERSPECTIVES ON AAMVA'S 90<sup>TH</sup> ANNIVERSARY AND WHERE THE SAFETY COMMUNITY IS HEADED AS WE MOVE TOWARD OUR 100<sup>TH</sup> ANNIVERSARY*

## INDUSTRY RELIANCE

**BETTY SERIAN**, OWNER/CEO, BETTY SERIAN AND ASSOCIATES

In the next 10 years, there will be another digital explosion. In this next decade and beyond, AAMVA is going to have to rethink and retool how they approach serving their members and how they can take a more aggressive role in helping members and the states succeed. Specifically, they'll need to ensure interoperability between states. I don't believe there's going to be the opportunities to bring in committees and working groups, if there is, they're going to have to be done much faster and be much more agile.

I also believe that AAMVA needs to move toward the reduction and eventual elimination of paper. Not only is it better for the planet, it will help to drive the reduction in fraud. The more digital-focused the community becomes, eliminating paper will be critical to future success.

*"[AAMVA will] need to ensure interoperability between states."*

**BETTY SERIAN**

Owner/CEO, Betty Serian and Associates

The other thing I think that AAMVA needs to do going forward is to have a greater reliance on industry experience. Industry is already working on a digital transformation and knows more than the states and has a different perspective. And because of what is called the "Silver Exodus," many people with 30-plus years of experience are going to be retiring soon, and jurisdictions will have a hard time replacing that kind of institutional knowledge, so once again, AAMVA will need to rely more on industry experts.

That said, AAMVA has been and will continue to be an incredible organization. It's given so much to many people over the last 90 years. The impact they've had on the community, the people, administrators and industry has been tremendous. I will always be humbled by the opportunities I've had to serve at AAMVA.



100

## NETWORK EXPANSION

COLIN MOONEY, EXECUTIVE DIRECTOR, COMMERCIAL VEHICLE SAFETY ALLIANCE

Since it was founded, AAMVA has been known for its reliability and stability. They were truly the first public sector association, and so many organizations evolved from AAMVA, including the CVSA and the IRP. We kind of look at AAMVA as the elder in the public sector space.

Going forward, however, I wonder how AAMVA will assist governments to better leverage technology. For instance, once we get into autonomous vehicles, what sort of credentialing will be required? Will there be additional endorsements that need to be considered on a driver's license? We're looking at universal electronic ID now, which in theory, could replace a license plate on a vehicle by broadcasting a short-range message to law enforcement with the vehicle's VIN and the registered

*“Our goal is to get from 4 million roadside inspections a year to 400 million, which means that the communication between the states and AAMVA is going to increase significantly.”*

COLIN MOONEY

Executive Director, Commercial Vehicle Safety Alliance

owner. And with our new Level 8 inspection, we want to be able to wirelessly inspect a commercial vehicle as it travels down the road without having to stop at any weigh stations. What that means for AAMVA is when we pick up the universal electronic ID of a vehicle, we need to be able to query that VIN through all of the authoritative sources AAMVA uses in real time. Our goal is to get from 4 million roadside inspections a year to 400 million, which means that the communication between the states and AAMVA is going to increase significantly.

We are at a pivotal point in leveraging technology. With the growth of mobile driver's licenses and universal electronic identification, AAMVA will need to continue to ramp up their digital exploits and remain at the forefront of these new technologies.

Also, I'm hoping that AAMVA will continue to increase their networking capacity in order to accommodate our needs in the law enforcement community. [m](#)



# It's a Small World After All

## CONNECTING ACROSS THE GLOBE

**H**appy New Year!  
It's 2023—AAMVA is launching its 90<sup>th</sup> year of service—and we have a new Strategic Framework to guide our work as we approach a century of supporting North American motor vehicle and law enforcement agencies. How exciting is that?

As highlighted in this edition of *MOVE* Magazine, the 2023-2027 Strategic Framework reaffirms the core priorities we all expect from AAMVA while also setting a future path for managing the quickly changing technology and credentials that will further modernize motor vehicle administration and enforcement. This plan maintains our vision, updates key goals to reflect members' evolving needs and leans on collaborative networking to learn from one another.

This rich history of collaboration just strengthens what I consider to be AAMVA's "superpower"—the collective knowledge, strength and enthusiasm of its members. I don't know about you, but I can not help but feel joy when I enter a room full of people that are more than willing to engage in a spirited discussion of plate laminate, ISO standards and the importance of timely driver record updates. Thank you for that. Strangely, my family and friends do not share this level of enthusiasm

on these important topics. How many times can my generous offers for personalized REAL ID application counseling at holiday gatherings be rebuffed? We will just leave it at "more than once."

While AAMVA has been cultivating this knowledge network across North America for 90 years, we know that similar efforts have been underway globally. Connecting with our worldwide partners, like EReg and Austroads, has allowed for exponential growth on several shared topics of interest. Automated vehicles, alternative fuel sources for transportation, mDLs, data sharing networks, privacy protection and a mission to improve highway safety in the communities we serve are just a few of the immediate topics that come to mind. We may approach these topics through a varying cultural lens, but the topical similarities remain. And in a world where both privacy and interoperability are valued, international collaboration on ISO standards for mDLs has been essential in moving the conversations forward. We know how powerful the collective voice of AAMVA can be. But when we find opportunities to unite with our international partners on these technology standards or communications with the auto industry, our collective voice is amplified.

So, as we kick-off this calendar year with a renewed Strategic Framework, I want to thank the AAMVA community for generously sharing your knowledge so that we can continue to learn from one another—near and far. Thank you for sharing your thoughts in the Member Needs Assessment, which guided AAMVA's development of the 2023-2027 Strategic Framework. And thank you for being that community of people that fills a room and is always willing to talk about *Safe Drivers, Safe Vehicles, Secure Identities and Saving Lives!* My family thanks you for that, too, because it reduces the chance of me setting up a UV booth at the next family get-together to offer tutorials on the latest advances in security markings. [m](#)

*Kristina Boardman*  
2022-2023 AAMVA Chair of the Board



# #GETmobile

\*Ecosystem included



**\*We make sure your mDL is accepted everywhere**

**Aristotelis Mpougàs** Director, Sales & Marketing  
**+1 (781) 530 0912 | [AMpougas@getgroupna.com](mailto:AMpougas@getgroupna.com)**

[www.getgroupna.com](http://www.getgroupna.com)



# FDR

## FRAUD DETECTION & REMEDATION E-LEARNING PROGRAM

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

The updated courseware package (January 2023 version) is now available to member jurisdictions!



**SCAN THE QR CODE  
TO LEARN MORE.**

### **COURSEWARE UPDATES AND ENHANCEMENTS**

- New Mexican Document Material
  - Passport
  - Matricula Consular Card
  - CDL
  - Voting Card
- New Canadian Visa
- New I94, Employment Authorization Document edits
- New Downloadable Title and Temp Tag Reference Guide
- New Fraud Deterrence and Detection Best Practices Guide
- New Partnering with Prosecutors Guide
- New DHS-HSI License Design resources
- New User Interface experience
- Updated job aids, refresher module, contact lists, DL Release and Title Guides, etc.



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Motor Vehicle Administrators**

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