



DESTINATION 2035

**MODERNIZING MARYLAND'S
MOBILITY**

**MOTOR VEHICLE ADMINISTRATION
LONG RANGE PLAN**





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ADMINISTRATOR'S MESSAGE

The Maryland Motor Vehicle Administration (MVA) touches the lives of every resident of Maryland and every person who drives through our State. Our mission is to provide exemplary and secure driver and vehicle services that support Maryland's safe mobility. Our agency strives to ensure the safety of every driver we license and vehicle we register; provide efficient, courteous, and accurate service to our customers; and guard the security of personal information in our databases. The size and scope of this mission is challenging. Each year the MVA processes over 12 million transactions. Over 50% of these transactions are delivered through alternative service, including online, kiosk, or through the mail. With new technologies, the MVA will work toward providing more convenient and secure ways for Maryland residents to conduct MVA business.



To meet the challenges of a changing environment, the MVA has improved efficiency by creatively applying the latest technology and streamlining the business process while maintaining customer satisfaction: the MVA quarterly survey continually records a 90 percent customer satisfaction rate. This record of achievement would not be possible without the dedication, hard work, and determination of MVA employees who bring the skills and expertise that have helped move the Administration forward.

The MVA, like all public and private entities, faces a challenge in maintaining that momentum. The world of today is vastly different from the one forty or fifty years ago. A baby boomer born in 1952 will have gone from a world of manual typewriters to a world of electronic tablets and smartphones. The next twenty years will

bring even more high impact changes that the MVA must meet head on. In 2010 MVA celebrated over 100 years of service. While the core functions of the MVA have not yet changed, the manner in which the MVA delivers these services has continued to evolve into more sophisticated products.

Ever expanding needs for personal information security and multi-use tools and smartphone applications suggest that the MVA's core functions, as the primary provider of identification, will expand. The changes brought by the technology revolution will exceed the vast changes brought about by the Industrial Revolution. The possibility of cars that can drive themselves on smart roadways does not seem farfetched any longer – in fact, it is already happening.

How will these changes affect an agency like the MVA? What does it mean for how the Administration delivers its services and products and maintains the security and integrity of the information it keeps on Maryland residents? MVA's executive leadership team discussed these questions as part of the effort to develop the MVA's Long Range Plan. This document provides a "road map" to guide the MVA in meeting the challenges of today and addressing the opportunities of tomorrow. Recognizing that long-range planning is a dynamic and ever-changing process of continuous improvement, the MVA will continue to adjust this plan to meet the future mobility needs of Maryland.

Throughout this process, the core mission of the MVA remains the same. We will continue to develop innovative approaches to providing exemplary and secure driver and vehicle services that support Maryland's safe mobility.

The world is changing: MVA is changing with it!



John Kuo, MVA Administrator



ABOUT THE MVA

To understand where the MVA is going, it is important to understand where the Administration has been, as well as the vital role it plays in ensuring mobility for Maryland residents and road users. Maryland lies in a central location along the Eastern seaboard and its transportation network is critical to linking the regional and national economies. As one of the five modal agencies in the Maryland Department of Transportation (MDOT), the more than 1,600 hardworking MVA employees conduct the following tasks:

- License all commercial and non-commercial drivers
- Register and title vehicles
- Issue photo identification for non-drivers
- Conduct driver and motorcycle safety programs
- Protect the integrity and security of personal licensing, driver and vehicle records
- Administer the mandatory insurance compliance program
- Inspect Maryland's school buses
- Regulate driving schools, motor vehicle dealers and sales
- Ensure air quality through the vehicle emissions inspection program
- Reduce and prevent motor vehicle related crashes, injuries and fatalities through education, enforcement and engineering countermeasures.

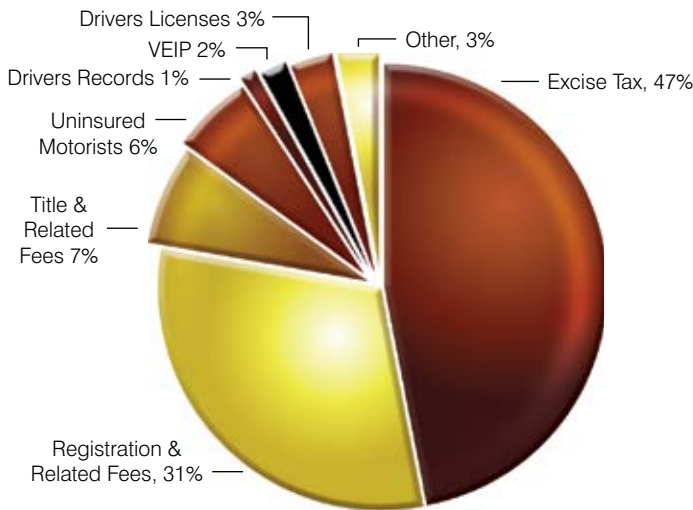
This is a monumental undertaking, made more so by the challenges of an ever-growing population, increases in vehicle miles of travel, threats to information security, aging information technology infrastructure, and most recently, instability in today's economy.

Currently, the MVA maintains a large physical presence across the State. The Administration serves its customers through a network of customer service offices, including the headquarters in Glen Burnie and 24 field offices; electronic services, including 41 eMVA kiosks and the Internet; a telephone customer service center; a mobile service center that travels throughout the State; 18 motorcycle safety training centers; and 18 Vehicle Emissions Inspection stations. The MVA also operates vehicle registration services at 12 county treasurers' offices, and serves 750 Electronic Registration and Titling (ERT) participants and 130 title service agencies.

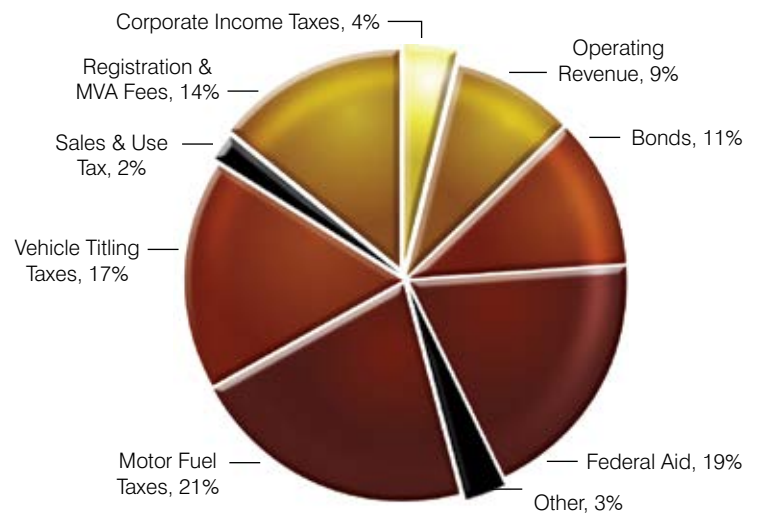
In addition, the Maryland Highway Safety Office (MHSO) has a local outreach program called the "Regional Traffic Safety Program". This consists of traffic safety coordinators in nine regions that represent Maryland's 23 counties and Baltimore City. They are responsible for educating the public and promoting safe driving behaviors using a data driven approach.

Our focus is to keep Maryland moving forward safely and efficiently, and we accomplish this mission through the application of sound business practices. Each year, the MVA processes over 12 million transactions, 7.5 million of which involve in person visits to MVA facilities throughout the State. That equates to about two transactions, either in person or online, for each of Maryland's 5.9 million residents. The revenue generated by these transactions, which totals almost \$1.5 billion each year, allows the MVA to completely fund our own operations and still return 88 percent of the revenue generated to the Transportation Trust Fund. MVA's revenue accounts for over 30 percent of the funding that supports state and county roadway maintenance, bridge upkeep, and other transportation needs.

MVA Revenue



Transportation Trust Fund Sources



The MVA will continue to be the agency that ensures not only mobility, but safe mobility, through a secure driver and vehicle services system. The MVA will continue to offer its services in an efficient and consistent manner while maintaining the highest levels of customer service. However, as technology changes, security of personal information becomes a growing concern, and roadway safety continues to be a key tenet of Maryland's multimodal transportation goals, the MVA needs a plan to help guide the Administration.

There will always be a need for a government entity that protects the safety of roadway users by overseeing the users and the vehicles that they operate. The same is true for the collection, retention and security of information on those roadway users. Today, MVA collects customer information based on numbers assigned to them, such as a social security number. In the future, MVA may use customer information based on biometrics as well. This will enhance the security and protection of customer identity and personal information.

In 2013, approximately 50% of Maryland residents conducted their business with the MVA in person, but the number of people who are opting to use the Internet and other alternative methods is growing. In the future, a visit to an MVA branch office may be unnecessary since everyone will be able to conduct their business directly through an application on their computers or smartphones. The MVA will continue to promote and implement policy and regulatory enhancements for customer use of alternative service delivery methods in an effort to gain greater efficiencies within its business practices.



THE NEED FOR A LONG RANGE PLAN

The Maryland Motor Vehicle Administration (MVA) has prepared a Long Range Plan, **Destination 2035**, which provides broad guidance for where the Administration needs to be over the long term. This plan presents the future trends that MVA will face; as well as the Administration's broad strategic goals and measurable and actionable objectives in support of its mission and vision. These goals and objectives are the foundation of MVA's efforts, as the Administration strives to effectively and efficiently serve its customers through the next two decades and beyond.

To successfully reach its destination, the MVA has produced this Long Range Plan as a roadmap to:

- Set strategic direction to guide the MVA's programs and policies
- Develop the approach that adapts to societal transformations and changes in customer needs
- Identify emerging trends and steer the MVA toward taking advantage of industry trends and proven best practices
- Align the MVA with high-level strategic goals of the State of Maryland and the Maryland Department of Transportation
- Capitalize on agency strengths, eliminate weaknesses, and address future opportunities and threats head-on
- Position the MVA for human and capital progression to meet the goals identified in the plan

The key theme that runs throughout this plan is change: the changes in the external environment in which the MVA works, the changes internally in the composition of its workforce, and the enhancements to its technology infrastructure. The ongoing and anticipated changes are the driving force behind the new programs and approaches that the MVA will implement over the life of this plan.

Destination 2035 paints a broad picture of how MVA will meet its challenges for maintaining safe mobility in Maryland while providing excellent customer service and being stewards of the State's financial and environmental resources. A companion strategic plan provides the specific objectives, strategies, and action steps to implement the plan for the first six years.



THE PLANNING PROCESS

The MVA embarked on a comprehensive planning process to develop this Long Range Plan, which will serve as the long term beacon for the more tactical six-year Strategic Plan. The first step in the planning process was to consider current trends, and then look forward twenty years and consider what the future might look like and how the MVA will operate in that environment.

Destination 2035 does not describe specific projects, but highlights the direction and priorities for the Administration based on the key elements stated in MVA's Vision. Because this plan is visionary and not specific, the MVA has also developed a Strategic Plan, which is a comprehensive, project-specific plan that details the first six years of the Long Range Plan. The Strategic Plan outlines the specific strategies and action steps that will allow the MVA to achieve progress toward its ultimate objectives and begin to achieve the long-range goals. It is the Strategic Plan that will serve as MVA's resource in coordinating with MDOT's six-year Consolidated Transportation Program (CTP).

A comprehensive review of the Long Range Plan will occur on a routine basis. As circumstances change both within and outside the Administration, MVA will revisit the plans and make adjustments to meet changing conditions. The MVA planning process is an iterative and dynamic one that can respond to the changing world in which the Administration operates.

Destination 2035 was developed by a cross-functional, high-level committee, composed of representatives from the Administrator's offices, Central Operations and Safety Programs (COSP), and Operations. These individuals met over several months to consider what the future holds for the MVA and the best way the Administration can be ready to provide customers with the solutions, services and products they need and expect from the MVA.

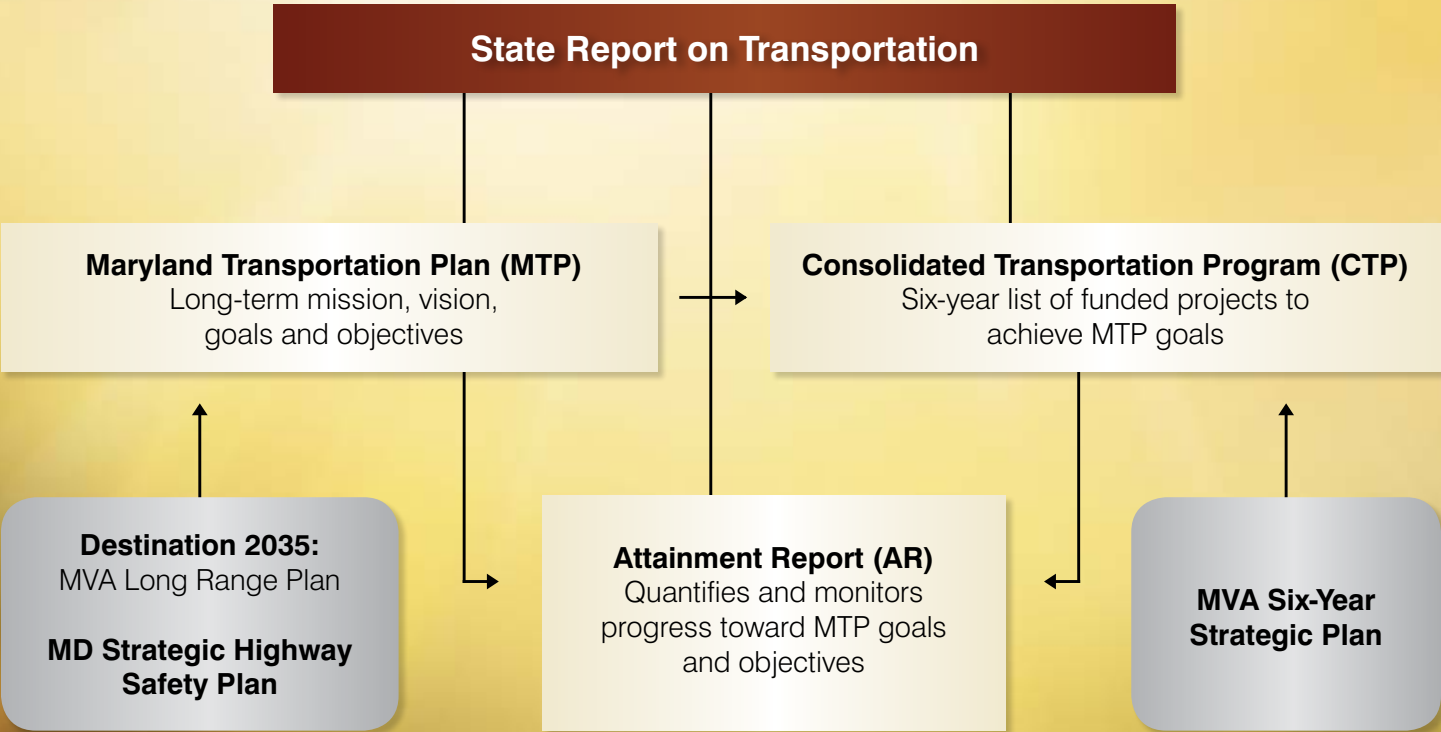




MVA: A MODAL AGENCY OF MDOT

As one of the Maryland Department of Transportation’s (MDOT) five modal agencies, MVA’s strategic and highway safety plans feed into broader statewide planning and programming documents. MDOT has a 20-year vision plan for transportation, called the Maryland Transportation Plan (MTP) which is updated every five years to address current and future transportation conditions and opportunities. Overall, MVA’s strategic planning documents provide valuable input into MDOT-wide plans. The safety and program performance measures that MVA manages are provided to MDOT as part of the annual Attainment Report that ultimately records progress of MTP goals and objectives.

MDOT PLANS AND PROGRAMS



THE ROAD AHEAD: EXTERNAL TRENDS

One of the first steps of the planning process was to consider what external and internal trends might affect the MVA over the next twenty years. The planning committee conducted a visioning exercise to review the anticipated rapid changes in society and then determine how the MVA can best meet those new opportunities. While there is no guarantee that each of these items will occur, it is necessary to think broadly when looking beyond short-term needs and consider the many ways the Administration can adapt to address the mobility needs of Maryland.

Motor vehicle administrations across the country are adapting to the one constant in today's world – change. The expected changes and trends facing all public and private sector agencies, organizations, and companies are significant. Entities best able to deal with an ever-changing environment are those that plan so they are not constantly trying to catch up in a world that is moving forward. In developing **Destination 2035**, the MVA determined most changes will fall within the following four main categories:

- Technology/Computing
- Environment and Resources
- Human Capital Investment
- Population

Adapting to change and being proactive will enable MVA to continue providing high quality service to its customers. The MVA is already impacted by many of the external trends that were at the forefront of the long range plan discussion including the following:



The focus on service delivery via technology, including the Internet and smartphones.



The increased push toward sustainability and the understanding of the impact we are having on our environmental resources.



Concerns about data security and increased use of biometrics.



Tightened budgets statewide mean more demand on MVA's revenues.

TWENTY-YEAR TRENDS THAT WILL IMPACT MVA

5 YEARS

10 YEARS

20 YEARS



Technology

- 80% or more of U.S. homes will have Internet
- Continued advances in mobile computing/ SmartPhone applications/ location-based content
- RFID microchip expansion to more products
- Increased use of biometrics for identification

- Linking of electronic devices
- Remote technology controls vehicles
- Intelligent Transportation System Advancements
- RFID microchip incorporated even more widely
- Advancement of the Open Payment Initiative
- Increased Security of personal information

- Complete data immersion – linking of systems / electronics – across all industries
- Connected vehicles
- Comprehensive integration of MD Intelligent Transportation Systems



Environment

- Green technology, sustainable products and services
- Remote workforces, videoconferencing
- Increase in automobiles and congestion; Transportation system not sustainable
- Alternative service delivery

- Environmentally friendly products and product delivery
- Increasing shift toward mass transit
- Increased use of alternative fuel vehicles
- Fees based on vehicle miles traveled
- Increased use of tolling facilities

- Significant increase in mass transit; Decline in automobile reliance
- Intelligent Transportation Systems fully integrated
- Reduction in infrastructure/ office space



Human Capital

- Emphasis on employee development
- Higher level of technical skills required
- Flexible schedules for employees is the norm
- Emphasis on “doing more with less”

- Outsourced product delivery
- Further reduction in basic skill set workforce/increase in specialty skill set workforce
- Expected retirement age 70
- Increase in disabled workforce
- Workforce becomes more diverse

- Great advances in Artificial Intelligence – robotics
- Aging workforce
- Work-Life Balance move – employees expect more from employers
- In-sourcing – consolidating all MD licensing under one agency



Population

- Increased population
- Reduced workforce
- Privacy concerns
- Culture/demographics shift
- Securing/sharing of personal data

- Heightened concerns about balance between freedom and intrusion into customers' lives via technology
- Younger generation attracted to more urban lifestyle; waiting longer to get driver's licenses
- Women become majority of the workforce
- Retirement age is 70

- Shift toward Identification cards vs. driver's license as population ages
- National ID – one card that contains your personal, medical and financial data
- Increased highway safety and limited highway fatalities per capita



ADDRESSING THE TRENDS: **MVA'S FUTURE**

In order to address the external trends, MVA has set a new direction and focus. The purpose of this plan is to supply the framework that will enable MVA administrators, directors, managers, and employees to meet the needs and expectations of customers. The following information walks through some of the changes to expect over the next five, ten, and twenty years, and what those changes could mean to the MVA.



IMAGINE A FUTURE WHERE...

...customers are confident their personal data housed at MVA is totally secure.

...customers can accomplish all the objectives of their visit to MVA all at one counter.

...a person can obtain their driver's license and/or vehicle registration even if they forget all their insurance paperwork because information is readily available electronically to the MVA.

...an individual can buy their car in a neighboring state and have the car titled in Maryland at the time of purchase, saving time and money.

WITHIN FIVE YEARS...

It was not long ago that people paid their bills by writing a check, putting it in an envelope, affixing a stamp, and mailing it from the post office. Today you can sit in a coffee shop and pay bills on your laptop or tablet and, thanks to MVA's push toward innovative service delivery, even renew your (non-CDL) driver's license. Imagine sitting there and renewing your license, or registering for new license plates or transferring the title to your car while you sip your latte. It is not fiction; it is the future of the MVA. Other changes to expect within the next five years include the following:

- Improved customer service through new delivery methods
- Increased virtual and wireless availability of driver services
- Better coordination on driver medical conditions
- Enterprise modernization
- One-stop visits to MVA
- Improved data management programs that protect data integrity
- Improved surveillance of MVA customer service representatives for better consistency in processing
- Fewer paper forms to complete
- Providing services in other languages
- Online verification of driver's insurance
- ACH/check processing at MVA counters to provide a new payment method
- Facial recognition software
- Regional cross-border titling
- No stickers on license plates

WITHIN 10 YEARS...

2025

Technology will not just be focused on convenience, but on providing safer ways to travel. Vehicles that warn drivers of danger as they travel at high speeds are not far in the future. Law enforcement will also be able to use technology to track drivers of passing vehicles and ensure that they are properly licensed and insured. These technologies are already in development, and MVA will not only benefit from using them, but will ensure that our employees are ready for the challenge.

Other changes to expect within the next ten years include:

- Driver safety through technology – vehicle alerts
- Law enforcement access to information on vehicle owner and driver through technology
- Security through electronic verification of all personal documents
- Better driver training delivery and assessment
- Accommodations for older drivers
- Further reduction in paper forms
- Employees with more technologically focused skills than today
- Greater emphasis on public-private partnerships
- Consolidation of MDOT accounts for licensure, registration, tolls, transit fare, etc.
- Broader cross-border titling



IMAGINE A FUTURE WHERE...

...older, younger and distracted drivers can be assisted by technology to keep themselves and Maryland's roadways safe.

...customers can electronically access an integrated view of their personal driver and vehicle information, resulting in transactions that are completed with ease and efficiency.

...MVA employees are satisfied and highly qualified with the new skills needed for the job.

WITHIN 20 YEARS...

2035

For many people the thrill of buying a car is somewhat diminished to the haggling on price, the decisions, the financing, and the substantial paperwork required to complete the sale, including the title, lien and registration. In the future, the paperwork portion of the process will be vastly reduced and streamlined and in most cases, virtual through electronic lien and titling that allows the MVA to get the required information directly from banks. The ultimate result is registering, titling, and receiving tags plus official documentation for the vehicle at the point of purchase, whether the vehicle is purchased in-state, out-of-state, new, or previously owned.



IMAGINE A FUTURE WHERE...

...you just moved to Maryland from another state. You change your out-of-state tags and title without ever having to leave the comfort of your new home.

...all MVA data is integrated into one modern information system that provides access and scalability with other government systems to make customer transactions easier and employees more effective.

...your Maryland Driver's license, whose data is completely secure, serves as your bankcard, medical insurance card, and even your credit card.

...your car drives itself!

This improvement in the car buying experience is just one area where technological improvements will bring about major changes in the way the MVA does business. Other changes within the next 20 years could include:

- National titling
- Electronic license plates
- Automated, self-completed vehicle registration
- Extensive use of technology controls for operation of vehicles
- Decrease in MVA footprint due to extensive availability of virtual services
- Virtually no printed forms
- Biometric identity verification
- One MVA data system for full data integration
- Optional non-card driver's licenses on Smart Phones





MVA'S STRATEGIC DIRECTION

MISSION

To provide exemplary and secure driver and vehicle services that support Maryland's safe mobility.

The MVA's mission is one that will stand the test of time. Even though the way MVA conducts business will change, the Administration's core responsibilities of maintaining Maryland's safe mobility and the security of personal information remain constant.

VISION

The MVA will be a respected and trusted leader in providing public services and promoting safety.

No one knows what the future will hold, but we can make some educated guesses based on past experience and present knowledge. Since the MVA has such a far reaching impact on virtually every Maryland resident, it is important to have a vision that will continue to support the Administration as it strives to meet the needs of today and the opportunities of tomorrow. By being creative, dynamic, and willing to change, the MVA will continue to provide efficient, convenient, and secure services for its customers to safely maintain their mobility for years to come.

GOALS

To support the mission and vision, the MVA developed broad goals that focus on five key elements of the vision – customer service, safety, stewardship, security, and our workforce. The goals and objectives frame how the MVA will meet the future as well as help guide current efforts through the six-year strategic plan.

- **Customer Service:** The MVA will deliver efficient and accurate solutions and systems to meet the diverse needs of our customers.
- **Safety:** The MVA will encourage and promote safety on Maryland's roadways.
- **Stewardship:** The MVA will continuously increase operational efficiency, financial accountability, and environmental sustainability
- **Security:** The MVA will ensure the integrity and security of all data, assets, processes, and products.
- **Workforce:** The MVA will recruit, retain, strengthen and support a skilled and diverse workforce.

MVA GOALS

CUSTOMER SERVICE

The MVA will deliver efficient and accurate solutions and systems to meet the diverse needs of our customers.

The MVA has identified four strategic, measurable, and actionable objectives to guide progress toward the goal of providing excellent customer service to its customers:

- Measure and achieve 100% customer satisfaction on all customer service interactions.
- Provide access to all major services through alternative service delivery methods.
- Attain 90% usage of alternative service delivery methods.
- Eliminate repeat interactions and failed transactions.

Customers' expectations of service providers are constantly growing, and MVA will strive to meet and exceed those expectations. Customer service means more than reducing the wait time in an MVA branch. The MVA believes a good customer experience is one in which the customer can quickly and easily find the information they need, is treated with respect, and is given effective and efficient service by courteous and knowledgeable staff (or by their virtual counterparts online). The MVA is a customer focused agency and will work to improve how people experience the Administration in person, by telephone, online, or at a kiosk. The MVA is working to meet the needs of its customers in several ways:

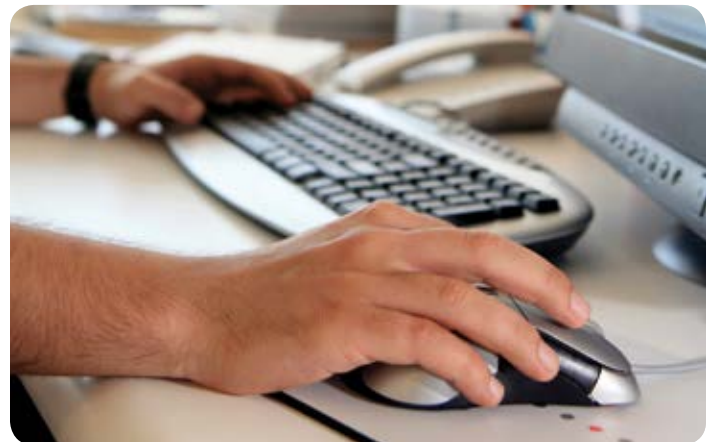
Tracking performance and making necessary improvements

Quarterly customer satisfaction surveys are conducted at each customer service center to determine opinions on employee helpfulness, professionalism, and facility appearance. The MVA also tracks statistics on wait times, call statistics, and other types of customer transactions so spot improvements can be made

where necessary. Moving forward into the future, the MVA will adopt even more robust tracking systems in order to be a performance-based organization that makes targeted and strategic improvements to enhance service to its customers.

Promoting alternative types of service delivery

As part of MVA's modernization efforts, by 2035, the MVA anticipates that seventy percent of driver services will be available electronically, an increase of 50 percent over the current 20 percent. This will enable customers to use computers and smartphones for conducting much of their business with MVA, giving Maryland drivers mobility without the need to be mobile.



Investigating technology applications to make MVA services more customer-friendly

Technology has many other applications for MVA; for instance, people may be able to obtain a driver's license by using biometrics, e.g., their fingerprint, rather than bringing a copy of their birth certificate and social security number to a MVA facility. Twenty years from now it may also be possible to take the law and driver's test remotely. On the vehicle front, technology can be leveraged so vehicle purchasers can register cars nationwide right at the point of purchase.

SAFETY

The MVA will encourage and promote safety on Maryland's roadways.

The MVA has identified two strategic, measurable, and actionable objectives to guide progress toward the goal of safe mobility:

- Reduce traffic related fatalities by 50% and injuries by 44% on Maryland's roadways by 2030.
- Eliminate all unsafe, uninsured and improperly titled vehicles from Maryland's roadways.

Keeping Maryland roads safe may be the most important function of the MVA. The Administration is the lead agency in developing and implementing Maryland's Strategic Highway Safety Plan (SHSP) which can only be successful with the input and support of our partners.

Licensing and Training

Through its licensing responsibilities, the Administration has a great deal of influence over who drives on Maryland roads. The MVA continues to examine licensing program improvements to ensure new drivers receive adequate training and that drivers in need of improvement are identified and receive additional training and/or assistance.



Coordination with Law Enforcement

The MVA is committed to ensuring that driver records are accurate and are provided to the appropriate legal authorities so action can be taken on dangerous drivers, including removing or suspending their privilege to drive.

Use of Sanctions and Tools

The MVA will also continue to use technology and tools available to keep these drivers off the roads, such as the current ignition interlock device designed to prevent drivers from getting behind the wheel if they have been drinking. The MVA will also continue to offer, and expand upon, Alcohol Education and Driver Wellness and Safety programs.

Vehicle Safety

The MVA will also continue to monitor the safety of vehicles through the vehicle titling, registration, and inspection programs. MVA's role in vehicle registration allows the Administration to oversee the safety of the Maryland-registered vehicles that travel the state's roadways.

Partnering

MVA will partner with other State agencies such as the MD Transportation Authority and the MD State Police to remove unsafe vehicles from Maryland's roads.

STEWARDSHIP

The MVA will continuously increase operational efficiency, financial accountability, and environmental sustainability.

The MVA has identified five strategic, measurable, and actionable objectives to guide progress toward its broad stewardship goal:

- 95% of all core customer transactions will occur within their optimal completion time.
- Annual expenditures will optimize the use of funds and will not exceed the approved budget.
- Maintain an 85% or greater contribution of MVA revenues to the Transportation Trust Fund.
- Ensure all newly constructed MVA facilities are at least LEED Silver.
- Recycle 100% of recyclable goods and reduce forms and paper usage by 85%.

The MVA recognizes its role as stewards of public funds and of the environment. To that end, the Administration has identified its objectives related to operational, financial, and environmental stewardship.



Customer Service through Technology

The MVA will use a more intelligent approach to business practices through the application of technology and process improvements, resulting in better customer service and more effective use of funds. The MVA will continue to identify and implement new technologies that make the MVA more efficient and effective and improve the customer experience. The rapid growth in the use of technologies over the past twenty years has already made a significant impact on the way the MVA does business and, as this trend continues, becoming a mostly electronic agency is not out of the realm of possibility.

Fiscal Responsibility

The MVA will continue its role as a primary funding source to MDOT's other modal agencies, while utilizing its own funds to their maximum effectiveness. The MVA is proud of its contribution to statewide transportation programs and will continue to be good stewards of the funds that the Administration generates.

Environmental Sustainability

As an agency, MVA will strive to function as an environmentally sustainable agency that contributes to the State's and the country's duty to preserve the natural environment. Over the next 20 years, MVA plans to significantly reduce our footprint by moving toward more transactions being handled electronically and by eliminating the need for warehouse space through the elimination of many of its pre-printed forms. MVA will also ensure that facilities are right-sized, as

environmentally friendly as possible, and will continue to look for additional opportunities to reduce the use of resources in its day-to-day business practices.

The MVA believes that the protection of the environment and sustainability of natural resources are essential elements of its mission. Through development of its Compliance Focused Environmental Management System (CFEMS), MVA seeks to ensure compliance with applicable federal, state, and local environmental statutes, enforceable agreements, and permits, as well as State Executive Orders. In addition, the MVA seeks to minimize risk to the environment from unplanned or unauthorized releases of hazardous or harmful contaminants.



MVA management is committed to making the environment a priority by providing adequate leadership, systems, and resources for the development and implementation of the CFEMS and by ensuring that the objectives of this policy are achieved. MVA is committed to promoting a culture where environmental protection and compliance is an integral part of our culture.

SECURITY

The MVA will ensure the integrity and security of all data, assets, processes, and products.

The MVA has identified two strategic, measurable, and actionable objectives to guide progress toward its broad security goal:

- Achieve 100% data integrity and security with no breaches by employees, vendors, and the public.
- Ensure that all MVA assets, processes and products are secure and uncompromised.

Identification and Data Security

As the issuer of driver's licenses, the primary form of identification for the majority of Marylanders, the MVA takes seriously its responsibility to keep customer's information private and secure. As the MVA looks toward the future MVA stands ready to meet the challenges of data fraud head-on by identifying and using new technologies that strengthen the security of its databases. Within the next five years, MVA plans to have surveillance utilization programs that will help promote the security of these data. Additional advancements for improving security include biometric applications that can be used to clean up databases and ensure the right person is in possession of the correct driver's license or identification card, online verification of automobile insurance and electronic lien reporting.



Secure, Agency-Wide System

Currently, all of the data that MVA collects is stored on a myriad of systems and platforms. Over the next five to ten years, MVA will establish an Enterprise Management System based on one technical system architecture to provide the Administration with fully integrated computer systems, applications and data. This transition will provide for more robust data security as well as streamlined operations and customer service. For many other industries, this trend is a reality and is particularly applicable to a data-centric organization like MVA. Modernizing MVA's information systems is a core priority of the Administration and all efforts leading to this technical modernization effort will be systematic and progressive for ultimate achievement in the coming years.



Cross-Agency Document Security

MVA will also work toward providing better document security, by verifying documents electronically from various departments, agencies, and sources, such as from law enforcement agencies, Immigration, and the Social Security Administration. By developing the security measures needed to share access to documents between law enforcement and the MVA, both parties will be able to perform their jobs more effectively. MVA will be able to have quicker and more accurate access to infractions, ultimately helping to keep the roads and its users safer.

Drivers License/ID Verification System (DIVS) was formed to organize, implement, and coordinate a system or systems to verify information provided by applicants for drivers' licenses and identification cards through a variety of verification systems. Four verification systems have been expanded or developed through DIVS. These systems will all be turned over to a long-term governance entity once development is complete and the systems are functional.

1. US Passport and Visa Verification (US-PASS)
2. Verification Of Legal Status (VLS)
3. State-to-State Verification (S2S)
4. Birth Certificate Verification (EVVE/EVER)

The MVA has completed the integration of US PASS and VLS verification systems into the existing Driver's Licensing System (DLS) and is currently working on S2S. As a result, the MVA will improve the integrity and security of State-issued DLs and identification cards (IDs), reduce the issuance and use of fraudulent DLs and IDs. The use of these electronic verification systems support federal data and document verification requirements and standards in Real ID and also improves efficiency and enhances customer service.



WORKFORCE

The MVA will recruit, retain, strengthen and support a skilled and diverse workforce.

The MVA has identified three strategic, measurable, and actionable objectives to guide progress toward its broad security goal:

- Hire highly qualified employees who exceed agency standards and represent Maryland's diversity.
- Ensure that 100% of MVA employees are provided with training programs to achieve professional growth and upward mobility.
- Achieve 100% employee satisfaction with their job duties, growth opportunities, and other employer-provided services.



Employees as Assets

Employees are the foundation of any service industry. The Administration believes its employees are its most valuable asset, and is committed to ensuring this asset has the information and resources it needs to maintain the highest standards of customer service, whether that involves working directly with customers or in a support function.



Redefining Employee Skillsets

While increases in electronic services and possibly outsourcing may result in work force re-alignment, the MVA believes a workforce that can respond to the needs of today and tomorrow is critical for the Administration's ongoing success. As the Administration adopts new ways of doing business, particularly focused on technology and outsourcing of certain functions, the roles of MVA employees will change to those of system development and support and oversight rather than direct service delivery.

Positive Work Environment

Attracting and maintaining the type of highly skilled, creative, and nimble workforce the MVA needs will require creating a positive work environment in which employees feel they are valued, heard, and have room to learn and grow in their professions. The MVA continues to work toward a collaborative, employee-focused environment that values the input of all employees. Career growth and advancement, already a priority of MVA, will remain at the forefront as the types of jobs transition to a more technical way of delivering customer services and products.

THE FUTURE

The future holds many exciting opportunities for the Maryland Motor Vehicle Administration. It will also present many challenges. Planning efforts such as **Destination 2035** will help position the MVA to meet those challenges and promptly take advantage of tomorrow's opportunities. The possibilities for improvement are endless, and the MVA looks forward to working toward its goals to better meet the needs of Maryland citizens and residents.



The MVA created this Long Range Plan to help guide the Administration through what all experts agree will be a time of great change in the way people live, work, and play. Since the MVA plays such a vital role in Maryland's transportation system, it is important to know the opportunities that lie ahead and develop solid strategies to successfully meet them. Maryland cannot continue to grow without mobility. Residents and visitors must have a way to get where they are going as safely, quickly and as easily as possible. The MVA takes its role in safe mobility very seriously.

Driving is not a right – it is a privilege! MVA is there to make sure people obtain that privilege as securely, efficiently and effectively as possible. As the Administration moves forward, administrators, managers, and employees will look to this Long Range Plan to help guide them as they develop specific strategies and action steps in the six-year Strategic Plan that will begin to make the dreams of tomorrow a reality today.





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