



RMV Year In Review

MassDOT Board Meeting
June 22, 2020



Overview: RMV Year in Review

- Refocusing: Organizational Reform and Restructuring
- Safety Reforms & Recommendations
 - Ensuring Action on Out of State violations
 - Rebuilding the Merit Rating Board
- COVID-19 and Inventing the RMV of the Future

Refocusing the RMV on Safety

- In the year since a fatal New Hampshire crash took seven precious lives, new leadership, staffing resources and organizational changes have reprioritized the RMV's public safety mission and functions.
- Informed by both internal and external reviews and a new senior team, the RMV has undergone an organizational overhaul with the implementation of key recommendations made in the Grant Thornton audit report, as well as other changes.
- One key area of focus has been on the accuracy and timeliness of updating driver records and the reliability of state-to-state data sharing and communications concerning violations by Massachusetts licensed drivers.



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Key Actions: Overall

- Appointment of New RMV Leadership to Begin Internal Review
- Engaged the firm Grant Thornton to perform a public external review and provide recommendations as to any lapses in the RMV's policies and procedures specifically as they relate to state-to-state communications; final report issued October 2019. – GT Recommendations denoted by **GT**
- Hired new Deputy Registrar for Safety to oversee and champion RMV's public safety functions and culture, including oversight of enforcement activities, hearings and suspensions; being assisted by Acting Assistant Registrar for Sanctions & Adjudications.
- Bolstering RMV Training and Culture / Morale **GT**
- Collaboration with Legislature, Trial Courts, Federal Oversight Partners and Other States

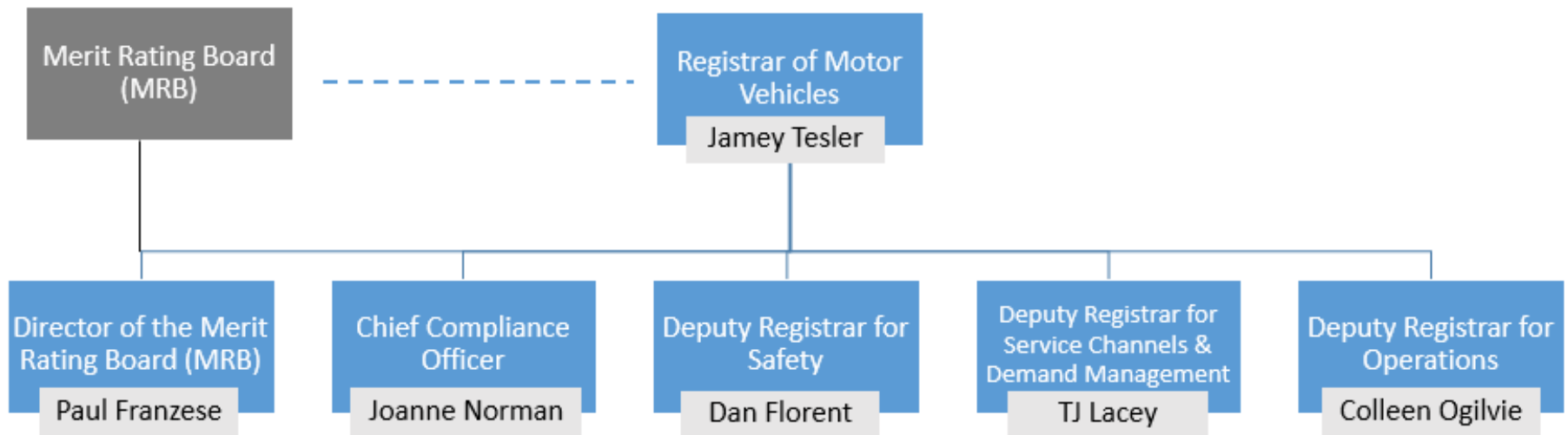


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Re-Organization of Business Units

- The RMV's Senior Staff and reporting structure of major business units and functions have both been entirely reorganized. **GT**



Key Actions: Compliance and Training

- Hired a Chief Compliance Officer and Director of Policy & Risk to Conduct an Enterprise-Wide Risk Assessment and Statutory Review of RMV Obligations **GT**
- Hired a Chief Legal Counsel
- Chief Compliance Officer and Director of Policy & Risk have initiated an organization-wide effort to identify and document policies and procedures to ensure staff are being trained in performing their duties.
- Initiated Extensive Business and Training Plan Exercise to Enhance Content, Delivery, Mechanisms and Infrastructure to Support Long-Term Growth of Staff, Skill and Organizational Development, Training and Morale.
- MassDOT Board's Finance & Audit Committee Adopted Charter to Strengthen Audit Operations, Risk Assessment and Mitigation **GT**
- MassDOT Hired Chief Compliance Officer and Implemented New Whistleblower Reporting Mechanism and Codes of Conduct **GT**



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Safety Reforms & Recommendations

Key Actions: Out of State Violations

- **Dedicated Out of State Unit:** Established one dedicated unit for the processing of daily incoming out-of-state violation notices, reporting to the new Deputy Registrar for Safety.
- **Processing Performance Metrics:** Unit processes the most serious offenses warranting suspension within one business day and processes all Out of State notices within a few business days.
- **Addressing Paper Backlog:** The Out-of-State Unit has re-processed *all* major offenses from the 'paper backlog' and will complete the processing of remaining, lower tier offenses this summer. **GT**
- **Notices to Other States:** The RMV initiated a process for sending outbound paper notifications to other states when actions are taken against their drivers until a more automated solution is identified. **GT**

Key Actions: Out of State Violations (cont'd)

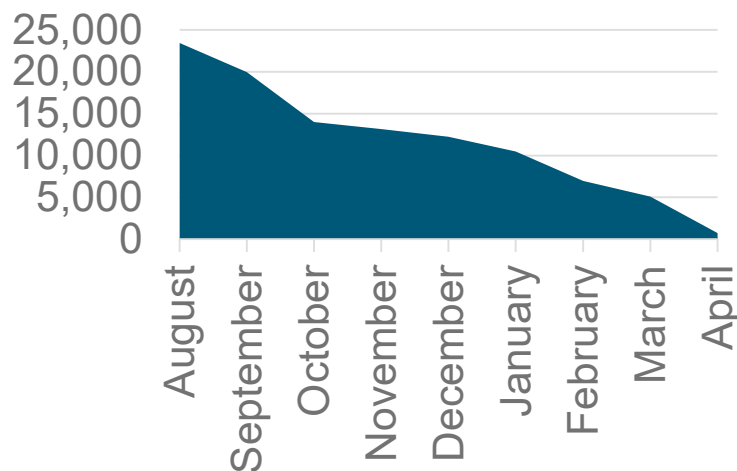
- In the absence of a federal, online system for state-to-state sharing of violation information, Massachusetts has crafted a "belts and suspenders" approach to minimizing the risk that an out-of-state violation will fall through the cracks.
 - Processing paper out-of-state violations (including re-processing entire paper backlog) promptly, focusing first on most serious offenses triggering suspensions but ensuring that all violations are entered onto driver records. **GT**
 - Checking driver records against the National Driver Register (NDR) upon license renewal.
 - Established recurring, standard-setting initiative to comprehensively and regularly check all 5.2 million Massachusetts' driver records against the NDR's Problem Driver Pointer System (PDPS).
 - Re-established regular electronic file-sharing between Massachusetts and New Hampshire regarding driver convictions impacting driving privileges in either state, eliminating need for paper-based notifications.
- Recognizing Massachusetts is not alone in the challenges of keeping driver records up to date based on the timeliness of information provided or available, the RMV has communicated with federal and state partners about the need to replicate a federal / national CDLIS-like system for the seamless electronic transmission of convictions involving non-commercial drivers & vehicles across all states.

Key Actions: Merit Rating Board (MRB)

- Re-convened MRB oversight meetings (RMV, Division of Insurance and Attorney General) to provide renewed accountability for processing in-state citations and updating in-state driver records for the purposes of insurance services. **GT**
- Board unanimously installed new, permanent Director in April 2020, Paul Franzese, to provide new leadership and accountability. **GT**
- Developed strong rapport with the courts and law enforcement to improve system communications and reduce errors.
- In February 2020, began processing all paper warnings as part of implementation of the distracted driving / hands-free law.

Reduced Quality Control work queue from 20,000+ to just daily incoming items from law enforcement and the courts. **GT**

QC Open Work Items
August 2019 to April 2020



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Key Actions: Commercial Driver's Licenses (CDL)

- Last summer, ATLAS software fixes were implemented to ensure actions taken or communicated by the interstate electronic CDL system CDLIS are acted upon automatically or assigned and escalated for timely manual review. **GT**
- CDLIS Notices were primary responsibility of SPEX Unit which was merged with the Out-of-State Unit in 2020 to ensure that one unit has responsibility for out-of-state notifications. **GT**
- Improvements to overall administration, testing and licensure of CDLs underway, including additional staffing resources and oversight under a CDL Program Supervisor, Manager and Assistant Registrar for Credentialing.
- Improved CDL testing program by mandating 2 driver checks prior to CDL test and transferring responsibility for all CDL (including bus drivers) to Massachusetts State Police.
- Constantly reviewing CDL records to ensure proper and consistent statutory application of CDL Disqualifications and acting to disqualify where necessary.
- Pending legislation filed by Governor Baker would strengthen Massachusetts' CDL standards beyond federal requirements, including stricter disqualifications for chemical test refusal convictions occurring in non-commercial vehicles.

Other Major Safety Initiatives & Updates

- The RMV is further collaborating with federal, state and local authorities, including the trial courts, on additional measures to enhance public safety.
 - Implementation of the Distracted Driving / Hands-Free Law in February 2020; MRB began processing all paper warnings in addition to those issued via eCitations.
 - Prioritizing and incentivizing the use of eCitations which reduce transmission and readability errors and allow for automatic updating of driver records.
 - Making significant progress on REAL ID issuance and compliance prior to the federal government's extension of the deadline by one year due to the COVID-19 pandemic.
 - Preparing to launch new subscription-based suspension notifications to local police departments in real-time, electronic format (Section 62).

Other New Initiatives and Updates

Other Major Initiatives & Updates

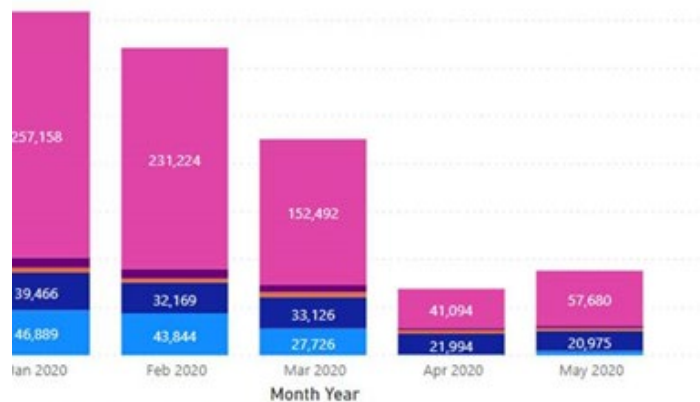
- Completed RMV System Overhaul to ATLAS & Retired 33-Year Old Legacy System ALARS; over 1.4 billion vehicle-related documents successfully conveyed.
- Joined at least 14 other states in providing a gender-neutral, non-binary (“X”) designation on licenses, ID cards, and liquor ID cards.
- Implemented Automatic Voter Registration (AVR) in coordination with Secretary of State’s Office and the Executive Office of Health & Human Services.
- Significant Progress Made on REAL ID Issuance Prior to Federal One-Year Delay of Compliance Deadline

COVID-19 and Inventing the RMV of the Future

Appointment-Only Reservations

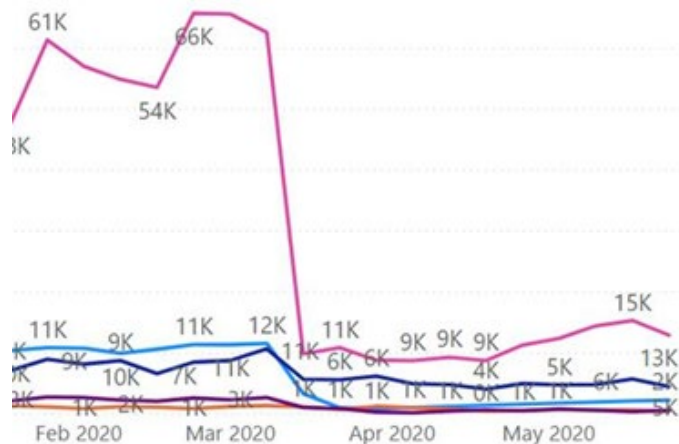
Counts by Channel and Month

AAA ● Headquarters ● InsAutoAuct ● Other ● SvcCenter



Counts by Channel

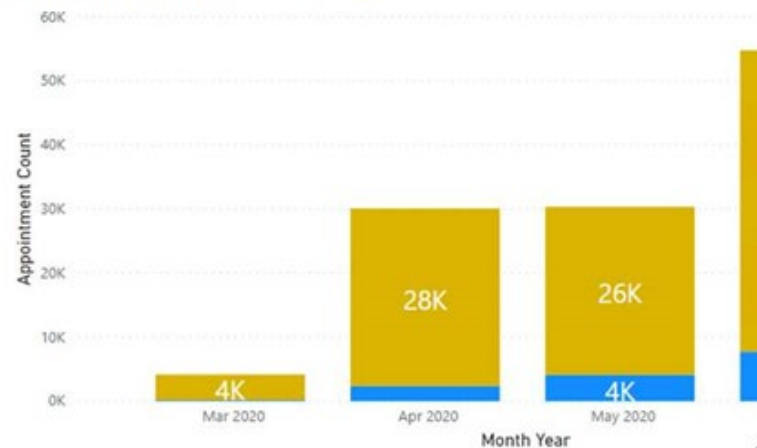
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Appointments by Scheduler and Month

*June Appointment Data

Scheduled Via ● Contact Center ● Online



Appointments by Service Center and Date

Location	Mar 2020	Apr 2020	May 2020	Jun 2020
Springfield	642	5,152	5,037	6,893
Haymarket	742	4,524	4,708	7,736
Worcester	701	4,600	4,443	7,022
Lawrence	587	3,925	4,550	6,735
Brockton	527	3,754	3,522	5,679
Fall River	449	3,111	2,973	5,337
Plymouth	395	2,882	2,767	5,748
Pittsfield	131	1,750	1,793	3,145
Watertown				2,909
Leominster				2,612
Milford		280	475	127
Wilmington		191	205	346
South Yarmouth				700
Total	4,174	30,169	30,473	54,989



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Update on REAL ID credentials

- Upgrading from a Standard credential to a federally-compliant REAL ID license or ID is not essential to do now. The federal deadline to obtain a federally-compliant REAL ID for the purposes of boarding domestic flights or entering certain federal buildings has been delayed by one year to October 1, 2021. And if a person has a valid U.S. passport or other federally-compliant form of identification, that person will never need a Registry issued REAL ID-compliant credential.
- An RMV REAL ID and 'standard' license require an in-person visit, which cannot be scheduled currently. REAL ID and Standard driving licenses cost the same: \$50 each; a REAL ID and Standard ID card both cost \$25; upgrading or amending a license / ID outside the 5-year renewal cycle costs \$25.
- However, since the REAL ID deadline was moved to October 2021, the RMV will not be making appointments available for REAL ID amendments / upgrades anytime before September 2020; only exceptions will be new drivers or out-of-state conversions already required to visit in-person.
- What's new: the RMV is now offering eligible customers an opportunity to renew their expiring Massachusetts 'standard' license or ID online between now and August 12, and then if they wish to "upgrade" to a REAL ID credential later, the \$25 dollar upgrade fee will be waived. Credentials expiring March 2020 – May 2021 are eligible for this.

Renew Online Now / Upgrade to REAL ID Later

- ***What do I do if I am eligible to renew my expiring credential before August 12 online so I have the option of a \$25 fee waiver for upgrading to a REAL ID later on?***
 - Go to Mass.Gov/RMV by August 12, 2020 to renew your 'standard' Massachusetts license or ID online. The cost is \$50 for a license and \$25 for a ID card and we'll send your new license or ID to you in the mail.
- ***What's the benefit?***
 - You don't need to visit the RMV(!) and you help the RMV enforce 'physical-distancing' and non-essential transactions through the end of 2020.
 - If you want a REAL ID, get a Standard credential online before August 12, and wait for your in-person visit in 2021, you won't be charged the \$25 upgrade / amendment fee.

Suspension Hearings By Phone

- Suspension reinstatement hearings continue to be conducted daily by phone, based on Hearing Officer availability and capacity.
- Hearing requests are initiated in-person at most open locations with submission of application and documents in-person at the Service Center.
- Hearing Officers review assigned cases by submission and conduct additional research as necessary before calling customer to conduct hearing by phone.
- Reinstatement fee payments can be made online or by phone, while reinstatement may require visit for new license / permit or road test.
- Successful reinvention of service the RMV is committed to improving by introducing appointments and / or a remote hearings structure supported by technology that will significantly reduce necessary customer visits.



Learner's Permit Knowledge Test

- Re-started the administering of passenger (non-commercial / Class D) learner's permit knowledge tests by appointment-only.
- Launched online permit test alternative in multiple languages, allowing customers to take their test from an alternative location up to 60 days after they visit a Service Center to apply and present required documentation and reducing overall Service Center traffic.
- Temporarily dedicating "permit-only" appointment hours (5PM-8PM) at 8 Full-Service Open Service Centers; Leominster and Watertown Service Centers re-opened to exclusively perform permit tests.
- Initial permit appointment priority given to those turning 16 between January and May 2020. Estimated demand of approximately 50,000.
- Service Center computer (ATS) option will still be available for accommodation needs, audio-exams and languages not available online.



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Road Tests and Driving Schools

- Re-started the administering of passenger (non-commercial / Class D) road tests by appointment-only.
- Initial road test appointments are being prioritized – first served are those customers who had their March and April road test postponed. The RMV is calling these customers. Estimated that about 18,000 customers will get this priority scheduling.
- New: road tests will be conducting using only MassDOT Vehicle Fleet cars or specific driving school vehicles; cleaning and disinfecting between tests to protect employees, customers and sponsors.
- Extended Online / Remote Driver's Ed Instructional Option for Driving Schools; Public Health Guidance Issued for In-Car Instruction
- In-car observation requirement of 6 hours with another student for junior operators has been shifted to another licensed adult (parent / guardian).

Road Test Fleet Vehicles & Protective Barriers



Protective Screens in Permit Test Room



Outdoor Road Test Cleaning Station



RMV's Future Outlook

- Re-prioritized and re-oriented around critical public safety responsibilities and functions, and focus on '*one driver, one record*' -- maintained throughout the pandemic.
- Leveraging investment and opportunity in ATLAS to build on improvements for customers and in automatic state-to-state data-sharing and communications.
- Building on pandemic-induced business changes as opportunity to better provide for and ensure the safety of our customers, through appointment reservations, dedicated center model, and more external partnerships and web-based transactions that reduce the need and demand for in-person services.



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Keeping the Public Informed

- Customers are encouraged to visit the following websites for the most up-to-date information on the RMV's available services, deadline extension initiatives, and other measures:
 - www.Mass.Gov/Info-Details/RMV-COVID-19-Information
 - Information Specific to Commercial Drivers:
www.Mass.Gov/Info-Details/Commercial-Driver-Information-During-State-of-Emergency