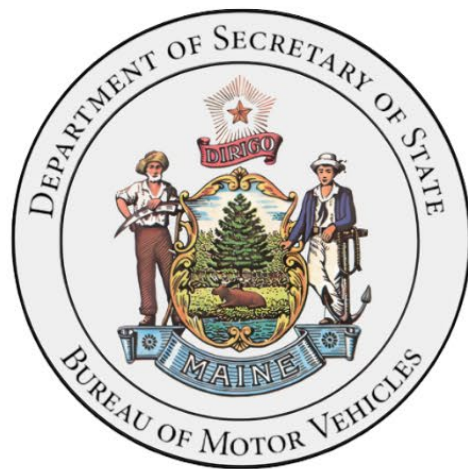


maine.gov/sos/bmv/

STRATEGIC PLAN

2024-2028

DEPARTMENT OF THE
SECRETARY OF STATE



BUREAU OF MOTOR
VEHICLES

*A Foundation for
the Future*

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Executive Summary

The Maine Legislature founded the Bureau of Motor Vehicles (BMV) over 115 years ago out of a concern for public safety following the invention, mass production, and use of motor vehicles.

Since then, not only have the times changed, but the pace of change has accelerated. As a result, we find ourselves at yet another inflection point:

We must reinvent our Bureau to better meet the current and future needs of Mainers.

Our customers' expectations have evolved. They expect secure services that enhance their quality of life, and equitably increase their opportunities here in Maine, which we do not entirely deliver upon. To close that expectation gap, the BMV's leadership embarked on a deliberate effort to craft this strategic plan and navigate our way forward.

Our methodology articulated in this document describes the **near-term**, **longer-term** and **future goals** we seek to deliver for our customers and ourselves.

To achieve these goals, we are **committed to evolving** from an organization surviving in the present, to one with a culture of resilient professionals that have their eyes on the future.

Our ability to deliver these initiatives – especially those requiring construction of new and advanced public-facing conveniences – depends on sustained investment and support from the legislature.

Some of the initiatives envisioned as part of this strategy are already contained in our 2024-2025 biennial budget.

We offer this document early in our process to articulate our aims, and garner support for the improvements we intend to deliver.

Over the next 3 to 5 years, we will focus on four strategic priorities:

An Improved Customer Experience...

...focused on **accessibility**, **simplicity**, and **reliability**; moving into a customer centric way of doing business is our **main effort**.

A Positive Employee Experience...

...where employees are **experts**, **valued** and **empowered**. This is our necessary supporting effort that unlocks the **primary goal**.

Investment in Trusted Technologies...

...that ensure our customer's data remains **secure**—this is a **no-fail mission**.

Contributing to Highway Safety...

...through collecting revenue for the highway fund to build and maintain **safer roadways** as well as supporting improvements in **driver education**, **driver behaviors** and supporting **vehicle safety initiatives**.





The Bureau's Role

The BMV has served residents of this State and all users of Maine highways by:

- Qualifying Drivers,
- Licensing Drivers,
- Regulating Vehicle Ownership, and
- Overseeing Vehicle Registration.

Through the collection of fees associated with these services, **the BMV provides revenue to build and maintain Maine's highways.**

Yet our mission reaches beyond mere credentials, documents, and fees.

Without a proper and accurate ID or driver license, access to State services, travel, banking, and essential services becomes extremely challenging.

Without a properly titled and registered vehicle, especially in the more rural parts of our state, a Mainer's ability to obtain health care, employment and education is nearly impossible.

What we fundamentally provide to Mainers is access to society – economically, socially, and legally.

These same services enable Maine's businesses; without them, our collective economy would grind to a halt.

For nearly our whole history as a Bureau, we have been at work delivering our services in person.

Under the leadership of the Secretary of State, **our 376.5 positions proudly serve 1.2 million Mainers** through our 13 familiar

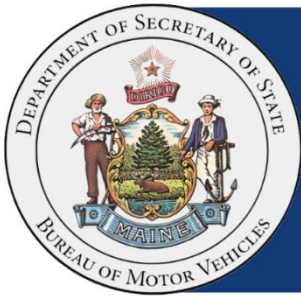
branch office locations, over the phone, and via a limited selection of online services.

While we are committed to continuing in-person customer services that are at the heart of what we do, we recognize the world is changing around us, and we must deliver meaningful improvements with a sense of urgency.



Figure 1-1: BMV Employees working a veterans event to help them ensure their information is up to date





The Imperative to Change

The last significant BMV modernization effort took place from **2005-2008**. This was a time before smart phones, Wi-Fi and broadband internet defined our daily existence.

Since then, our world has digitized to the point that our customers expect to conduct their transactions instantly and on demand.

Unfortunately, we are currently tethered in the era of **fax machines, cash registers, and snail mail**.

A significant number of our transactions are done using paper, which we physically move between offices via mail rather than digitally. As a result, many of our employees are constrained by manual clerical processes.

In the end, our limited capacities are reflected in the delays Mainers experience in completing their transactions with BMV.

We have an expectation gap, and it's growing daily.

In the coming years, Maine will infuse \$149 million¹ of state and federal funding into expanded broadband internet access across the state, empowering more Mainers to take advantage of digital services.

Accordingly, Mainers will expect that any digital transaction is secure, and their data is protected by their state government.

More critically, our culture at the BMV is cemented around our outdated systems, policies, and processes, which were designed to aid the bureau in enforcing statute and rule. We must now shift our culture to put the customer at the center of every decision we make.

The customer expectation gap described above will only grow if we delay our modernization. We can't afford to be incremental – **we must take a leap forward**, while leaving some old processes to serve those who are unable to work in the digital age or prefer in-person transactions.

Reaching Mainers where they are, via a method that suits them, must become our main effort.

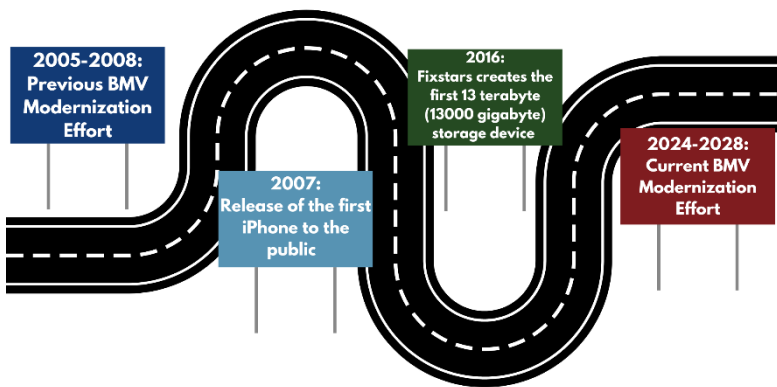
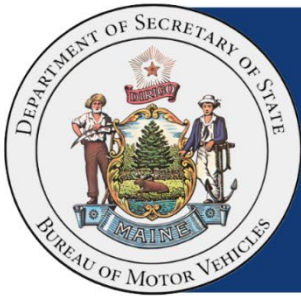


Figure 2-1: Technology relevant to our tasks has made leaps and bounds while the BMV has not modernized in almost two decades

¹ Source: <https://www.maine.gov/governor/mills/news/governo>

[r-mills-applauds-significant-new-federal-investment-expand-broadband-maine-2022-07-14](https://www.maine.gov/governor/mills/news/governo)





Methodology

For the last 18 months, the BMV invested significant time and energy to understand our current situation, visualize our future state, and design a plan that will steer us as we go forward.

Our strategic approach stems from our definition of the problem:

We need to execute a wholesale shift towards a customer-centric approach if we are to remain consistent with our mission and keep pace with the expectations of Mainers.

To sustain that shift, we are appropriately committing to evolve from an organization of employees that merely enforce statute, implement rules, and survive crises, to a **culture of resilient professionals that anticipates, plans, and constantly improves our customers' experiences.**

This document articulates our plan for the next **3 to 5 years**, with high fidelity to our priorities in the **near term** and flexibility in the **longer term**.

We also take a moment to describe more aspirational goals that we are likely to pursue in the next strategy in the “**Road Ahead**” segment of this plan.

With a deliberate approach to our near-term activities, **we believe we can enable our initial efforts in the first 2 years of this strategy**, while preparing for more complex improvements in the latter half of this strategic plan.

Strategic Plan Timeline

2024 - 2033

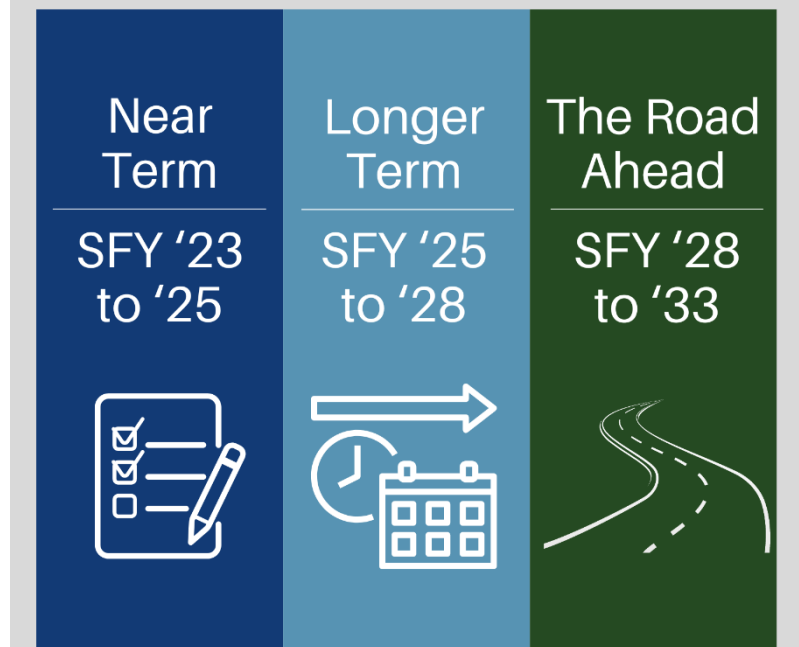


Figure 3-1



“Hi,

I am a young professional moving to Maine from out of state and I just used the Online Booking System to set up appointments for my driver’s license and registration.

I had a great experience using the site - excellent and intuitive design, very helpful features, and a wonderfully easy process.

Thank you for putting in the effort to have the system designed this way, as many organizations and departments do not.

Much appreciated!”

- BMV Customer Review

Strategic Priority 1

Create a Positive Customer-Centric Experience

Reliable – Accessible – Simple



Mainers' expectations for accessing government services have changed in the last couple of years, accelerated by many environmental factors like the pandemic.

Most businesses focus on creating a positive customer experience and Mainers have the same expectations for their state government services. They don't want to spend hours in line and jump through many bureaucratic loopholes to access mandatory services.

Our customers keep telling us how other states are adopting new technologies and point out that it feels like **Maine is often slow to adopt these types of changes.**

According to a study from the McKinsey consulting company, customer experience matters². States that have higher rates of customer satisfaction enjoy:

- Greater trust in government,
- Lower risk of negative public coverage or commentary, and
- Higher levels of voter participation.

Residents are, on average, **four times more likely to agree that their state provides an adequate standard of living** (on aspects such as affordability, education, and health

quality) when they are satisfied with their customer experience.

Most Mainers will have to interact with the Bureau of Motor Vehicles at some point in their lives, and it is imperative that we create a positive experience for everyone that needs our services.

The Vision

To enhance the Customer-Centric Service Mainers expect their BMV to provide services they feel are:

Reliable | Accessible | Simple

They tell us this every day. They want to complete their transactions the first time they engage with us. When accessing BMV services they want options and tools that reflect their daily lives.

They expect the BMV to translate the complex business of motor vehicles into simple customer processes.

Understanding which services matter most to state residents, and where gaps in satisfaction exist, will help public servants and legislators prioritize where we should be

² McKinsey & Company Research Paper: Governments can deliver exceptional customer experiences—here's how



investing to improve the customer experience.

These services need to meet all our customers where they are – physically and/or digitally.

Consistent with our values, we must ensure that our services reach all of Maine including remote or traditionally marginalized communities.

In parallel with the roll-out of these improvements, we must develop a robust customer feedback system to measure our progress and ensure we are indeed improving our customers’ experience.

Near Term



Maine is the most sparsely populated state east of the Mississippi River.



Figure 4-1: Currently we have 13 branches spread across the state, but large parts of our population live in rural areas making it difficult to access state services in person

Many U.S. states, and other state agencies, use mobile units to access remote populations.

In some cases, Mainers travel over an hour to access our services in person. Certain pockets of our population have limited access to our services. These include:

- Older adults,
- Unhoused Mainers,
- Immigrants, and
- Other underrepresented parts of the populace.

Re-vitalizing our mobile units to take to the road will serve the customer where they need to be met, providing some of our most popular services like:

- State IDs and licenses,
- Real IDs,
- Exam applications,
- Learner’s permits,
- Driving records, and
- More!

We have seen a 20% increase in customers in the last year, a reflection of more people moving to Maine.

We will reach those who cannot access the internet, visit a branch in person, or who have other accessibility challenges.

Self-service kiosks would also allow us to provide some services 24/7 in locations that are most convenient to Mainers.



Through this expanded access we meet the customer where they are and improve accessibility to demographics that need it most.

Mainers will be able to:

- Renew a motor vehicle registration and leave with their stickers.
- Obtain a temporary license or ID and walk away with the document.



Figure 4-2: An example of how a Self-Service Kiosk may look when implemented

Self-service kiosks will help to lessen traffic into the branches, reducing customer wait-times.

We believe that we will see a positive return on investment, both from a capital perspective and increase in customer satisfaction that could translate to **increased trust in state government.**

As part of the effort to improve our communication with customers and make it simple for them to interact and understand the BMV’s services we will begin laying the foundation for a BMV Contact Center over the next two years.

We have started this process by:

- Hiring a Senior Section Manager that will oversee this new element,
- Utilizing phones and email to improve the reliability of our communications with customers,
- Working on a website upgrade, and
- Simplifying the letters we send customers.

To measure our progress, we need to implement tools that allow us to receive feedback from our customers. Customer surveys at the branches and at the end of each call provide us with valuable data that will let us know how we are currently doing and will inform future initiatives.

This data will be used to adjust the information that is on our website, how our phone tree is set up and other customer channels.

To best serve those who have chosen to make Maine their home we have:

- Invested in our Language Services to translate written exams and will continue to do so by adding live



- interpretation and American Sign Language (ASL) access.
- Implemented the first phase of Electronic Lien and Title (ELT) services which will allow lenders to send and receive BMV title records digitally, reducing the time and costs associated with mailing paper titles.

Longer Term



We've assembled a multi-functional team to build a plan to identify a gold standard design for our branches that will **focus on creating an environment that is inclusive and accessible for all our customers.**

This work will start by addressing some immediate needs, including legal compliance with the Americans with Disabilities Act (ADA).

Branch gold standards will become routine across all of our branches, and we will achieve a fleshed out brand image and consistency in all we do (communications, signs, processes, etc.). This step is a vital element for any organization striving to be reliable, accessible and simple.

Our long-term goal is to create an in-depth experience for our customers when they interact with us. This will allow for reliable communication whether a customer comes into a Branch, visits our website, or calls us on the phone.

As we continue to modernize

interactions with our customers, we will finalize the Contact Center by adding:

- Live support chat,
- Chatbot,
- A customer portal,
- Short Message Service (SMS), and
- More!

ELT Phase 2 will take another step toward fully electronic titling by keeping titles electronic within the BMV system after the lien is released.

When that vehicle is resold by a dealer, the dealer will submit an electronic title application to the BMV along with the electronic transmittal of the associated fees.

This further reduces the time a dealer must hold the vehicle while they wait to receive the paper copy of the previous owner's title from the lienholder.

The benefits to the BMV include:

- A reduction in data entry,
- Trimming down the costs of secure paper, and
- Curtailing printing and mailing costs.

Large gains in efficiency, effectiveness, and customer satisfaction can be achieved through the creation of **new licensing systems** that give control back to the customer.

First among these ideas would be a portal that allows self-scheduling of exams online. Facilitating the driver education experience with a digital connection between BMV and Maine's driver education schools will also streamline a new driver's entry into licensure.



Last, Maine will eventually need to offer a mobile Driver License (mDL) option to our customers. A handful of states already do this, and the technology will eventually become an industry standard.

Maine must prepare to offer this service.

Ultimately, we will achieve a state where customers can access our services where and when they need them. We will create simple and reliable methods for customers to interact with us.

Modernized conveniences will reduce paperwork, saving the customer time and money.

Customer needs will be at the core of what we do, and we will be a trusted partner that continues to have a positive impact on every Mainer’s life.

“Make an online reservation for the new BMV in Bangor; it's a game changer - *no more long waits!*”

The new location is much more convenient and easier to find. Inside, there's ample seating and vending machines for when you need a quick snack or beverage...

...The on-site bathrooms are clean, and the staff is friendly and efficient.

I can't stress it enough: go online and make a reservation before heading in. It streamlines the whole process!”

- BMV Customer Review

Strategic Priority 2

Exceptional Employees

The Key that Unlocks a Customer-Centric Experience



As the BMV works to close the expectation gap with our customers over **the next 3-5 years**, our ability to prepare our employees for change is the necessary supporting effort that will unlock a new customer experience.

The imperative for change is clear, and we are fortunate to have a dedicated and mission-oriented workforce.

In the State's 2022 Workforce Survey, 86% of the BMV's employees reported that they feel their work offers value to the people of Maine.

Our team is also bound to our data processing systems, **last upgraded in 2005**.

We clearly understand our role in contributing to Maine's roadway safety, and we take pride in helping customers navigate the complex and complicated network of statutes, rules, and policies surrounding modern-day motor vehicle operations in Maine.

To ensure our customer-centric services are reliable, exceptional employees must be:

- Recruited,
- Trained, and
- Retained.

The Vision

Pride alone is not enough to close the expectation gap with our customers.

Transforming everything we do to focus on the customer through a digital upgrade inherently requires an investment in the employees that will provide these modernized customer services.

Our modernization effort will require new skill sets enabled by a **focused, timely, and deliberate approach** to education and training.



Figure 5-1: We've organized our efforts to address the four layers of employees within the Bureau



Over time, our team will need to **transition from manual processes to trend analysis and cross-training** to build resiliency.

Our supervisors and mid-level leaders must be prepared to manage change and lead the delivery of new projects as expand our customer services. Our exceptional employees must feel increasingly valued and empowered, in parallel with building expertise in a digital environment.

In the end, the digital services envisioned in this strategic approach rely upon digitally savvy employees. Investment in exceptional employees is a necessary step for successful systems modernization.

Near Term



Only through expert employees who feel empowered and valued can we take full advantage of trusted technologies, and ultimately continue to improve Maine’s roadway safety.

Nearly 20 years of under-investment in BMV systems and under-development of BMV employees will not be overcome quickly.

We believe we can implement our initial efforts in **the first 2 years of this strategy**, while preparing for more complex improvements in the latter half of this strategic plan.

This will be a deliberate approach that aims to invest in specific levels of employee, with specific training and education. It will rely on a purposeful sequence that will **develop our employees before their new skills are needed.**

These investments will be scheduled and implemented; this is not an ad hoc, voluntary, reactive, or just-in-time effort.

For example, many of the letters the BMV sends to our customers are mired in technical and legal language. These letters, a vital part of our regular communications to customers, are neither simple nor accessible. They need to be revised to communicate clearly.

Before tackling the letters, we will enroll 40 staff in a “Better Business Writing” course. Facilitated by a Senior Manager, this will invest in our employees as they work to improve the customer experience through clearer communication.

Time, however, is not on our side. The risk of losing our greatest experts just as we deliver long-awaited customer-centric services demands that we promptly prepare the next generation of employees.

Near Term BMV Retirement Eligibility

The BMV is facing a large percentage of potential retirees.

We have calculated this out in two waves.

First is those eligible in **Two Years**, the second is in **Five Years**.

The number of eligible retirees is:

Individuals	40	52
Team Leaders	19	29
Org Leaders	8	14
Executives	6	6

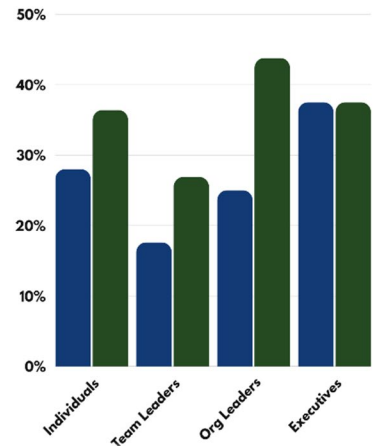


Figure 5-2: Before the end of this 5-year strategic plan, one in three supervisors will be eligible to retire from state service



Training courses will be packaged for employees, and the funding will come from the Education and Training line of the BMV’s internal operating budget.

A group approach to training, coupled with follow-up facilitated by higher-level leaders, will help reduce silos, improve camaraderie, and accelerate learning within the Bureau. Group rates will also help reduce costs.

This committed effort will also develop a bench of future leaders and strategic options.

We will focus on four priority employee development goals:

- Baseline training to prepare **individual employees** to thrive in change. This will enable them to deliver customer-centric service while learning additional digital skills
- Enhancing the leadership and management skills of our **team leaders**. Equipped with greater skills, our team leaders will be further empowered to make necessary decisions.
- Preparing and empowering our **organizational leaders** to lead change and manage projects. As we modernize, change management, and project leadership are a top priority.
- Pursuing strategic planning for the Bureau **executives**, to keep our eyes on the future

Infused in these training packages will be opportunities to:

- Prepare leaders for supervision of remote work and

- More effectively engage with colleagues and customers of diverse backgrounds and needs.

These are two elements our leaders must master to build and sustain a healthy workplace culture in today’s workplace environment.

Additionally, the office of human resources will be expanded to include a focus on organizational development.

Last, **to reinforce what right looks like**, the BMV will adopt a recognition program to highlight employee accomplishments.

Our employees go above and beyond every day to help our fellow Mainers navigate our complex systems; recognizing excellence is a key element of demonstrating how we value our teammates and their efforts.

Longer Term



In the latter years of this strategy, we expect that the collective capabilities of our team will be raised after two years of deliberate investment, and **we will look to continue incentivizing employees to access to higher education with tuition reimbursement.**³

As we invest in the skills of our employees, we must also evaluate our organizational structure. With the onset of digital services comes an opportunity to shift towards service industry standards.

For example, there is a growing trend in corporate and government circles, including multiple motor vehicle agencies in other states, to shift customer service models

fewer bachelor’s or master’s degrees, respectively, than their peers across state government.

³ State of Maine 2022 Workforce Engagement Survey. BMV employees have earned 14% and 11%



towards a contact center, with an eye to improve customer communication and support through a bold leap forward.

As we modernize our systems to provide a better customer-centric experience, we fully expect that some of our daily business functions will become increasingly—if not entirely—digital.

As those transitions occur, we will look to take advantage of teleworking. We strongly believe that in the modern job market, **an option to telework makes our Bureau more attractive to different pools of talent** and will also contribute to retention of our best and brightest employees.

“I recently had to visit the BMV in Scarborough two separate times and I had a very surprising experience both times.

First time I had a very helpful lady named Lisa who walked me through the process to get my license issue resolved and

her pleasant attitude was not what I'm used to as I come from a state where the DMV is usually very frustrating....

the second visit was to finish up my license issue and Carol was just as pleasant and extremely helpful as well....

thank you both for making the BMV visit one that I walked away from in a good shape and *happy to tell people about.*”

- BMV Customer Review



Strategic Priority 3

Trusted Technologies

Data Security is a No-Fail Mission



In recent years the Bureau has benefitted from generous legislative fiscal support, which has enabled us to begin our modernization journey through upgraded hardware and the acquisition of talented software developers.

In 2022, with these initial resources in hand, we began a deliberate and aggressive effort to upgrade the digital foundation of our system and applications. This work is a necessary pre-cursor to improving the customer experience, but it is insufficient on its own.

Near Term



Over the first 24 months of enacting this strategy, BMV will complete the necessary preliminary steps of modernizing our internal applications.

Funding from the 130th and 131st Legislatures allowed our departmental colleagues in Information Services to procure the necessary hardware and software to construct the cybersecurity protections necessary to support modern customer applications.

Digital security must be a central element across all our initiatives. **As we prepare to deliver remote kiosks and put mobile units on the road,**

we must secure the transactions our customers make via those venues as well.

To protect our systems, we continue to rely on our dedicated Information Services team.

The Vision

As we work to implement the customer-centric and employee visions articulated in this strategic plan, we must ensure that we invest in improved digital security with each step.

We know many of our customers want to engage us through modern methods, but we also know they **assume and expect that we will keep their transactions and data secure.**

With life in the digital age comes digital threats. We are keenly aware of these challenges and see ourselves as the guardians of our fellow Mainers' data.

Data security is a **no-fail mission**. Not just our technology, but also our processes, procedures, and training must address this challenge.

As we work to improve our applications, we have also developed a new suite of two-factor authentication tools. These ensure only those authorized to use our system and see customer data can do so.

These protections will be turned on in test environments in late 2024 and go live in 2025 to ensure they are in place as new applications come online.



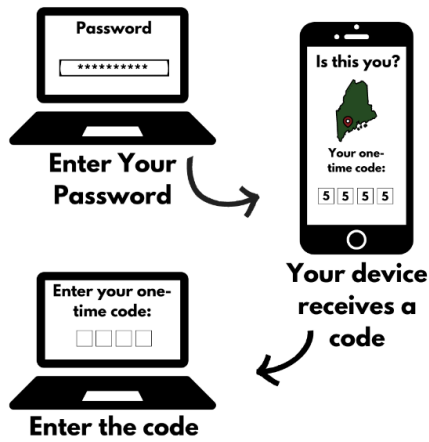


Figure 6-1: An example of how two-factor authentication may work

In addition to the two-factor authentication features, we will continually build, test and deploy innovative cybersecurity measures to counter external and internal threats.

Along with our defensive security measures, we have also committed to take the fight to our digital adversaries.

The Cyber Crime Detection

Unit, funded by the 131st Legislature, operates within our Bureau's Division of Investigation and Enforcement.

This unit already is stood-up and will be continually trained and equipped.

They act administratively and take action including referral for prosecution, if needed, against those who attempt to steal identities or request fraudulent documents

This unit will not be acting alone, however; their efforts will be enhanced through networking with law enforcement both within Maine, and across the national and continental community of counter-fraud professionals.

With enhanced protections in place, we will be able to implement the system upgrades to our license and vehicle applications.

These upgrades will re-code our software language into a modern format that will

enable future digital offerings to our customers.

Longer Term



Our commitment to our strategic approach and our four strategic priorities necessitates a parallel commitment to keep up with the times.

Strategic Priority 3 focuses on creating a digital base for incremental additions to our future customer and employee centric system.

The world is going through unprecedented levels of change, introducing new challenges for state governments.

The pandemic and shifting technologies have pushed governments to reevaluate how they deliver services and strategically transform to secure their systems while building trust.

While digital and new technologies continue to reshape how we do business, systems and software are becoming part of all we do. The ability to safely connect with vendors that can provide unique services will give us the ability to **meet customer expectations efficiently and securely.**

"I had a great interaction with the BMV...

She [BMV employee] went out of her way to help me with an abnormal situation, was **extremely polite and professional**, and took care of everything **quickly and efficiently.**

One of the best interactions I've had with a government representative!"

- BMV Customer Review

Strategic Priority 4

Contribute to Roadway Safety

Building on over 115 Years of Proud History



Road safety is an important part of everyday life. Across the nation, people use roads and sidewalks to get to work, school, stores, and home. **Public agencies work to ensure that people arrive at their destination safely.**

Sadly, not every trip is without incident. Deaths and injuries resulting from motor vehicle crashes represent a significant public health concern.

These crashes affect all road users, from vehicle drivers and passengers to pedestrians, bicyclists, and transit users.⁴

In Maine the 5-year fatality rate continues to trend upward.⁵ Nationally, 94% of crashes are tied to human choice or error. As a society, we can and must do better.

In 2022, 183 people lost their lives on Maine roadways. Another 710 people sustained serious injuries from the 33,925 crashes reported in that year.

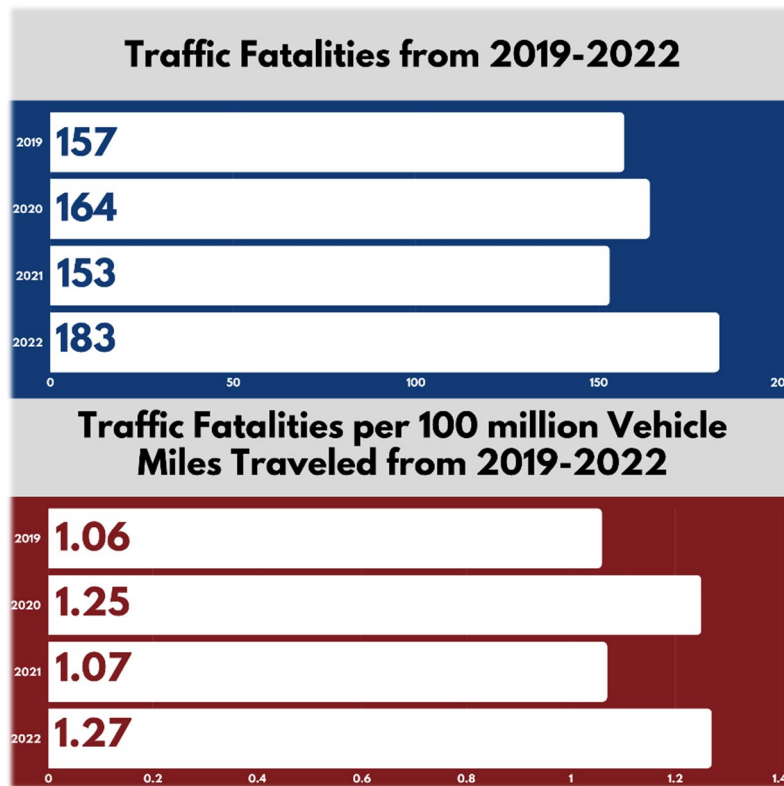


Figure 7-1: Maine traffic fatalities from 2019-2022

⁴ The World Health Organization (WHO) estimates that motor vehicle crashes kill more than 1 million people around the world each year, and seriously injure as many as 20 to 50 million.

⁵ <https://www.fhwa.dot.gov/tpm/reporting/state/safety.cfm?state=Maine>



The Vision

At the BMV, we are focused on **partnering with roadway safety advocates, agencies, and organizations** to develop and implement strategies that can reduce crashes.

Accurate and reliable driver records build a foundation for analyzing driver behavior.

We are committed to modernizing our systems over the next few years to ensure the driver records can be secured and seamlessly with other state motor vehicle agencies.

the annual safety inspection program which adheres to FMVSS.

License plates that meet nationally accepted standards also contribute to roadway safety. Maine’s general issue plates will be fully replaced with a newly designed plate by June 2026. The retro-reflectivity embedded in the plates ensures on a dark night, or in fog, rain, or snow, a vehicle is visible.

License plates can also be especially helpful to law enforcement when trying to locate a vehicle involved in a crime.

Commercial vehicles registered through the International Registration Plan (IRP) also contribute to maintaining the history of vehicles and their owners and operators.

The IRP system is currently undergoing a much-needed upgrade to ensure that these records are reliable and accessible.

In addition to these specific projects, the Bureau is a committed partner in developing and implementing **Maine’s Strategic Highway Safety Plan**.⁶ This has been drafted by:

- The BMV,
- The Bureau of Highway Safety (BHS),
- Maine Department of Transportation (MDOT),
- Various Law Enforcement Agencies, and
- Others.

The plan guides investments to decrease highway fatalities and serious injuries.

Near Term



Maine supports the **One Driver – One State – One Record** model by currently ensuring that a driver only holds one license in one state.

In 2024, the Bureau will adopt State-to-State (S2S), a driver license verification system. Through S2S, the BMV will electronically communicate driver histories, accelerating the application of violations and suspensions to a driver’s license.

After a deadly motorcycle riding season in 2022, the BMV pursued federal grant funding to contract additional safety advocates to engage the riding public at large motorcycle gatherings.

Beyond driver behavior, the Bureau works diligently to ensure registered vehicles meet Federal Motor Vehicle Safety Standards (FMVSS) and state public policy supports

⁶ [Maine's 2022 Strategic Highway Safety Plan](#)



While no singular person, agency, business, or group can achieve safer roadways on their own, we remain committed to the idea that together, focused on one common goal, we have an opportunity to possibly save the life of a person that matters to our friends, family or neighbors.

Longer Term

Road safety is a complex issue, and any efforts to improve safety must address not only the roadway but also:

- Road user behavior,
- Vehicle design,
- Interactions between road users, and
- The effect of the roadway on all road users.

It is becoming increasingly common for agencies to work in collaboration to **address road safety through comprehensive programs**, instead of focusing on traditional “silos” of activity.

The U.S. DOT’s National Roadway Safety Strategy⁷ describes the major actions we will take to make a meaningful difference over the next few years.

We will launch new programs, coordinate and improve existing programs, and adopt a foundational set of principles to guide this strategy.

Ultimately, a proactive approach to roadway safety will be our philosophy as we contribute to roadway safety in Maine.

⁷<https://www.transportation.gov/sites/dot.gov/files/2022-02/USDOT-National-Roadway-Safety-Strategy.pdf>



Figure 7-2: The Safe Systems Approach, of which the BMV directly contributes with safer people and vehicles; and indirectly with safer roads and speeds

“So efficient!

It was a matter of *a few seconds* before I was called to [the] window and was able to complete my business (license renewal to include getting *RealID and required vision test*) by 10:20.

Extraordinary :-)

- BMV Customer Review





The Road Ahead

Navigating the path forward

requires a comprehensive strategy that integrates innovation, adaptability, and collaboration.

We have laid down the foundation for success through embracing:

- **A customer-centric culture,**
- **A positive employee experience,**
- **Technological advancements, and**
- **Roadway safety.**

Investing in this foundational plan, fostering a culture of inclusivity, and making data driven decisions are fundamental pillars to long-term success.

Additionally, we are ever mindful that evolving external priorities are fundamental to the success of this strategic plan

This multifaceted approach ensures resilience, enabling proactive responses to emerging challenges and harnessing opportunities for the BMV of the future.

We will strive to become a world class support organization by re-investing resources into our employees.

As business with the Bureau becomes increasingly digital, employees must have the skills to analyze data and reports for irregularities and trends. **A solid organizational development team can ensure that employees skills evolve with technology.**

We created a strategic plan that provides a road map for the next 3-5 years but change stands as an ever-present certainty in the landscape of business and the world at large. Its inevitability **underscores the need for adaptability and resilience.**

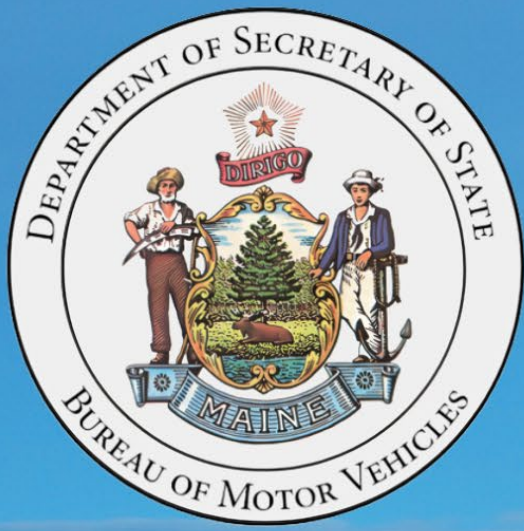
Our ability to anticipate and acknowledge change leads to proactive strategy realignments and additions, helping us stay ahead in dynamic environments.

Embracing this certainty fosters agility, enabling swift responses, and positions the BMV to weather transitions and harness them as catalysts for evolution and advancement.

Our ability to strategically evolve—especially the ideas requiring construction of new and advanced public-facing conveniences—hinges on sustained public and legislative support.

This plan is not the end but the foundational work that needs to be done before we move forward with the Bureau of Motor Vehicles of the future.





maine.gov/sos/bmv/