

STRATEGIC PRIORITY 1.0 - Member-Driven Solutions

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

Goal 1.1 | Develop new or enhanced solutions to meet jurisdiction needs

Targeted Outcome 1: Produce new or updated programs/products/services, valued by members and stakeholders, based on member input and priorities

Targeted Outcome 2: Provide effective and timely development, deployment, and support of technology applications

Targeted Outcome 3: Ensure existing core programs, products, and services meet jurisdiction needs

Goal 1.2 | Enhance jurisdiction member engagement

Targeted Outcome 1: Increase number of jurisdictions and members actively participating in boards, committees, working groups, and conferences, and increase member use of IT applications

Targeted Outcome 2: Increase engagement of under-represented groups, such as Canadian jurisdictions and law enforcement

Targeted Outcome 3: Support and encourage member engagement through direct outreach, travel funding, and resource implementation assistance

Targeted Outcome 4: 95% of jurisdiction members agree AAMVA staff provide high-quality subject matter expertise in a timely manner

Goal 1.3 | Ensure meaningful and effective inclusion to enhance value for associate members

Targeted Outcome 1: Retain at least 90% of existing associate members annually

Targeted Outcome 2: Increase associate membership by at least 5% annually

Targeted Outcome 3: Provide opportunities for jurisdiction and associate member engagement to identify new trends, technologies, and business practices

Goal 1.4 | Increase awareness of AAMVA's mission and resources

Targeted Outcome 1: Expand participation at stakeholder events through attendance, presentations, or exhibitions

Targeted Outcome 2: Take a leadership role in stakeholder initiatives and mission-relevant coalitions

Targeted Outcome 3: Effectively educate external stakeholders about the interests of the motor vehicle and law enforcement community

Targeted Outcome 4: Expand information and education outreach to frontline jurisdiction employees regarding AAMVA's mission, resources, and issue updates



STRATEGIC PRIORITY 2.0 - Culture of Excellence

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

Goal 2.1 | Board governance provides strategic leadership and guidance to ensure AAMVA is accomplishing its mission

Targeted Outcome 1: Board members regularly share Board activities, discussions, and decisions with the members they represent

Targeted Outcome 2: 80% of Board members agree there is effective collaboration and engagement with each other and AAMVA staff to ensure optimal decision making

Targeted Outcome 3: All Boards prioritize representative voices from core mission areas when recruiting new members

Targeted Outcome 4: Board members provide strategic oversight of AAMVA's risk management strategies to assure that the products and services AAMVA members depend on are protected

Goal 2.2 | Committees, subcommittees, and working group members are committed to providing a productive forum for collaboration and engagement

Targeted Outcome 1: Meetings are attended by at least 80% of members

Targeted Outcome 2: 80% of committee, subcommittee, and working group members agree they collaborated and engaged with each other and AAMVA staff to fulfill their purpose

Goal 2.3 | Effective managerial leadership ensuring a healthy organizational culture

Targeted Outcome 1: Employees who manage others participate in management training/skill development

Targeted Outcome 2: 90% of employees agree their manager is effective and exhibits AAMVA CARES (Coach, Appreciate, Respect, Empower, Support) qualities

Targeted Outcome 3: The average annual performance rating for managers (those who manage others) is at least 4.0 on a scale of 1 to 5

Targeted Outcome 4: Management uses risk assessment, prevention, and mitigation strategies to protect member-essential products and services

Goal 2.4 | An organizational culture inspiring high staff engagement

Targeted Outcome 1: Voluntary attrition better than industry benchmark

Targeted Outcome 2: 90% of employees agree "AAMVA is a great place to work"

Targeted Outcome 3: 90% of employees agree "the staff exhibit AAMVA CARES qualities"

Targeted Outcome 4: The average annual performance rating of all non-managerial employees is at least 3.5 on a scale of 1 to 5

Targeted Outcome 5: 90% of employees agree they have the training, tools, resources, and support needed to perform their jobs



2023 - 2027 STRATEGIC FRAMEWORK

STRATEGIC PRIORITY 3.0 - Technology Management

Secure, reliable, and relevant systems

Goal 3.1 | Provide secure, reliable, and compliant systems

Targeted Outcome 1: Maintain at least 99.5% up time for all AAMVA systems

Targeted Outcome 2: Notification to jurisdictions of an unscheduled outage occurs within 40 minutes

Targeted Outcome 3: Unscheduled outages are restored within 4 hours

Targeted Outcome 4: Meet or exceed all security and privacy compliance requirements (FISMA, PCI, state regulations, etc.) for all systems

Targeted Outcome 5: Members and stakeholders are made aware of AAMVA's technology certifications, data protection strategies, and technology audit results

Goal 3.2 | Explore and incorporate new and emerging technology and methodologies for AAMVA's products and services

Targeted Outcome 1: Incorporate new technologies that increase reliability, scalability, or efficiency of IT solutions

Targeted Outcome 2: Utilize best practices techniques to improve efficiency for IT initiatives

Targeted Outcome 3: Facilitate an engaged IT community that connects leaders and supports the learning and sharing of new and emerging technologies relevant to jurisdiction operations

Goal 3.3 | Support relevant, flexible, scalable, and effective IT solutions through engagement with the user community

Targeted Outcome 1: 80% of jurisdiction members agree AAMVA's IT solutions are relevant, flexible, scalable, and effective

Targeted Outcome 2: Complete IT portfolio analysis to evaluate service offerings, member utilization, and financial sustainability



STRATEGIC PRIORITY 4.0 - Fiscal Integrity

Sustainable, transparent, and compliant

Goal 4.1 | Sustain operational revenue from multiple, balanced sources, while keeping increases in jurisdiction members' dues and fees minimal and strategic

Targeted Outcome 1: 80% of members agree membership value equals or exceeds its cost

Targeted Outcome 2: Augment annual operational budget with the investment portfolio to support member priorities as part of a long-term portfolio strategy as defined by the Board

Targeted Outcome 3: Increase mission-focused revenue from non-government sources

Targeted Outcome 4: Sustain or grow level of federal government funding as a percentage of annual revenue

Goal 4.2 | Ensure the highest standard of ethics, integrity, and transparency in fiscal management

Targeted Outcome 1: Provide member and public access to key financial reports and audits, consistent with industry best practices

Targeted Outcome 2: Demonstrate the Board of Directors and the Finance, Investment, and Audit Committee's (FIA) fiduciary responsibility by their oversight of AAMVA's fiscal management

Targeted Outcome 3: Meet or exceed established norms of fiscal accountability and compliance



American Association of Motor Vehicle Administrators

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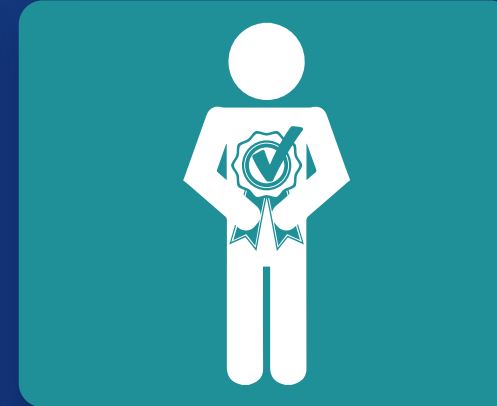
2023 - 2027

STRATEGIC FRAMEWORK

OCTOBER 1, 2022 - SEPTEMBER 30, 2027



MEMBER-DRIVEN SOLUTIONS



CULTURE OF EXCELLENCE



TECHNOLOGY MANAGEMENT



FISCAL INTEGRITY

OUR MISSION

SERVE NORTH AMERICAN MOTOR VEHICLE AND LAW ENFORCEMENT AGENCIES TO ACCOMPLISH THEIR MISSIONS.

OUR VISION

SAFE DRIVERS, SAFE VEHICLES, SECURE IDENTITIES, SAVING LIVES!