

2007 Innovations Awards Program APPLICATION

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ID # (assigned by CSG): 07-S-35VAZEROFRAUD

Please provide the following information, adding space as necessary:

State: **Virginia**

Assign Program Category (applicant): **Government Operations**

1. Program Name: **Zero Fraud**
2. Administering Agency: **Virginia Department of Motor Vehicles (DMV)**
3. Contact Person (Name and Title): **Pam Goheen, Director of Communications**
4. Address: **2300 West Broad Street, Richmond, Virginia 23269**
5. Telephone Number: **(804) 367-1519**
6. FAX Number: **(804) 367-6631**
7. E-mail Address: **pam.goheen@dmv.virginia.gov**
8. Web site Address: **www.dmvNOW.com**
9. Please provide a two-sentence description of the program.
To address issues related to driver's license and identification card fraud, DMV formed the Operation Integrity Task Force, partnering with representatives from the Office of the Virginia Attorney General, Virginia State Police, Virginia Sheriff's Association, Virginia Chiefs of Police Association, and Virginia Association of Commonwealth Attorneys. As a result, DMV launched a multi-faceted awareness campaign, modeled after successful CrimeSolvers and Help Eliminate Auto Theft (HEAT) campaigns, including a "Zero Fraud" hotline (1-877-ZERO-FRAUD and zerofraud@dmv.virginia.gov) for DMV employees and customers to report suspected fraudulent activity regarding Virginia driver's licenses and ID cards.
10. How long has this program been operational (month and year)? Note: the program must be between 9 months and 5 years old on April 2, 2007, to be considered.
October 2005
11. Why was the program created? What problem[s] or issue[s] was it designed to address?
DMV has taken many actions in recent years to strengthen the security of state-issued driver's licenses and identification cards. More stringent requirements, including Virginia's legal presence law, have resulted in intensified efforts by individuals attempting to illegally obtain these credentials. DMV has stepped up enforcement and auditing efforts, plus the agency is taking additional proactive steps to further deter fraud and enhance the security of documents issued by the agency.

Reaching out to stakeholders including DMV employees, the general public, state legislators and state and local law enforcement, the objectives of Zero Fraud are:

- Deter and detect fraud and ID theft attempts
- Increase employee awareness, vigilance to fraud
- Create a positive public perception of DMV
- Ensure agency credibility with key stakeholders
- Garner statewide law enforcement support
- Garner statewide judicial support in fraud cases, stiffer sentences

Key messages of Zero Fraud are:

- DMV does not tolerate fraud
- Report suspicious behavior
- DMV protects and rewards good employees
- Driver's license and ID fraud is a community issue in need of community solutions

12. Describe the specific activities and operations of the program in chronological order.

Strategies

Internal Communications

- *Letters*

DMV Commissioner mailed letters to employees at their homes announcing plans for the Zero Fraud hotline. Messages emphasized ethical behavior and the agency's desire to deter fraud and protect good employees. DMV employees usually receive work-related communication at work. Mailing the information to employees' homes increased the visibility and profile of the messages.
Date: October 2005

- *Task Force Meetings*

Held routine meetings of the Operation Integrity Task Force.
Date: November 2005 - ongoing

- *Signage*

Signs for employee work areas included messages promoting ethical employee behavior, rewards for deterring crime and protection of good employees. DMV conducted employee focus groups with draft design concepts and messages to ensure positive employee perception. The signage served as a visual daily reminder of this important agency initiative, as well as provided easy access to the hotline telephone number and email address.
Date: January 2006 - ongoing

- *Employee Meetings*

During the Commissioner's quarterly statewide Key Communication sessions with employees in each district, he promoted ethical behavior and explained the Zero Fraud hotline.
Date: January - December 2006

- *Emails*
Reinforced messages about anti-fraud initiatives and success stories through emails from the Commissioner to all DMV employees.
Date: January 2006 - ongoing
- *Intranet*
Provided news release content and Commissioner correspondence on the internal employee web site to reinforce messages.
Date: January 2006 - ongoing

External Communications

- *Key Stakeholder Correspondence*
DMV emailed legislators and sent letters to all state and local law enforcement organizations to announce the Zero Fraud hotline.
Date: January 2006
- *Hotline Launch*
The Zero Fraud hotline, 1-877-ZERO-FRAUD or zerofraud@dmv.virginia.gov, went live. DMV employees and customers are encouraged to report information about suspected fraud regarding Virginia driver's licenses and ID cards. Tips may be anonymous. Information that leads to arrests may also lead to rewards of up to \$1,000.
Date: January 2006 - ongoing
- *News Releases*
Issued a news release announcing the Zero Fraud hotline and proactively pitched northern Virginia and Richmond media. Subsequent news releases announce milestones and successes including arrests, convictions and employee rewards.
Date: January 2006 - ongoing
- *Signage*
Created and displayed posters and countertop tent cards in public areas of DMV customer service centers (CSCs) to convey an employee pledge of ethics. Point-of-sale advertising was an effective way to promote the hotline and a positive agency image.
Date: January 2006 - ongoing
- *Mailing Inserts*
Included flyers in vehicle registration renewal and driver's license renewal mailings to put hotline information in DMV customers' hands.
Date: January 2006 - ongoing
- *Web Information*
Posted advertisements and a hotline informational page on the agency web site, www.dmvNOW.com, for online customers. Also established a dedicated URL, zerofraud.dmv.virginia.gov, to take web surfers directly to the Zero Fraud information page.
Date: January 2006 - ongoing

- ***Stakeholder and Public Relations***

Promoted the hotline and anti-fraud initiatives during speaking engagements and outreach events. Created a roll-up display for use at conference exhibit halls. Conferences included the Virginia Chiefs of Police Association, Virginia Sheriff's Association, Virginia Commonwealth's Attorneys' Services Council, the Virginia Judicial Conference, and the Virginia Annual Conference on Transportation Safety.

Date: January 2006 - ongoing

13. Why is the program a new and creative approach or method?

Security is a national issue; yet, DMV is taking a grassroots, local approach to address it.

State-issued driver's licenses and ID cards are the most important and widely used documents in America. They serve as passports to our society--- to open bank accounts, cash checks, enter public buildings, and prove our identities. Licenses have become far more than a permit to drive. Because of their widespread use and importance, driver's license fraud is more than a DMV issue; it is a community problem with far reaching implications. Collaboration is the key to success. As DMV addresses the community issue of fraud, we look to the community to partner with us to find and implement solutions.

Each stakeholder has a role. Through the Operation Integrity Task Force activities, DMV has provided an array of vehicles through which each stakeholder can take action. Good employees do not want to be subjected to or identified with any type of illegal activity. They can use the hotline to anonymously report suspected fraud. Law enforcement officers and commonwealth's attorneys have been reluctant to take action on previous fraud-related cases because they were unsure of jurisdictional boundaries, relevant statutes and societal implications of such illegal activity. DMV's outreach has enhanced education and collaboration on investigations and prosecutions. Finally, in an age of increasing identity theft, the general public witnesses a state agency proactively addressing an issue that affects all of us.

14. What were the program's start-up costs? (Provide details about specific purchases for this program, staffing needs and other financial expenditures, as well as existing materials, technology and staff already in place.)

Less than \$1,500 for mailings, collateral printing, dedicated toll-free telephone line and an answering machine.

Two rewards granted since the inception of the program totaled \$1,200.

15. What are the program's annual operational costs?

Dedicated toll-free telephone line, \$56.15 per month plus nominal per-call fee, which varies depending upon call volume.

Printing to refresh the collateral materials, \$750.

Rewards vary.

16. How is the program funded?

Asset forfeiture funds for rewards and DMV operating expenses.

17. Did this program require the passage of legislation, executive order or regulations? If YES, please indicate the citation number.

No.

18. What equipment, technology and software are used to operate and administer this program?

An addition to existing agency web site and an answering machine.

19. To the best of your knowledge, did this program originate in your state? If YES, please indicate the innovator's name, present address, telephone number and e-mail address.

Yes. Deputy Commissioner Karen Chappell, Operation Integrity Task Force Chair, and Pam Goheen, Director of Communications.

20. Are you aware of similar programs in other states? If YES, which ones and how does this program differ?

No.

21. Has the program been fully implemented? If NO, what actions remain to be taken?

Yes.

22. Briefly evaluate (pro and con) the program's effectiveness in addressing the defined problem[s] or issue[s]. Provide tangible examples.

During the first year, the Zero Fraud hotline received nearly 700 tips, resulted in two criminal convictions and two rewards. DMV averaged 44 calls and 14 emails per month in 2006. Most of the tips relevant to DMV were allegations of customers trying to pass fraudulent documents to obtain driver's licenses or ID cards.

During 2006, DMV special agents investigated 300 tips related to driver's license or ID card fraud. In one case, an employee rejected a customer bribe and reported the incident to the Zero Fraud hotline. With the employee's assistance, DMV special agents were able to convict the suspect of fraud. The suspect received six months in jail and the employee received a cash reward.

Another Zero Fraud hotline tip in 2006 resulted in another fraud arrest by DMV special agents. A Texas resident emailed Zero Fraud, via the DMV website, a complaint that someone in Virginia was using his name and had obtained a Virginia driver's license in his name. DMV special agents identified, located, and arrested the suspect. He was convicted of two felony charges and deported. The Operation Integrity Task Force approved a cash reward for the Texas resident who reported the case.

Currently, the agency reports the fewest number of employee-related fraud investigations in recent years. In addition, the agency is witnessing greater awareness and assistance from local law enforcement. A Zero Fraud tip, not related to driver's license fraud, was referred by DMV special agents to the Christiansburg, Virginia Police Department. Local law enforcement officers visited a resident who recently moved to Virginia from another state to advise her of the statutory requirement to title and register vehicles in Virginia within 30 days. As a result, the individual took action and is now compliant with state law.

During an agency-wide communications audit in 2006, DMV surveyed employees on a variety of topics including awareness of anti-fraud efforts. Approximately 900 of 1900 DMV employees completed the March 2006 survey. Nearly 800 employees responded to the fraud awareness section of the survey. More than 93 percent of the respondents indicated they knew what to do if they observe or encounter suspected fraudulent activities; 92.5 percent indicated they knew what to do if they observed inappropriate behavior at work. Regarding the ways employees had heard about anti-fraud initiatives, combined online strategies (Internet/intranet) rated nearly 57 percent, emails rated 38.1 percent, and signage rated 25.2 percent. Formal and informal verbal communications were the primary method by which employees heard about Zero Fraud.

23. How has the program grown and/or changed since its inception?

Feedback received from law enforcement indicated that there was a need for training so that when driver's license fraud cases arise, officers have the information they need to take swift and firm action. DMV and law enforcement partners of the Operation Integrity Task Force petitioned the Virginia Department of Criminal Justice Services (DCJS) to develop a driver's license fraud training curriculum for law enforcement. In December 2006, DCJS granted the Task Force request and is developing a DMV fraud training module for statewide basic law enforcement training. The result will be greater awareness and participation from local law enforcement in the fight against fraud.

Marking the year anniversary of the Zero Fraud hotline, DMV refreshed the visual images in the printed collateral materials, including posters and mailing inserts. The new design, black and white contrast with red accents, seems to be having a positive effect. Since January 2007, the hotline is averaging 67 calls per month.

24. What limitations or obstacles might other states expect to encounter if they attempt to adopt this program?

N/A

2007 Innovations Awards Program Program Categories and Subcategories

Use these as guidelines to determine the appropriate Program Category for your state's submission and list that program category on page one of this application. Choose only one.

Infrastructure and Economic Development

- Business/Commerce
- Economic Development
- Transportation

Government Operations

- Administration
- Elections
- Public Information
- Revenue

Health & Human Services

- Aging
- Children & Families
- Health Services
- Housing
- Human Services

Human Resources/Education

- Education
- Labor
- Management
- Personnel
- Training and Development
- Workforce Development

Natural Resources

- Agriculture
- Energy
- Environment
- Environmental Protection
- Natural Resources
- Parks & Recreation
- Water Resources

Public Safety/Corrections

- Corrections
- Courts
- Criminal Justice
- Drugs
- Emergency Management
- Public Safety

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CSG Innovations Awards 2007
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Lexington, KY 40578-1910

Contact:

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The Council of State Governments
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This application is also available at www.csg.org, in the Programs section.

Deadline: April 16, 2007