



STATE OF CONNECTICUT

DEPARTMENT OF MOTOR VEHICLES

60 State Street, Wethersfield, CT 06161

<http://ct.gov/dmv>



CT Department of Motor Vehicles Appropriations Committee Agency Budget Presentation February 14, 2020

Good afternoon Chairperson Osten and Walker, Ranking Members Formica and Lavielle and members of the Appropriations Committee. My name is Sibongile Magubane I was sworn in as the Commissioner of the Department of Motor Vehicles on April 1, 2019. With me today are Deputy Commissioner Tony Guerrero; Gail Billet, Chief Operating Officer; Sharon Geanuracos, Legal Director; Michelle Schott, Fiscal Director; Chris Smith, Commercial Vehicle Safety Division Chief; and Millie Torres-Ferguson, Legislative Liaison.

Thank you for the opportunity to speak with you today. I am here to speak about Governor Lamont's proposed budget adjustments to the second year of the biennial budget and provide an overview of the high-priority initiatives we have accomplished since the adoption of last year's State Budget, and highlight the progress we have made on important operational, services and consumer-facing processes. We fully support the Governor's proposed budget adjustments and believe it will allow us to meet our mission.

The work we do every day is very important to the citizens of Connecticut. Interacting with our Agency may be the first time a citizen has direct contact or hear from their government.

We are laser-focused on the simple goal of ensuring that every person we interact with has a positive experience. Are we perfect? Absolutely not – but you can be assured that we are making significant improvements daily, weekly and monthly to meet that goal.

Our mission is to make it easier and simpler to conduct business with us. Our customers – your constituents – deserve nothing less.

The credit for ensuring that the DMV runs smoothly belongs to the many who are not here with me today –

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those who tirelessly man the front desk with a smile, stay late to service every customer, who work tirelessly behind the scenes to keep the systems running and travel the roads ensuring driver and vehicle safety.

I am very proud of the work they do and want you to know that these employees are some of the hardest working and most dedicated folks I've had the honor to work with over the years.

We have exciting and notable improvements that I would like to share with you.

Back to Basics:

Two weeks prior to being sworn in as Commissioner of the Department of Motor Vehicles, Deputy Commissioner Guerrero and I visited all 14 Branch Offices to personally see how we were doing i.e. what was working and what was not. We saw firsthand that the branches were struggling to keep up with the volume of customers. Customers were frustrated at being turned away at the window due to missing documents. Businesses were frustrated at wait times up to 5 hours because they could only process a limited number of transactions before having to get back in line. The issues resulted in late closings that affect our customers as well as our hardworking DMV employees, who end up being late picking up children and missing appointments of their own.

What we learned is that change needed to happen from the bottom up. The DMV needed to embrace the Governor's vision to modernize. We also learned that in order to deliver a seamless customer experience and 21st century services to Connecticut residents we must make the customer experience a priority.

To meet this challenge, we created a multi-phased plan that will drive consistent service delivery and establish the foundation to transform the Connecticut Department of Motor Vehicles.

- **Phase I:** Achieve Connecticut Department of Motor Vehicles parity with other state DMVs through targeted enhancements of existing and standard DMV capabilities, while further building off the strengths we currently have.

- **Phase II**: Introduce new DMV capabilities with a focus on customer-centricity, ease, and convenience that delivers improved operational efficiency and 21st century customer experience.
- **Phase III**: Deliver full-scale DMV modernization.

Today, I am going to highlight the progress we have made and provide a preview of the modernization plan that will be delivered as we execute our multi-phase/multi-year evolution of the Connecticut Department of Motor Vehicles.

Phase I Highlights:

Enhance and Improve the Customer Experience:

- Using a bottom-up approach, we began by reviewing, analyzing and updating the workflows that most directly affect the customer. Our examiners met customers at the front door and insured they had the right documents and directed them to an examiner based on the transaction they were there to finalize. Through this process, we learned that 36% could not go further in the process because they brought the wrong or insufficient documents for their intended transaction.
- Web Based Information Center – We learned we must enhance our website capabilities for both businesses as well as individual customers.
- We are currently piloting a business portal which allows truckers to perform transactions remotely using their downtime while on the road.
- We added a REAL ID Wizard, which is delivering targeted information so that customers can be successful both in the branch and online.
- Through our American Association of Motor Vehicle Administrators’ participation, by reaching out to other state agencies and visits to other DMVs, we have identified programs, such as state-to-state online capabilities, that we can incorporate into our workflows.

Partner Strategy – Expand partner locations and enable additional service delivery capabilities with our partners.

The DMV is increasing the number of locations and expanding transaction opportunities with our partners: AAA Auto Club, Nutmeg Credit Union, The Workplace Inc., and the Town of West Haven.

Right now, partners finalize 56% of licensing transactions on behalf of the agency, which include both renewals and duplicates.

- Currently we have 10 partner locations: Enfield, Avon, West Hartford, Manchester, Southington, Cromwell, Waterford, Old Saybrook, Milford and North Haven. We will add three more locations in 2020: Norwalk, Glastonbury and Hartford.
- DMV is expanding the transactions delivered at Partner locations to include registration renewals and duplicates. This expansion is set to begin August 2020.
- Additionally, we plan to launch a DMV Mobile Unit in the third quarter of 2020 to meet the needs of veterans, the elderly and citizens with limited transportation options.

Enhanced Business Capabilities – Businesses across Connecticut are asking for streamlined workflows at the DMV. From utility companies to busing, truck, boat, dealerships, large companies and small, the DMV is looking for business solutions. From the on-line system used by auto dealers, to our new online medical portal, to a business unit, to improving the end to end process for credentialing bus drivers and registering of buses, the DMV is implementing a variety of online solutions to support CT businesses. As an example, the online titling and registration for boats is expected to reduce processing transactions at the DMV by 75%.

REAL ID Transactions: Connecticut has been a REAL ID state since 2011. Currently, more than 50% of our qualified citizens have REAL IDs, compared to a national average around 30%. With the October 2020 federal deadline looming for using REAL ID to travel, we are sending reminders to citizens, working with Bradley International airport and the TSA, educating residents on the appropriate documents to bring, and working with an ad agency to get the word out.

Electronic Voter Registration – The agency, in partnership with the Secretary of the State’s office, implemented an electronic system to provide citizens the convenience of registering to vote at the DMV. This year, we are rolling out a new paperless registration system that leverages keypad technology to save time and provide increased privacy and security. The new system is compliant with federal and state Motor Voter Act.

Commercial Vehicle Safety Enhancements: Connecticut will be the first state to have an Expanded PRISM program that electronically reports federal out-of-service carriers to the agency's registration database to trigger notification of compliance-related actions. The goal is to protect the state highway infrastructure and provide enhanced motor vehicle safety for the public.

Phase II Preview: Introduce new DMV capabilities

Know Before You Go - An effort to prepare customers prior to visiting our office to ensure a successful visit. The system will be designed to identify specific documents and provide the necessary information needed for our customers to successfully complete a transaction.

Data Strategy - Enable the Connecticut Department of Motor Vehicles to achieve the 'Single View of the Customer'. The DMV will establish a centralized customer profile repository to be the authoritative customer data source for all DMV management systems. The first step will be a data-cleansing program to ensure the centralized profiles are current and correct.

Appointment System – Establish a robust appointment system accessible to customers through the web or through a mobile application. Customers will select the time, location, transaction type and how many transactions (maximum of three) they wish to complete.

Document Scanning Pilot – Our goal is to establish a pilot program for electronic records and content management. For example, the Dealers and Repairs Unit processes 3.5 million pieces of paper each year. The project will digitize paper records, consolidate customer information into a centralized repository for accessibility, automate data collection, storage and dissemination, enhance communication, and enable data analytics.

Another example of the importance of scanning is the DMV's Administrative Review Unit, which processes ratings for commercial companies applying for state contracts. All 623 carrier case files have been scanned and maintained electronically.

Payment Processing Upgrade – We plan to upgrade current credit card payment capabilities to enable support for: Apple Pay, Chip Reader, and other modern credit card payment methods.

Branch Operations Skills Test Tablets – We plan to deploy an upgraded Skills Test System and Tablets to enable license agents to transmit test results in real-time.

Contact Center: The Contact Center is the first point of connection between customers and the DMV. With wait times up to two hours during the first quarter of 2019, I directed a complete overhaul. In addition to hiring a new division chief and agents, the Contact Center is enhancing technology solutions and adding new capabilities including emails, chatbots and the ability to finalize services while on the phone. Along with the website, the phone services allow for a more robust 24x7 option for our customers.

Phase III Preview: Overhaul Technology Platforms

Customer-facing capabilities are not the only area where we want to improve your DMV. The Licensing and Registration business systems need to be integrated, the licensing system relies on a decade-old mainframe and a patchwork of stand-alone systems, resulting in glitches and inefficient processes. To modernize and integrate the DMV Enterprise Systems and deliver a seamless customer experience and 21st century services, the agency is launching a multi-year DMV Modernization Program. Planning is currently in progress.

Thank you for opportunity to provide comments on the Governor’s proposed adjustments and to present you with an update on our important initiatives. The DMV mission will not change – how services are delivered will.

I’m happy to answer any questions you may have.