

Department of Motor Vehicles



At a Glance

MICHAEL R. BZDYRA, Commissioner

Number of employees - 688 full-time

Recurring operating expenses - \$62.5 million

Collected revenue - \$457.2 million

Registered motor vehicles in Connecticut – 3.1 million

Licensed operators in Connecticut – 2.6 million

Organizational structure - The Office of the Commissioner, the Deputy Commissioner and the following Divisions: Affirmative Action, Branch Operations, Fiscal Services, Legal Services, Commercial Vehicle Safety Division, Information Technology, Agency Training and Procedures, Copy Records – Phone Center and Special Projects, Project Management Office, Vehicle and Business Regulation, Corporate and Public Relations, Human Resources, Emissions Testing, and Licensing and Driver Regulation.

Office Locations

DMV offers eight full-service hub offices, five limited service offices, four photo license centers (one by appointment only), and one appointment only testing center. In addition, DMV teams up with eight AAA offices for customer convenience in license and non-driver ID card renewals, and duplicates of licenses, non-driver ID cards and learners' permits.

Mission

The mission of the Connecticut Department of Motor Vehicles (DMV) is to promote public safety and regulate drivers, their motor vehicles and certain vehicle-related businesses, through the delivery of exceptional customer service to internal and external customers.

Statutory Responsibility

The Department of Motor Vehicles is responsible for:

- Ensuring highway safety through enforcement of the statutes regarding motor vehicles and their operations.
- Issuing identity-related credentials according to stringent guidelines to assure the integrity of such credentials for individuals, motor vehicle operators and their vehicles, and for companies involved in vehicle-related businesses.
- Collecting revenue that chiefly goes to the Special Transportation Fund for the construction and maintenance of highways.
- Maintaining records on vehicle drivers, vehicles and revenues, and making such available to as needed and requested.
- Imposing sanctions on those who violate motor vehicle laws and regulations.
- Conducting 3,544 administrative hearings per year for drivers and businesses regulated by the DMV in accordance with the Uniform Administrative Procedure Act and Implied Consent laws.
- Administration and operation of the state's commercial vehicle weigh stations.

Public Service through Improvements and Achievements

Process Improvement Through Lean Government and Six Sigma

DMV continues the previous year's critical efforts to simplify processes and eliminate red tape utilizing agency-wide Lean and six sigma tools to improve customer service. From July 2016 through December 2016, concentrated focus was directed at Branch Wait Times. As a result of a disciplined process management review that involved front-line employees, changes were made that resulted in a reduction in wait time of 45%, when compared to the previous time period. The primary changes behind this improvement included:

- Eliminated unnecessary red tape with some of our requirements, which resulted in 10% more customers being successful on their first visit to the DMV.
- Opened the doors 15 minutes early to check customer paperwork to help speed up the line at the opening hour.
- Implemented a DMV Quick Ticket Assistant (aka "greeter") who welcomes them to the DMV, provides each customer proper direction of where to go and hands them their service ticket.
- Introduced a Customer Advocate role who is responsible to check compliance and review paperwork after the service ticket is issued in order to help customers know sooner in their visit if they will not be able to complete their transaction that day.
- Because most of the customers who are not prepared are taken out of the regular service lines, employee productivity improved 10% which allows them to more efficiently provide service to customers who are prepared.

- Installed Customer Report Cards at each Examiner window in order to offer customers the opportunity to provide feedback on their visit. During the first quarter, results indicated a 92.62% overall satisfactory rating from feedback submitted by customers.

Additionally, the Branch Operations and the Vehicle Regulations Divisions in April 2017 began a pilot to engage employees in active involvement in submitting and acting on Process Improvement opportunities. A Process Improvement Committee was formed with front-line employees supported by a process improvement coach. Idea submission is open to all employees through a formal submission and tracking process and the Committee reviews all ideas and makes recommendations to a Governance Council, made up of four Division Chiefs. Approved ideas are pursued by the Committee, using Lean and Six Sigma tools, to ensure solutions will be sustainable.

Achievements in Commercial Vehicle Safety

- During the 2016-2017 fiscal year, the DMV's Commercial Vehicle Safety Division (CVSD) staff conducted 15,108 roadside commercial vehicle inspections, another 15,676 vehicle inspections were scheduled and completed at DMV inspection lanes, and 11,342 school buses and student transportation vehicles were inspected. As part of those activities, CVSD staff issued 8,830 tickets and \$3,334,913 in fines. CVSD also oversees the state's weigh stations, where 525,795 commercial vehicles were weighed, 7,379 safety inspections were conducted, and \$2,978,344 in fines were issued. As the lead state agency for commercial vehicle safety, DMV's Commercial Vehicle Safety Division works diligently to reduce the number and severity of crashes involving commercial motor vehicles and hazardous materials carriers through consistent, uniform, and effective educational and enforcement programs.
- CVSD and the Connecticut State Police jointly launched a three-day statewide truck safety campaign from June 6-8, 2017 as part of a national program raising awareness about commercial vehicle safety. During this effort, 364 safety inspections were conducted, and \$70,203 in fines were issued. CVSD continues to cooperate with other law enforcement agencies to assist them in providing better service to the residents of Connecticut in the area of commercial vehicle safety.
- As the lead state agency for the Federal Motor Carrier Safety Assistance Program (MCSAP), CVSD has worked diligently to reduce the number and severity of crashes involving commercial motor vehicles and hazardous materials carriers through consistent, uniform and effective educational and enforcement programs. Connecticut continues to be a leader for the safety of large trucks and buses. The state's fatality rate in commercial vehicle crashes has consistently remained less than the national average.
- DMV's school bus safety unit completed its annual inspections of school buses and student transportation vehicles (STV) and reviewed driver credentials as part of a yearly safety check-up of school buses and their drivers.

- CVSD has the administrative and operational responsibility for the state's six weigh stations. DMV personnel are supplemented by nine state police officers in conducting commercial vehicle size, weight and safety enforcement efforts in compliance with state statutes and the state Department of Transportation (DOT) Size and Weight Enforcement Plan.
- CVSD has collaborated with its records management system vendor and DOT to electronically upload reportable commercial vehicle crashes directly to CVSD. CVSD reviews the reports prior to submitting them to the Federal Motor Carrier Safety Administration. In the past year, this collaboration has accomplished more than a 30% increase in the state's crash timeliness, which increased from 61% a year ago to 95% at the end of June 2017. (Note: This percentage relates to the number of reportable crashes uploaded within the required 90 days.)

Achievements in Driver Licensing

- DMV increased the security of customer identities by producing all license and non-driver identification credentials through central issuance processing as part of its compliance with federal Real ID Act of 2005. DMV terminated the production and printing of driver license and non-driver ID cards in DMV Branch Offices and AAA offices. Credentials are now printed and mailed from a secure central facility. Under Central Issuance, the customer receives a temporary paper credential (TPC) during an office visit. The permanent credential is mailed within 20 calendar days to the address provided by the customer to DMV.
- The Federal Motor Carrier Safety Administration (FMCSA) permits states to issue a Commercial Driver License (CDL) or a Commercial Driver License Permit (CLP) to an individual who is legally present in the United States but is not a US Citizen or a Legal Permanent Resident (LPR) if the person obtained the license from a state which meets FMCSA CDL's testing and licensing standards. Given this latitude, DMV introduced the Non-Domiciled CDL program to allow residents of Connecticut from a foreign country the ability to obtain, or retain, a CDL or CLP. The program was introduced in December of 2016.
- DMV has continued the Drive Only program for undocumented individuals who are 16 and older and cannot establish their legal presence in the United States or may not have a Social Security number. The process involves applying for a learner's permit that can then lead to a Drive Only license. In accordance with state law, the purpose of the Drive Only license program is to improve public safety and to try to ensure that all drivers are tested, know how to drive and understand the rules and laws for driving. A Drive Only license is not valid for federal identification purposes, and cannot be used to vote.
- DMV began issuing Drive Only permits to undocumented immigrants on January 2, 2015. As of August 12, 2017, DMV has issued 32,140 Drive Only licenses and an additional 5,852 Drive Only customers currently hold a learner's permit. To comply

with the required Connecticut felony check, all permits are mailed after the felony check, which also has the added value of verifying the residency address.

- DMV has continued to offer customers the option to have their identity verified when renewing their driver's license or non-driver ID card. Since 2011, DMV has asked renewing customers whether they want to show original identity documents to establish a record of their identity with the agency as well as for federal identification purposes. Customers can also reject the verification and simply get a regular driver's license or ID card. This identity verification meets federal standards as defined in the Real ID Act. Verified driver's license and non-driver ID cards are acceptable at federal checkpoints, such as airports. Because Connecticut is a Real ID compliant state, all of the credentials issued by DMV, with the exception of the Drive Only card, continue to be acceptable for most federal identification purposes.
- DMV continues to issue a flag denoting veteran's status on the front of the driver's license. This allows qualifying veterans to have a US flag symbol placed on their drivers' license (or non-driver ID card). This program gives Veterans the opportunity to get a US flag symbol on their drivers' license or non-driver ID card so that Veterans have a convenient way of showing proof of status to access benefits and services.
- DMV implemented the new and federally mandated Commercial Driver's License (CDL) skills testing throughout all of Connecticut's CDL skills testing locations, which includes both state and private CDL testing facilities.
- CDL road tests are now using laptops to send results electronically. This eliminates the time-consuming manual entry of paper test results and deters test fraud.
- DMV is working with the Department of Correction monthly to issue soon-to-be discharged inmates license and ID cards.

Achievements in Driver Regulation

- In an effort to deter driving under the influence (DUI) offenders, the Ignition Interlock Device (IID) Program, under the purview of the Driver Regulation Division, was instituted in 2004 for persons with second convictions. In 2012, the legislature mandated IID use for DUI offenders with first convictions and in 2015, added first offenders (those eligible for a first offender diversion program). The DMV uses eight vendors for the IID program. It is currently overseeing approximately 7,000 IID users, a number that has significantly increased with the addition of first time offenders on July 1, 2015.
- DMV's Information Technology (IT) Division has also provided an automated weekly list of operators who are eligible to have the IID removed from their license

restrictions. This list is reviewed by the Motor Vehicle Analyst and a notice is sent to the driver advising them that they can go to their installer and have the device removed from their vehicle.

- DMV reduced the amount of time it takes to change/update a customer's driving record from two weeks to up-to-the-minute information.
- DMV made the newly improved driver histories available to local police departments in a more-timely way so they can see the drivers in their town who are under suspension.
- DMV's Passenger Endorsement Review Unit (PERU), issues over 6,000 public service endorsements every year. In 2014, PERU introduced a pilot to reduce the lead time for school bus company employed applicants to obtain passenger endorsements from 6-12 weeks to 3-6 weeks; these applicants are no longer required to appear at a branch office to submit their endorsement. Due to the success of the pilot, the program has been expanded to include all passenger endorsement applicants.
- In 2016-2017, DMV continued to issue notices of pending license and/or registration suspensions to motorists who had failed to appear in court because of a traffic violation.
- DMV continues to be vigilant in its program for operators with multiple traffic violations. They are required to enroll in an Operator Retraining Program (ORP) to re-educate them about safe driving practices and attitudes. Four approved vendors present ORP sessions at training locations throughout the state.
- DMV achieved compliance with the federal Commercial Driver License information system regulations which require all CDL holders provide a current medical certification to DMV averting the loss of significant federal highway construction funding. By implementing this federally mandated change, the project helped the state prevent the loss of \$25 million.
- Through facial-recognition technology, DMV continues to find people illegally having more than one license or identification card. DMV revoked approximately 179 credentials in the past year; 36 of them were Drive Only cards.
- The Medical Review Unit receives referrals from law enforcement agencies, physicians and others about motorists exhibiting medical, mental and/or physical impairments.

Advancements in Online Services

- DMV continued to develop and expand its online appointment system for learner's permit tests for adults and teens. It also is exploring other uses for the system. DMV

wants to give customers the opportunity to schedule tests and, if they prefer, up to a year in advance as a convenience. They also pay online and are given a list of what to bring with them along with confirmation of the appointment. Currently, a project is underway to enhance our online appointment system to include the scheduling of road tests. This initiative allows customers to schedule anytime at their convenience and reduce the number of phone calls by an average of 7,500 a month. This will improve customer service experience by reducing wait time to reach a customer representative.

- On the web at ct.gov/dmv online wait times for major branch offices are now available and updated every 5 minutes so customers can make an informed decision about which DMV office to visit.
- DMV added an online license restoration payment system for customers to pay their respective license suspension-related fees. The process allows for the customer to make payment as part of the license restoration process via the DMV's website.
- The DMV provides a detailed Internet website, <http://www.ct.gov/dmv>, which logged over 8.6 million visits this year.
- Through DMV's new modernized registration computer system, customers now have the preference to look-up and order vanity or replacement plates through the web or continue to use a mail-in process. Through both methods, more than 8,000 vanity plates have been electronically accessed by the Department of Correction allowing for a faster turnaround time for applicants.
- The DMV is in the process of implementing an online insurance verification system that will provide real-time insurance information to law enforcement and DMV personnel. It is expected to reduce the number of uninsured motorists on the road.
- DMV added a status verification option on the website so customers can enter their driver license number to view whether it is valid. Customers can also call the DMV Phone Center for this service. DMV enhanced the license verification website to allow customers to check the status of their CDL, medical certification or self-certification status.
- The Dealer and Leasing Online registration programs have increased their volume since the new computer system was put into place. Now more titling transactions are done using this online service than all of the DMV offices combined, which substantially reduces the number of in-person customer visits to branch offices. Recent legislation allows the DMV to continue to expand the work that this unit can process. Currently over 800 dealers, leasing companies, and titling services are online; processing over 410,000 transactions annually and it continues to grow.
- DMV replaced its Connecticut Commercial Vehicle Operations (CVO) Credentialing System with a more modernized, responsive and easier system for the motor carrier

and service bureau industries. The CVO Credentialing System provides a single point of access for motor carriers and service bureaus wishing to conduct web-based credentialing applications in Connecticut. The following online activities available are International Registration Plan (IRP) transactions; International Fuel Tax Agreement (IFTA) transactions; requests for motor carrier road tax decals; transponder registration for e-screening at weigh stations; oversize/overweight permit transactions; and viewing of carrier and vehicle information.

- DMV and Connecticut Interactive (CI) are jointly engaged in the development of secured web-based inquiries for DMV customers such as lien holders, towers, etc. It is anticipated that these efforts, when deployed, will provide a more efficient manner for DMV customers to securely access certain information and in compliance with the Driver's Privacy Protection Act.

Achievements in Teen Driving Safety-Related Activities

- The Commissioner's special Advisory Committee on Teen Safe Driving met on its regular schedule and comprises more than 25 safety advocates from around the state. The goal is to promote information sharing and initiate projects that promote safety and understanding of the teen driving laws.
- Highway safety advocates, state and other officials honored teens from across Connecticut, in April 2017, for the teens' work to promote safe driving through the 9th annual Department of Motor Vehicles' teen safe driving video contest. Its corporate prize sponsor is the Travelers Insurance Company. The top three high school winners in the 2017 DMV-Travelers Teen Safe Driving Video Contest, where teens focused on the dangers of distracted driving and other perils using the theme "One Split Second," were Weston High School, which earned first place with its video portraying a young driver who turns back time following a crash while driving and using a cellphone, second-place winner was Haddam-Killingworth High School, followed by East Lyme High School in third place. Awards were presented at an April 13 ceremony hosted by Travelers. More than 400 students from nearly 40 schools participated, submitting more than 150 videos. The theme was developed by 12 student advisors to the contest and DMV. Bill Seymour and Ernie Bertothy of the DMV developed the contest to maintain a safety awareness effort following the passage in 2008 of stronger teen driving laws in the state.
- DMV continued to lead a collaborative of agencies, law enforcement officials, safety advocates and public health partners in combating underage drinking in the state. This has taken form in meetings, public outreach, news media interviews and other strategies designed to raise awareness.

Achievements in Vehicle Regulation

- The Insurance Compliance Unit improved the checking processes to obtain better reliability and reduce paperwork, mailings and all other associated costs. We received

bonding to implement a real-time Insurance Compliance program. DMV partnered with the Department of Insurance, Department of Emergency Safety and State Police to create an electronic environment that will allow this program to succeed in reducing the number of uninsured vehicles.

- Insurance Compliance has made several improvements as a result of a Kaizen process improvement event. The highlights are a new report that will help agents on the phone review and research a customer's case faster. In addition, new streamlined and completed procedures will minimize any variability in case processing and assure that all customers receive the same efficient service.
- Insurance compliance continues to partner with our vendor to improve the insurance reporting information. This relationship has resulted in more accurate records, which in turn has resulted in high confidence that insurance compliance cases are of better quality. This improvement in quality has vastly improved the efficient processing of customer cases which has reduced backlogs of work in this area.
- Printing and mailing of renewals in 60 days prior to their renewal date, instead of 45 days, allows carriers additional time to prepare renewal and return for processing. It has also decreased the processing time on updates for vehicle records.
- The Vehicle Emissions Inspection Program continues its substantial efforts for the improvement of Connecticut's air quality with 1,014,505 vehicles tested during the 2016-2017 fiscal year. There were also 95,058 emissions late fees assessed which resulted in the collection of \$1,901,160. Emissions late fees may be paid on-line, further reducing the need for customers to visit a branch office. In addition to performing emissions tests, participating stations performed 51,764 vehicle identification checks.
- As a result of people failing to keep insurance on their cars as required by state law, DMV collects fines and administers consent agreements and restoration fees for those found in violation of the state's laws for mandatory insurance required for registered motor vehicles.
- DMV continues to provide current registration information to Connecticut police departments to be accessed in police vehicles as part of a license-plate reader program.
- The International Registration Plan (IRP) Unit is no longer mailing paper renewals to the customers, for their convenience the system has been updated to email the renewal to the customer's email address on file. This enhancement will save the state on postage fees.
- In the Title Unit, a secure online system has been put in place for lien holders to look up vehicle information and verify a lien has been perfected.

- Customers now have up to 90 days from the date the original title was issued to apply for a no-fee replacement title.

Other Improvements and Achievements

- DMV and our partnering AAA offices implemented an electronic system for transmitting voter registration applications and change of address information to the Secretary of the State for distribution to municipal election officials. Offering the opportunity to register to vote at state DMVs is a requirement of the National Voter Registration Act and state election law. This system will simplify and streamline the process, with the goal of encouraging more eligible Connecticut residents to participate in the electoral process. In its first year, this enhanced system has resulted in the addition of 100,000 new voters to Connecticut's voter rolls.
- In January 2016, DMV began notifying new and used car dealers that their licenses would not be renewed if they were delinquent in payment of sales tax to DRS. For calendar year 2016, used car dealers are now compliant in the payment of \$1,840,901 out of the \$2,382,528 owed to DRS, or 77 percent.
- The Dealer Enforcement Unit within CVSD investigates complaints against car dealers and repairers. For fiscal year 2016-2017, 29 complaints were investigated, and \$31,425 in civil penalties were paid to DMV.
- DMV is in the process of restructuring its call center operations by standardizing customer hours in an effort to more efficiently handle about 2.2 million calls per year. In addition, a modernized phone system will be implemented which will better serve our customers by increasing additional options for services such as chat, SMS text, self-service and expanded e-mail capabilities.
- Customers continue to obtain free Wi-Fi to make their DMV visit as productive and enjoyable as possible. Customers can continue to perform their personal business while waiting to conduct their DMV business at its branches.
- DMV reorganized in early 2016 to establish a Project Management Office, which uses professional project management services for major projects, such as the recent conversion from over the counter to central issuance of all credentials. That project went live in all branch offices, after a phased in roll-out, without any major issues, proving this approach can be very successful.
- The Agency Training and Procedures (ATP) Division, which was created in May of 2016, as part of an agency-wide reorganization, created a new employee orientation program. Not only does the orientation training provide information regarding state mandated training, i.e. diversity and sexual harassment, but also provides an overview of department policies and resources. The division also created an entire day devoted

to customer service excellence training, which was part of the Department's reorganization effort, to become more customer-centric. In addition, ATP has been working diligently with BEST, and other agencies, on implementing a new, robust SABA Cloud, E-learning management system (LMS). This system, in conjunction with other electronic resources, will allow the Department to provide for mandatory training, and other training initiatives, through the use of the new SABA Cloud LMS. The division also established training plans for each division, or unit, within the DMV, and is working with the community college system to assist with this endeavor.

- DMV maximized customer convenience and quicker document processing by accepting credit card payments over the phone. It gives certain customers one more payment option in addition to paying through the mail, online, or in person. These DMV customers would include those with motor vehicle insurance compliance problems and other driver services issues.
- DMV continues to promote diversity through a Diversity Council for the agency. DMV is committed to diversity through mutual respect of both employees and customers by providing an environment that is welcoming, fair, and equitable to all. The Diversity Council will achieve this mission through: 'enhancing opportunities for all individuals to create and maintain a diverse community; enriching educational and workplace experiences for all DMV employees; implementing diversity initiatives that benefit both employees and customers; and improving outreach efforts for new employees and upward mobility for current employees.'
- The Human Resources Unit and Branch Operations Division developed, coordinated, hired and deployed contingent staffing to multiple locations affected by the expiration and non-renewal of the Northeast AAA contract, which resulted in major increases in branch licensing transactions.
- The Human Resources Unit reestablished an agency-wide Health and Safety Committee.
- Continued refinement of services at the DMV Wethersfield Information Counter has enabled over 25,000 customers to take advantage of this express service without wait.
- In calendar year 2016, DMV's Legal Services Division scheduled and held 3,544 administrative hearings. Of those, 3,051 were Administrative Per Se hearings for DUI offenders and 493 were other hearings involving licensing and registration issues.
- The DMV's Consumer Complaint Center, which receives consumer complaints against motor vehicle dealers and repairers, handled 689 complaints, obtained \$351,674 in customer restitution, and collected \$62,160 in fines during the 2016-2017 fiscal year. The center reviews complaints, mediates disputes when possible and brings to hearing or settlement, through stipulated agreements, any violations of state

law or regulation. Vehicle repair complaints that fall outside of our jurisdiction are referred to small claims court as an avenue to settle their complaints.