Good morning Senator Osten, Representative Walker, Senator Formica, Representative Lavielle and members of the Appropriations Committee. My name is Judeen Wrinn and I am the interim Commissioner of the Department of Motor Vehicles (DMV). As some of you know, I joined the agency in March 2016 as the Deputy Commissioner and I am serving in this role until Commissioner-designate Magubane begins serving on April 1, 2019.

Thank you for the opportunity to present on the Governor’s proposed biennial budget for state fiscal years 2020 and 2021, provide an overview of DMV’s progress over the last year and update you on planned improvements for the future. I am joined today by Jim Rio, DMV’s Chief Operating Officer; Sharon Geanuracos, DMV’s Legal Director; Michelle Schott, DMV’s Fiscal Director; and Jim Carson, DMV’s Legislative Liaison.

I would like to begin by saying that we fully support the Governor’s proposed budget which funds the Department close to our current appropriation. We anticipate that we will be able to not only maintain, but improve the customer experience within our current resource levels.

DMV is continuing to strategically position itself for the future to meet 21st century customer demands. We have added numerous online services, created new partner-run convenient DMV Express Centers, installed a modern Customer Contact Center (with call-back options, pay by phone) and implemented a customer feedback tool at all of our Branch locations; their feedback reinforces that we are making progress. We have expanded and improved our service delivery options by listening to our customers, involving our employees and using data to make disciplined, strategic decisions. The overarching vision that drives DMV is improving customer service. Our customers, your constituents, deserve no less.

DMV has made substantial improvements for our customers. With laser-like focus on customer service, we have achieved the following:

- **Upgraded an outdated phone system** in May 2018 and with it, we added a Virtual Hold capability that allows customers to keep their place in line and receive a call back if they don’t feel like waiting on hold. We’ve saved over 10 million minutes in wait time with this
new feature and customers have been complimentary. The average wait time (AWT) was over 26 minutes and now we’re down to 6 minutes, without any growth in staff.

- **Implemented a new self-service phone capability** in December 2018 that allows customers to perform 6 different types of transactions, including registration renewals. They can pay by phone and it is accessible 24/7. Our hope is that customers will be comfortable using the phone automated service to get what they need vs. speaking with a customer service agent. Over 8,000 transactions have been performed since then and we are planning a promotional campaign with the goal of increasing the use of this self-service system.

- **Over 9 million visits to our website in 2018** with 4.5 million of those visits coming through a mobile device. The DMV website is the most visited website across state government, with the next highest being the CT.Gov site at 5.5 million visits. I’m proud to report that in 2018 the State received recognition from the Center for Digital Government and this particular award was primarily due to the progress DMV has made in our on-line services. Other evidence of the progress we’ve made with web self-services include:
  
  - 46% of registration renewals are done through self-service
  - 100% of knowledge and road tests appointments are scheduled on-line
  - With respect to the road tests, this has resulted in a substantial improvement in the time in which someone can book an appointment. The service is available 24/7 and someone can find an appointment often within 1 to 12 days – vs. the 35 to 90 days that it took previously.
  - DMV’s Mobile App provides practice tests for new driver hopefuls, with over 400K downloads
  - Further expanded web self-service offerings to include: Check Driver’s License Status; Schedule Road Test for Driver License; Pay Emissions Test Late Fee; Track License/ID Delivery Status; Child Safety Class Registration and pay Driver License Suspension fee.

- **New DMV Express partners** to provide DMV services in convenient locations. Through a Request for Qualifications process, DMV carefully selected two new excellent partners: Nutmeg State Financial Credit Union and The Workplace to serve New Haven and Fairfield counties. These partners complement our existing AAA Club Alliance partner in the greater Hartford area. We opened up 4 new partner locations in 2018, now all referred to as DMV Express:
  
  - The Town of West Haven and its Chamber of Commerce opened an office in March 2018
  - Nutmeg State Financial Credit Union opened in Milford in June 2018
  - The Workplace, Inc. opened its doors in Stamford at the end of November 28, 2018
  - Nutmeg State Financial Credit Union opened in North Haven in December 2018

In total, these locations processed over 200K licensing transactions in 2018.
• **Customer Report Card Survey** implemented in DMV Branch Offices June 2017. With over 17,000 surveys submitted since then, the data suggests progress is being made.

  • 77% gave us an Excellent rating, 9% Very Good and 4% Good
  • Overall, 3% rated their experience as Fair and 7% rated their experience as Poor
  • The area where we scored highest was an excellent rating of 90% for the service experience with the Examiner who assisted them with their transaction

We recognize that we have much more to do to improve the customer experience. We need to continue to enhance our self-service capabilities so that customers can access services 24/7 and we need to begin laying out a broader strategy on the DMV footprint – how and where DMV services should be provided in person – all with the customer and cost in mind. Here is a quick overview of some of the work underway:

• **Mobile-friendly, state-of-the-art online services** – We are actively seeking to expand and enhance our on-line and mobile services so that the experiences are the same and are enhanced to include proactive reminders, like to renew your vehicle registration. We’d also like to expand services, like being able to change your address and even renew your license based on certain criteria. According to a 2018 survey of other states, at least 22 states have some variation of these services on-line and CT already has the legislation to allow us to move forward.

• **Extend renewal periods for license and registration renewals** – We support the Governor’s proposal to extend the time for license renewals from 6 to 8 years and extend registration renewals from 2 to 3 years. This will reduce the frequency in which your constituents need to visit an office in person. We stand ready to implement these changes upon approval.

• **IT Strategic plan** - DMV has developed a 3-year Strategic IT Plan with four work streams focused on improving the overall customer experience and reducing operating costs. This will be accomplished through: improving electronic business workflows and interfaces; replace obsolete technologies; create roadmap to migrate to the Cloud; and implement a data integrity approach. While this plan will utilize existing infrastructure as a spring board to maximize past investments, the Department will invest in future technologies. These advancements will leverage a framework that is more scalable to address foundational needs and create a robust physical architecture that allows for flexibility and security.

• **Expand options for customers to make appointments** in order to improve the customer experience and reduce wait times. Appointments were first made available in the Stamford location and then expanded to Knowledge Tests and more recently Road Tests.
DMV must continue to focus on its core functions, seek innovative ways to provide more online/mobile services, and make its services more simple and convenient. At the same time, DMV must never waver from its' responsibilities to perform the necessary due diligence to issue and renew customer identity documents and register vehicles. DMV will continue to work collaboratively with our DMV Express partners like AAA, Nutmeg State Financial Credit Union and The Workplace so DMV customers may go to additional convenient locations. DMV is committed to continue to streamline its functions and find efficiencies wherever possible to provide the best possible customer service to our customers, your constituents.

Thank you and if you have any questions, I would be happy to try to answer them.