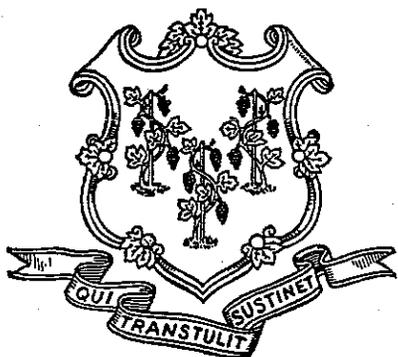


# Department of Motor Vehicles Summary

Connecticut  
General Assembly



LEGISLATIVE  
PROGRAM REVIEW  
AND  
INVESTIGATIONS  
COMMITTEE

January 1986

## CONNECTICUT GENERAL ASSEMBLY

### LEGISLATIVE PROGRAM REVIEW AND INVESTIGATIONS COMMITTEE

The Legislative Program Review and Investigations Committee is a joint, bipartisan, statutory committee of the Connecticut General Assembly. It was established in 1972 as the Legislative Program Review Committee to evaluate the efficiency and effectiveness of selected state programs and to recommend improvements where indicated. In 1975 the General Assembly expanded the committee's function to include investigations and changed its name to the Legislative Program Review and Investigations Committee. During the 1977 session, the committee's mandate was again expanded by the Executive Reorganization Act to include "Sunset" performance reviews of nearly 100 agencies, boards, and commissions, commencing on January 1, 1979. Review of the original schedule of sunset entities was completed in 1984. Review of the list will begin again in 1988.

The committee is composed of 12 members. The president pro tempore of the senate, the senate minority leader, the speaker of the house, and the house minority leader each appoint three of those members.

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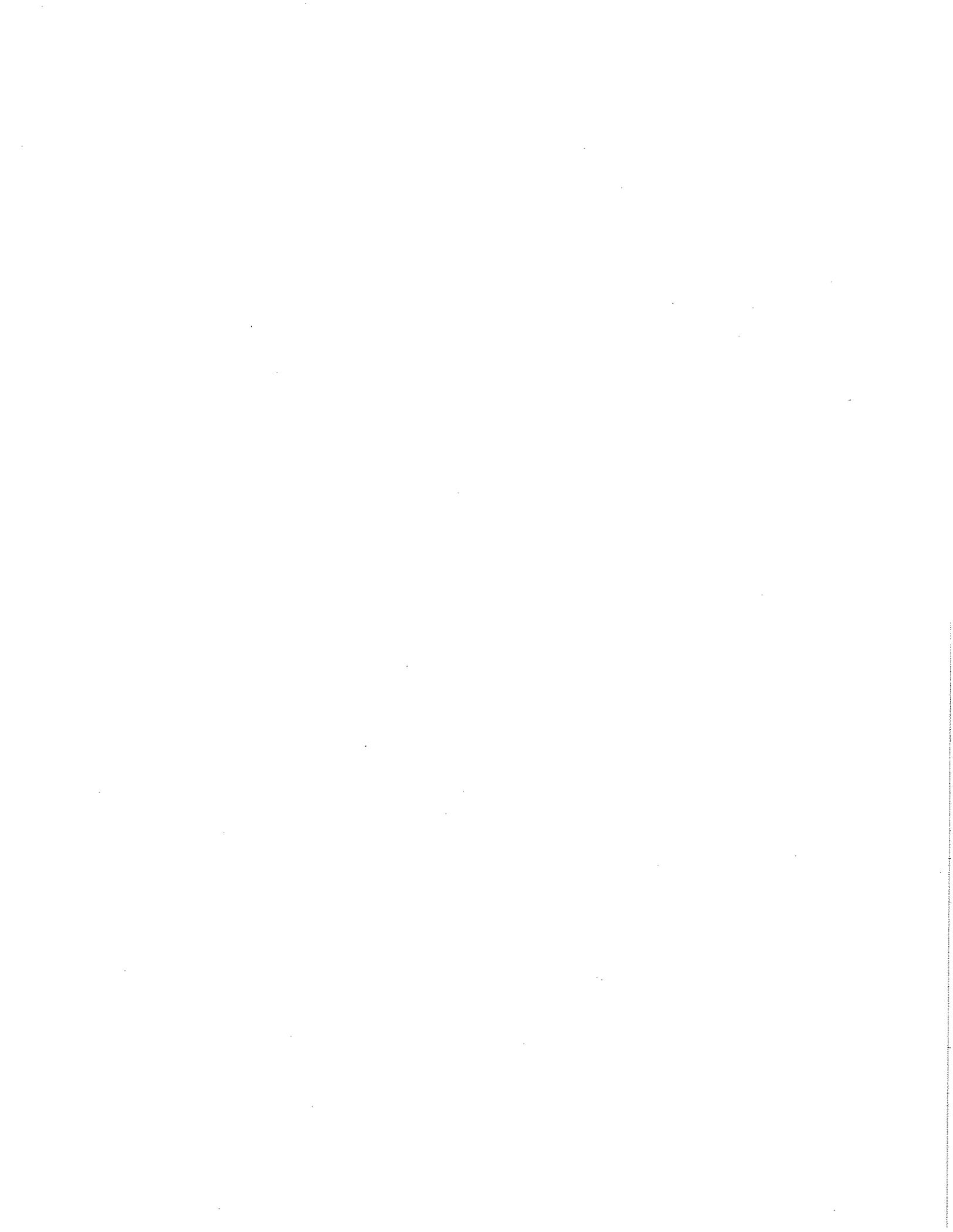
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SUMMARY  
DEPARTMENT OF MOTOR VEHICLES  
PERFORMANCE AUDIT

LEGISLATIVE PROGRAM REVIEW AND  
INVESTIGATIONS COMMITTEE

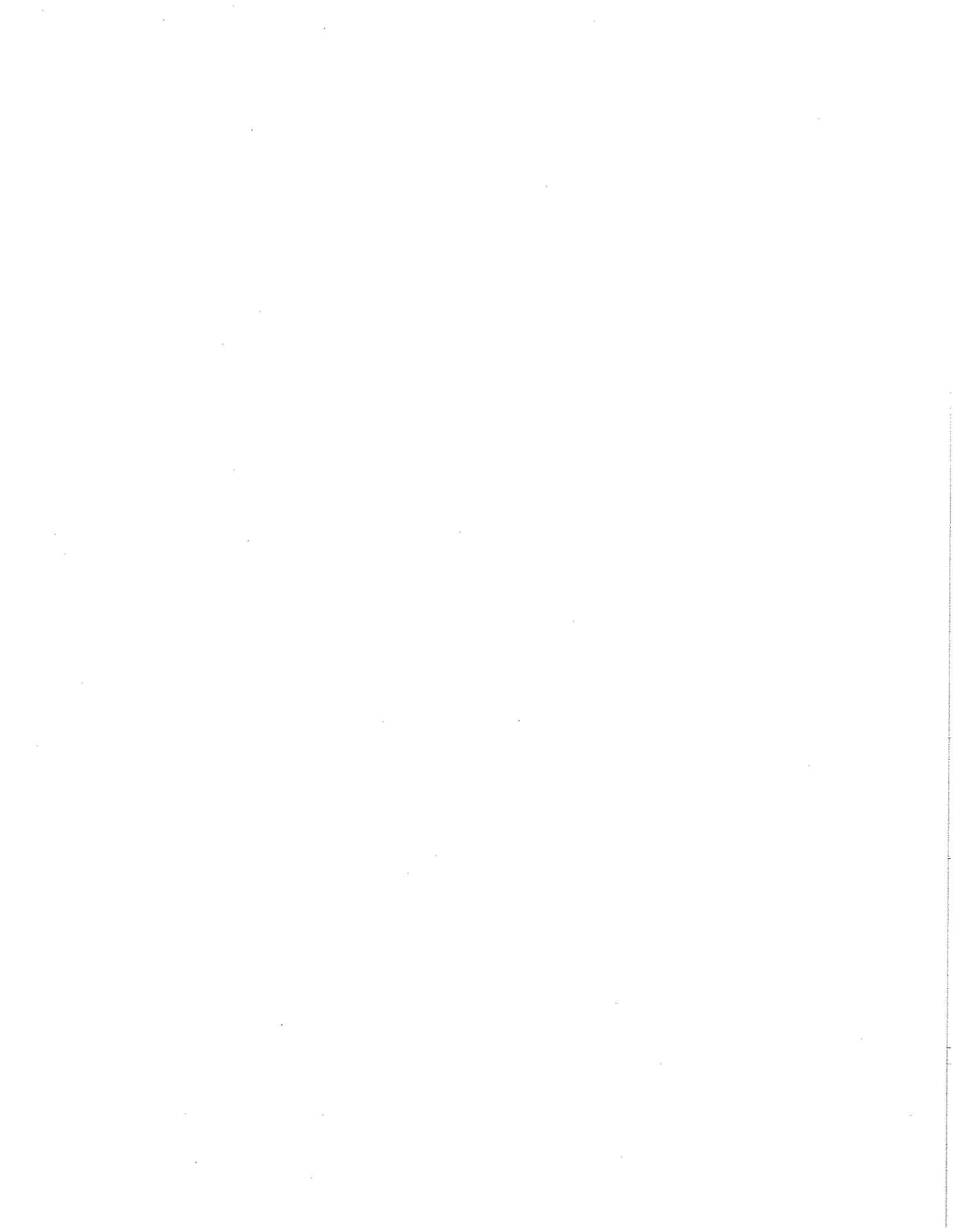
JANUARY 1986



DEPARTMENT OF MOTOR VEHICLES  
PERFORMANCE AUDIT SUMMARY

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## SUMMARY

The Legislative Program Review and Investigations Committee's performance audit of the Department of Motor Vehicles (DMV) is divided into four separate reports: 1) Agency Management and Central Operations; 2) Branch Office Operations; 3) Title Operations; and 4) the Dealers and Repairers Division. The Emissions Program is the subject of a separate ongoing study and is not included in this performance audit. Each report contains descriptive information, analysis, findings, and recommendations concerning departmental operations.

The purpose of the 10-month performance audit was to upgrade the department's customer service, improve management, simplify procedures, and increase productivity. The recommendations are intended to make the department more responsive to customer needs through long-range and strategic planning, performance monitoring, automation of department procedures, and better allocation of resources.

The recommendations presented here take a comprehensive approach to solving the Department of Motor Vehicles' problems. Many of the recommendations, particularly those impacting central office administration, are interrelated and will affect more than one area of departmental operations. The following is a list of program review committee recommendations for each of the four areas reviewed. Some of the recommendations require additional resources or staff while others can be achieved through the reallocation of the department's current resources. A fiscal statement outlining the cost for all recommendations follows the list of recommendations.

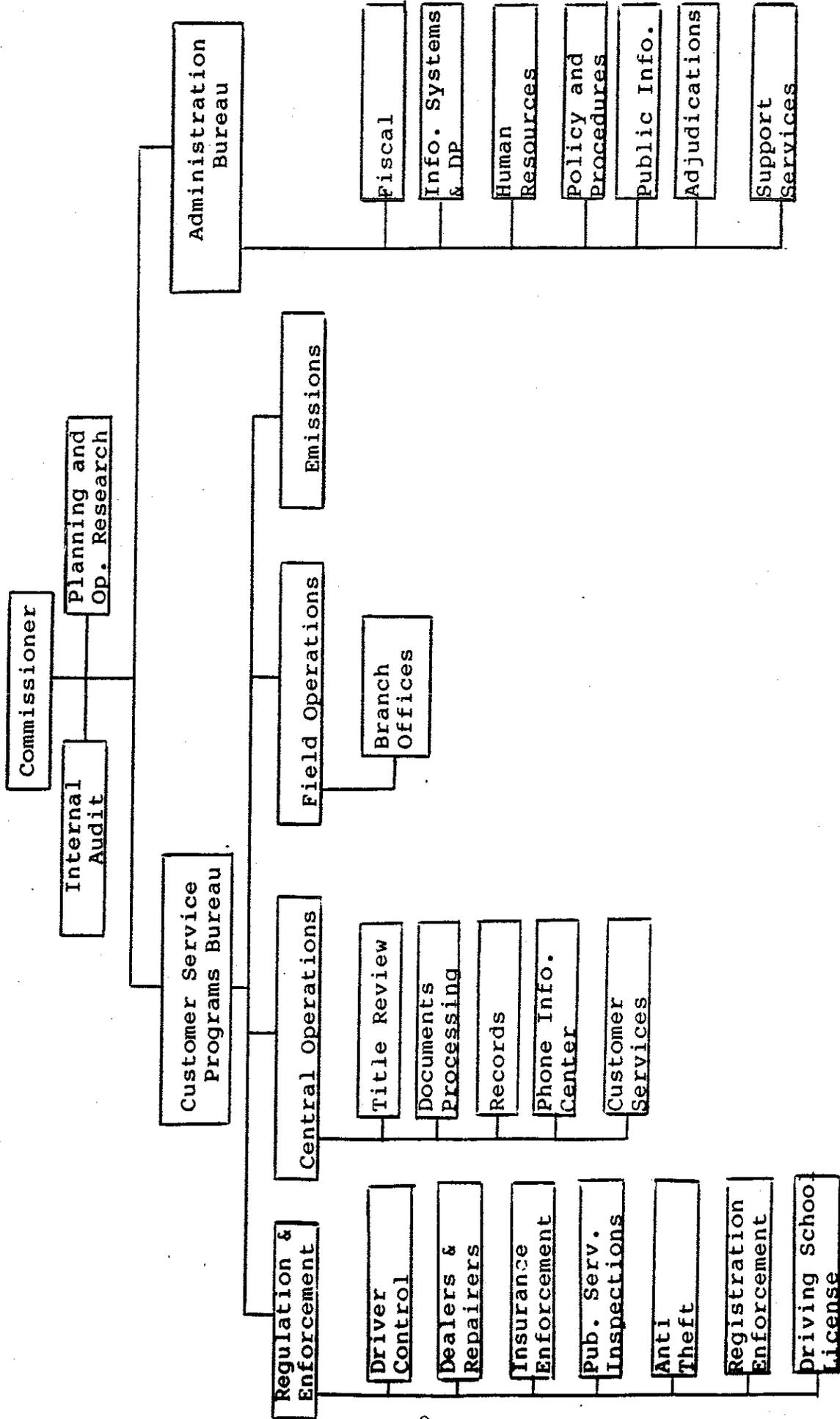
### AGENCY MANAGEMENT AND CENTRAL OPERATIONS: RECOMMENDATIONS

During its review of the department's management and central operations the Legislative Program Review and Investigations Committee found a lack of systematic planning, performance monitoring, staff evaluation, and training. These management problems were compounded by the organizational structure of the department. The program review committee also found that productivity and customer service needed improvement through the centralization and automation of the department's phone system and document processing functions. The need to computerize existing data files and enter information more quickly in the department's computer records was also cited.

To address these problems the Legislative Program Review and Investigations Committee recommends that:

1. The department be organized into two bureaus, programs and administration, each headed by a deputy commissioner who reports directly to the commissioner. (See Figure 1.) Within the Programs

Figure 1. Proposed Department Of Motor Vehicles Organization.



Bureau, there should be the following divisions, each headed by a division chief:

- customer services: field operations, responsible for all public services provided at branch offices including registration, title, photo-license, driver licensing examinations and vehicle inspections;
- customer services: central operations, responsible for all centrally provided public services including operating a telephone information center, issuing titles, and processing of transactions not generated by walk-in customers, refunds, corrections, and requests for copies of records;
- emissions, responsible for overseeing operation of the state auto emissions program; and
- regulation and enforcement, responsible for programs to control and improve drivers, the regulation of motor vehicle businesses, and the enforcement of motor vehicle laws and agency requirements concerning such matters as public service vehicles, anti-theft measures, and no-fault insurance.

Within the Administration Bureau, there should be the following offices, each headed by a director:

- fiscal affairs, responsible for budgeting and accounting functions;
- information systems, responsible for data processing and the creation and maintenance of automated information systems;
- adjudications, responsible for operating the agency's administrative hearing process;
- public information, responsible for public relations and media liaison matters;
- policy and procedures, responsible for developing and interpreting laws, regulations, and guidelines concerning motor vehicles matters;
- human resources, responsible for personnel, payroll, and staff development matters; and
- support services, responsible for mail, stock and inventory, and property management matters.

In addition to the divisions and offices outlined above, there should be:

- a planning and operations research unit, responsible for performance monitoring and long range planning; and
- an internal audit unit, responsible for assuring the financial integrity of department activities.

The directors of the planning and operations research unit and the internal audit unit should report directly to the commissioner.

2. The Department of Motor Vehicles should develop a five-year plan by January 1, 1987. The plan should encompass all department operations and address at least the following areas: customer service; data processing; facility improvement; and employee training. The plan should prioritize all programs proposed and provide implementation strategies for each proposal that include measurable objectives, time frames, and cost benefit analyses whenever possible. The plan should be annually updated and submitted to the General Assembly and the governor in conjunction with the department's budget requests. The annual update should include an explanation of any delays in implementing proposed programs.

3. The Department of Motor Vehicles should establish a planning and operations research unit to be operational by January 1, 1987. This unit should be responsible for:

- establishing performance indicators for all units;
- assisting units in developing workload measures;
- collecting and analyzing data on department performance including trends and changes in customer service level;
- preparing monthly and annual reports of performance indicators for unit managers;
- analyzing resource needs, costs, and benefits of program proposals;
- monitoring and assisting in the implementation of planned programs; and
- providing technical planning assistance to the department.

4. The planning and operations research unit should consist of four staff members and a director. The director should report directly to the commissioner. The director should have work experience in at least two of the following areas: management information systems; statistical analysis; strategic planning; and operations research. Each staff member should have work experience in at least one of the above areas and all four areas of expertise should be represented on the unit's staff. In addition, the current management analysis unit should be incorporated within the planning and operations research unit under the supervision of the planning and operations research director.

5. The Department of Motor Vehicles should develop a system to annually evaluate the performance of all staff members. Pay increases for managers should be based on the manager's effectiveness in implementing projects outlined in the department's budget and long-term plans. Job-specific goals should be established for all department employees and annual evaluations and pay increases should be based on the achievement of these goals.

6. The Department of Motor Vehicles should establish a program for initial and continuing in-service training and career development opportunities for all levels of staff throughout the agency.

6a. A director of training and staff development responsible for developing and implementing this program should be hired by July 1986.

6b. The director should develop and implement by December 1986 a program for training part-time branch office employees.

6c. The training director, with the assistance of the planning and operations research unit, should develop an annual plan that:

- assesses training needs;
- prioritizes training needs;
- outlines programs to meet those needs; and
- evaluates the effectiveness of previous training efforts.

6d. The first training plan should be submitted to the commissioner on July 1, 1987, and should include a description of the activities designed to prepare branch office staff for point-of-transaction data entry.

7. In view of the problems the current phone system creates, the Department of Motor Vehicles should establish a centralized phone center that will provide statewide toll-free access to a single department number. Within two years, all direct outside phone lines to the central office should be eliminated and calls should be

answered at the centralized phone center. Also within two years, the department should set up a pilot program whereby a separate toll-free number would be available 24 hours per day to deliver recorded messages concerning general information.

Within three years, the department should eliminate all direct outside phone lines to the branch offices and those calls should also be answered at the central phone center. Personnel staffing the phone center should have access to all computerized information systems.

8. The Department of Motor Vehicles should create a centralized documents processing unit to process all transactions not generated by walk-in customers. By October 1, 1986, the unit should be fully automated to process all mail-in registration renewals. This unit should process all transactions not generated by walk-in customers by October 1, 1987. In addition, by the same date, the department should pilot its "point-of-transactions" data entry registration system in this unit.

9. The Department of Motor Vehicles should implement a point-of-transaction data entry system in the branch offices by January 1991. A consultant should be hired to study the type of system needed by the department, provide an implementation plan, and estimate its cost. A report of the consultant's study and recommendations should be submitted to the General Assembly and the governor by July 1987.

10. The Department of Motor Vehicles should automate the following functions by July 1987:

- delinquent property tax;
- suspended registrations;
- driver license examination appointments;
- vanity plates;
- payroll;
- personnel records;
- inventory; and
- waiting time data.

#### BRANCH OFFICE OPERATIONS: RECOMMENDATIONS

The Legislative Program Review and Investigations Committee's performance audit of branch office operations has focused upon customer service, simplifying procedures and streamlining the process through automation. The findings of the committee indicate that the branch offices are unable to provide adequate customer

service; waits are generally long and phones are often busy. Branch office personnel cannot adequately serve walk-in customers if they must also answer phones and process mail-in transactions as well as dealer drop-off registrations. Branch office staffing levels are insufficient for performing all of these functions. Furthermore, efficiencies that could be obtained from the centralizing some of these functions are not being realized.

The primary role of the branch offices should be to provide walk-in customer service, not act as decentralized locations for providing phone service and processing dealer drop-off and mailed-in registration renewal transactions. The program review committee found that, given current branch responsibilities, the department was not able to adequately staff the offices to meet the demand for services.

The Legislative Program Review and Investigations Committee sees a need to refocus the primary purpose of the branches to provide improved customer service and not act as decentralized processing centers. The branch offices should be charged with the responsibility of serving walk-in customers only and the department should closely monitor this performance. The following recommendations will achieve the required reorientation of branch operations.

The Legislative Program Review and Investigations Committee recommends that:

1. All services provided at the Department of Motor Vehicles branch offices should be confined to walk-in customers. Transactions mailed to the department should not be sent to the branches for processing; transactions brought to the branches as part of the dealer drop-off program should be transferred to Wethersfield for central processing. This recommendation should be phased in over two years.
2. Within three years, the department should eliminate all direct outside phone lines at the branches. Public information should be provided through a central phone system.
3. Department of Motor Vehicles branch office hours should be extended from the current 39 hours to at least 45 hours a week.
4. The department should hire part-time employees and institute a system of flex-time for employees to increase their ability to staff offices during peak service times and for expanded hours.
5. Point-of-transaction data entry should be phased in in all branches over the next five years. Within two years, the point-of-transaction data entry system should be operating on a pilot project basis in the least busy branch offices. A training program to prepare branch office staff for the point-of-transaction data entry system should be developed and initiated by January 1987.

6. To better disseminate information to the public, the department should:

- make applications and explanatory forms accessible to the public without waiting in the information line.
- have recorded messages available through a toll free number 24 hours per day explaining where information concerning registration, title, and licensing requirements may be obtained and Department of Motor Vehicles hours of operation.

7. All branch offices should be monitored based upon a series of performance indicators that include: average waiting times for all lines; productivity and transaction measures; and customer satisfaction measures. The planning and operations research unit should establish such measures. Analysis of performance measures should be used to reduce customer waiting time, better allocate staff resources, and improve customer satisfaction. Analysis of performance measures should also be used to identify the following:

- staffing levels required to achieve waiting time goals;
- placement of part-time staff to handle peak business times;
- improvements in transaction processing needed to reduce processing times;
- solutions to customer problems in obtaining information; and
- the need for substitute and part-time personnel to cover vacations, sick time and extended leaves.

8. By January 1988, all branch office reporting including accounting reports, personnel reports, and data on transactions, waiting times, and work station usage should be automated.

9. All branch office operations and staff should be managed by the branch manager. It is further recommended that all branch manager positions be classified as management and reviewed under the management incentive plan. The program review committee also recommends that a third regional field supervisor be hired to oversee and monitor branch operations.

10. The department should develop a plan to improve branch facilities including redesigning information signs and office layouts to provide more efficient customer service. In conjunction

with the branch office improvement plan, the Department of Administrative Services should conduct a feasibility study to determine if currently leased facilities should be owned and maintained by the state. Both should be completed by January 1987 and include schedules implementing proposals. Both shall also take into consideration the requirements for future automation (i.e., point-of-transaction data entry) such as air conditioning, electricity, etc. at the branch offices.

11. Personnel within the field operations section should be responsible for contract management of all leases and for insuring that the terms of the lease agreements are adhered to, particularly the maintenance clauses for each branch.

12. The branch office vehicle safety inspection program should be further studied by the committee of cognizance to evaluate the broader policy and social benefit questions of a safety program, methods of upgrading the current program, ways of eliminating its deficiencies, and alternative methods of organizing and carrying out its activities and report back to the legislature by January 15, 1987.

#### TITLE OPERATIONS: RECOMMENDATIONS

Throughout the program review committee's performance audit, the department's title section had a large backlog of applications and was mailing certificates of title up to six months after the date of application. The program review committee found that such long delays in processing time adversely affect title applicants, branch office operations, and the productivity of the title section.

In order to reduce these backlogs, use staff time more efficiently, and improve customer service, the program review committee believes that the title process should be automated, public phone lines should be removed from the title section, and staff resources should be increased. The committee made the following recommendations to achieve these goals.

1. A central phone unit, with access to computerized title files, should be responsible for answering customer inquiries concerning titles. Only those questions that the phone unit cannot answer should be transferred to the title section.

2. The on-line title data base should be expanded and accessible to branch office and title section personnel by January 1987. Information available should include: vehicle identification number; title number; owner's name and address; lienholders' names and addresses; type of title request (i.e., original or duplicate); previous ownership status (i.e., previously registered in Connecticut, out-of-state, or new); identification of dealership selling the vehicle, if applicable; odometer reading; date the title was sold; and the clock number that processed the application.

3. As part of a point-of-transaction data entry system, information from title applications should be entered on the computer when the customer submits an application at the branch office. The accuracy of the vehicle identification number should be checked by computer at the time of input.

4. To reduce the backlog, the title section should hire four additional permanent full-time title examiners and five temporary full-time examiners for a period of six months. These employees should be hired by October 1986.

5. To improve planning and performance monitoring the Department of Motor Vehicles should:

- compile statistics on the number of titles sold and processed by type (e.g., new, previously registered in Connecticut, previously registered out-of-state, duplicate, transfer-without-title);
- collect statistics on other activities performed (e.g., number of abandoned vehicle reports processed, number of odometer readings researched, etc.);
- keep records on how title staff hours are allocated (e.g., hours spent examining titles, doing research, answering customer inquiries, abandoned vehicle reports etc.); and
- establish minimum performance standards for the major tasks performed by the title section.

These data should be used to: plan for staffing needs; justify budget requests; identify areas where jobs should be re-designed or automated; evaluate productivity; and allocate work. A system to collect these data should be established by the planning and operations research section by July 1, 1987.

6. The Department of Motor Vehicles should designate and train title examiners to specialize in reviewing title applications for vehicles previously titled out-of-state.

7. The Connecticut General Statutes should be amended to require that:

- odometer readings be documented on Department of Motor Vehicle forms whenever a vehicle transfer occurs; and
- the odometer reading be recorded on the certificate of title.

## DEALERS AND REPAIRERS DIVISION: RECOMMENDATIONS

The committee's review of the Dealers and Repairers Division produced the following nine recommendations designed to: improve the division's complaint processing; reduce both complaint and hearing backlogs; establish a performance monitoring system; and broaden the department's disciplinary sanctions to include restitution to the consumer.

1. The current Dealers and Repairers Division should be made a section and organizationally placed under the Department of Motor Vehicles Programs Bureau, Regulation and Enforcement Division. The section should be headed by an assistant division chief. The current staffing levels of the division should remain the same under the section.

2. To improve phone access to and provide centralized information about the dealers and repairers section, and eliminate the necessity for inspectors to answer phones and perform other clerical duties, all phone calls concerning dealers and repairers functions should be answered at a central phone center with toll-free access for all state residents. Personnel answering the phones should all have access to both computerized licensing information and the dealers and repairers' complaint file.

Further, all inspectors should be assigned to either the consumer complaint unit or one of the inspection programs--plate, road, junkyard, or locations--and not to clerical duties such as answering the phone or staffing the counter in the dealers and repairers' main office.

3. The dealers and repairers section should be monitored based upon a series of performance indicators established by the planning and operations research unit. Those indicators should include, but not be limited to: number of complaints assigned and resolved by each inspector at each stage in the complaint process; average length of time to resolve complaints both by type and by inspector; and number of licensing applications reviewed by clerical staff and average length of time for approval.

The planning and operations research unit should also establish workload standards for the dealers and repairers section including the following:

- number of complaints an inspector should resolve in a day;
- number of plate inspections an inspector should complete in a day;
- number of location inspections an inspector should complete in a day; and

- number of license applications a registration examiner should complete in a day.

These standards should be included in the annual evaluation conducted on each employee.

4. To streamline the licensing application procedure, ease recordkeeping, and improve the section's ability to track applicants with prior licensing violations, all licensing information related to dealers and repairers should be computerized by January 1, 1987. Included on the automated system should be: licensee name(s), address(es), license number, business location, insurance information, and date of last inspection. All information should be maintained for at least five years.

5. The dealers and repairers section should establish a system of staggered licensing whereby all categories of licenses lapse throughout the year and not at specified expiration dates.

6. The Department of Motor Vehicles should establish its complaint process in regulation, and include the following:

Receipt. The Department of Motor Vehicles should receive all complaints concerning the operations of any licensee regulated by the department's dealers and repairers section.

Complaint Form. All complaints should be on a department form as prescribed by the commissioner. The form should include a tear-off portion to be immediately returned to the complainant once the form has been received by the department.

The complaint form should also list those complaint areas that fall under the department's jurisdiction. For areas not under DMV jurisdiction, the complaint form should indicate the agency or department with responsibility for that complaint area.

Complaint Filing. Only those complaints generated by consumers or those violations found as a result of the dealers and repairers section plate inspection program should be entered on the computerized complaint files. Failure on the part of a licensee to comply with administrative requirements, such as insurance coverage, should not be entered on the complaint system.

Complaint Screening. The complaint form should be screened as soon as it is received in the dealers and repairers section. Section staff should dismiss any complaint in which the form clearly indicates that the allegation, if substantiated, would not constitute a violation of any statute or regulation.

The section should appropriately refer any complaint in which the allegation, if substantiated, would constitute a violation under the jurisdiction of another agency or department. The complainant should be notified immediately of the action in either case. All other cases should be referred for further investigation within the section.

Complaint Investigation. All complaints should first be reviewed within the consumer complaint unit of the dealers and repairers section. The section shall establish a policy whereby the oldest complaints are investigated first.

Closing Complaints. After a complaint has been closed, either in the consumer complaint unit or after field investigation, the case should be reviewed by one of the following--a sergeant, a lieutenant, or assistant division chief--for thoroughness of investigation and appropriateness of resolution.

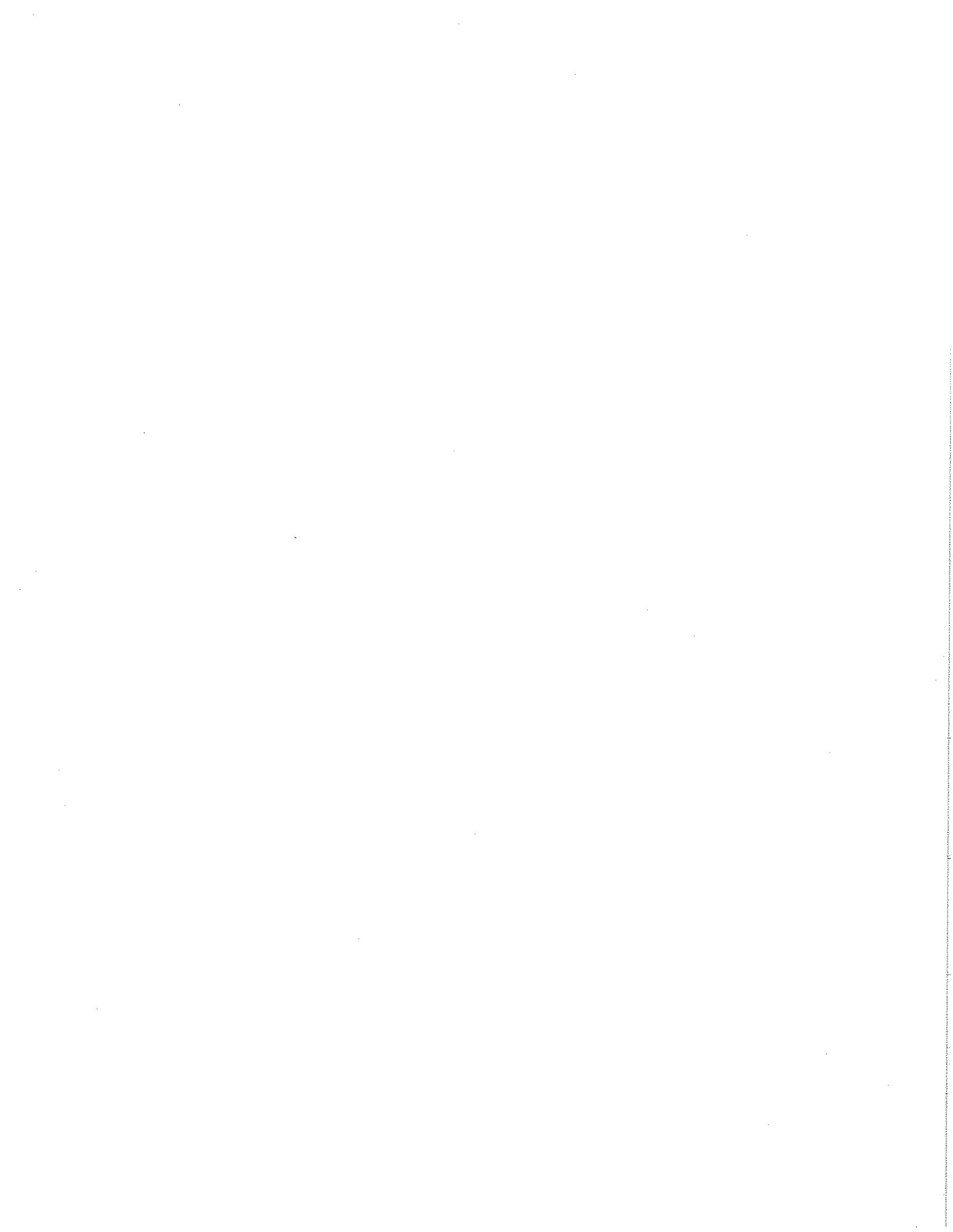
7. The Department of Motor Vehicles should establish in regulation a process whereby an administrative hearing may be waived. The process should include, but not be limited to, the following. Once a case is approved for a hearing it should be reviewed by the adjudications analyst to assess its appropriateness for a waiver. If a waiver is deemed appropriate, then a written notice should be sent to the dealer or repairer indicating that the licensee has 15 days to waive the right to a hearing. If the respondent does not reply to the waiver within the required time, or if he/she refuses to stipulate, then the case would be prepared for a hearing.

In addition, hearings on dealers and repairers cases should be heard in Hamden and Fairfield, as well as Wethersfield, to provide more easily accessible services to customers throughout the state.

8. The Department of Motor Vehicles should:

- establish criteria by which a licensee may be granted additional plates beyond the statutory limits; and
- consider either retail sales or wholesale sales (not both) as the basis for issuing dealer plates.

9. To provide the department with the formal authority to award restitution to the consumer, the department should be statutorily granted, through its administrative hearing process, the authority to impose upon a licensee a decision of restitution--either monetary or in-kind--to the consumer.



## APPENDIX A

### LPR&IC Staff Cost Analysis of Recommendations

Many of the Legislative Program Review and Investigations Committee recommendations resulting from the performance audit of the Department of Motor Vehicles can be achieved without any additional cost by improving department procedures and reallocating existing staff. However, some of the recommendations require new staff and equipment for implementation. Cost estimates for these are calculated below. Expenditures already outlined in department plans are not included in the following calculations.

One-time costs for equipment and temporary staff recommended in all four performance audit reports are estimated to total approximately \$3.25 million and would be expended over a five-year period. With these expenditures, the motor vehicles department could: reduce the title backlog; automate and upgrade the mail processing function; automate branch office reporting; purchase a state-of-the-art phone system; and initiate a point-of-transaction data entry system.

Total recurring costs, primarily salaries, associated with Legislative Program Review and Investigations Committee recommendations from all four DMV audit reports range between \$1.3 and \$1.5 million. This level of new funding would provide the department with about 70 to 90 additional staff. Funding of these new positions would permit: faster title service; reduced branch office waiting times; more convenient services through expanded office hours; and development of internal training programs. In addition, the expanded staff would allow for the establishment of a planning and performance monitoring unit, more efficient central documents processing, and operation of a state-of-the-art phone system.

The cost of recommended improvements should be evaluated in light of the department's limited expenditures in recent years. In constant dollars, the Department of Motor Vehicle's budget increased by only 2.9 percent from FY 76 to FY 83. The department's overall budget increase from FY 76 to FY 85 lagged behind the average for all state agencies. During this 10-year period, the department's budget increased by 19.1 percent while the state average was 26.2 percent. In addition, the department has not spent all of its appropriated funds; since 1976, the Department of Motor Vehicles has lapsed approximately \$7.5 million of its appropriated budget.

Costs to improve customer service should also be considered in light of the increases in motor vehicle fees scheduled over the next six years. Increases in registration, operator license and

other motor vehicle fees are summarized in Table A-1. Revenues from these fees, which are projected to total more than \$220 million in 1993, are also shown in the table.

Cost Estimates: Agency Management and Central Office Operations

Planning and Performance Monitoring

Additional Staff Required: 5

1 Director @ \$50,000

4 Analysts @ \$40,000

Total Recurring Cost: \$210,000 annual salaries

Training Program

Additional Staff Required: 1

1 Training Director @ \$36,000

Total Recurring Cost: \$36,000 annual salary

Phone Center

Additional Staff Required: 33.5

(Assumes that central office staff currently dedicated to answering phones are transferred to the phone center.)

32.5 Customer Service Operators @ \$14,500

1 Phone Center Supervisor @ \$28,000

Equipment Required:

Hardware \$250,000

Terminals \$ 48,000

Software \$100,000

Other Requirements:

"800" line annual service charge @ \$48,000

Total Recurring Cost: \$547,250 annual salaries and service charge

Total One-Time Cost: \$398,000 (equipment)

Central Documents Processing

Additional Staff Required: 10 (maximum)  
10 Reg. Exam I @ \$15,500

Equipment Required:  
2 Remittance Processors @ \$100,000

Total Recurring Costs: \$155,000

Total One-Time Cost: \$72,000  
(2 new processors cost of \$200,000 - current equipment appropriation of \$128,000)

Point-of-Transaction Data Entry

Additional Staff Required: Consultant  
Consultant study @ \$100,000  
(Expended during 1986)

Systems Requirements: \$2.5 million  
Includes hardware, software, personnel time including training  
(Expended 1986 - 1991)

Total One-Time Cost: \$2.6 million  
(Expended 1986 - 1991)

Cost Estimate: Branch Office Operations

Staffing to Raise Capacity Utilization

Additional Staff Required: 49  
49 Registration Examiners @ \$15,500

Total Recurring Cost: 0  
Assumes that the following existing branch staff are made available for customer service by centralizing:

- mail renewal processing = 6
- dealer drop-off work = 16
- phone information = 27
- Total = 49

Expand Branch Office Hours

Additional Staff Required: equivalent of 15-33 FT positions  
Under "Flex Time" schedule: 15 reg. exam. positions @ \$15,500  
Under current staffing patterns: 33 reg. exam. positions @ \$15,500

Total Recurring Cost: \$217,500 - \$478,500 annual salaries (final cost at end of 3-year phase-in period)

Automate Branch Reporting

Equipment Required: 16 personal computers (one per office) @ \$9,600

Total One Time Cost: \$134,400 (16 computers cost of \$153,600 - current appropriation for equipment, \$19,200)

Hire Third Field Supervisor

Additional Staff: 1  
1 Branch Office Supervisor @ \$32,000

Total Recurring Cost: \$32,000 annual salary

Cost Estimates: Title Operations

Title Section Staffing

Additional Staff Required: 9 (5 temporary)  
4 FT title examiners @ \$17,000  
5 FT title examiners @ \$17,000 for 6 months

Total Recurring Cost: \$70,000 annual salaries

Total One - Time Cost: \$43,750 (temporary salaries)

Long-run (over next 3 years) personnel savings: \$108,800  
Assumes the following positions saved:

- 1 title examiner position @ \$17,000 from transferring phone calls to phone center
- 2 title examiner positions @ \$17,000 from implementation of on-line title files
- 3.4 title examiner positions @ \$17,000 from implementation of point of transaction data entry

Cost Estimates: Dealers and Repairers

Recommendations concerning Dealers and Repairers Division do not require any additional staff or equipment that is not already being planned by the department.

Table A-1. Department of Motor Vehicles Projected Revenue Increases 1985 - 1993.

	FY 85*		1992/93 Project.		1992-93 Project.	
	Fee	Revenues	Fee	Revenues	Fee %	Increase
Operators License	(\$26.50)	\$16,036,817	(\$42)	(\$42)	\$ 31,922,226	61%
Registrations	(\$50)	\$82,556,753	(\$80)	(\$80)	\$135,556,753	60%
Titles	(\$11)	\$ 5,057,448	(\$25)	(\$25)	\$ 16,456,250	127%
Inspections	(\$11)	\$ 1,619,206	(\$25)	(\$25)	\$ 5,502,875	127%
Copy Records	(Varied)	\$ 3,347,903	(Varied)	(Varied)	\$ 8,369,757	n/a
License Exams	(\$15)	\$ 1,506,535	(\$36)	(\$36)	\$ 5,600,412	140%
Dealer & Repairer Licenses	(Varied)	\$ 2,088,536	(Varied)	(Varied)	\$ 5,283,996	n/a
Other Motor Vehicle and Transportation Fund Receipts	(Varied)	\$ 7,153,145	(Varied)	(Varied)	\$ 11,731,158	n/a
TOTAL	\$119,366,343	\$ 220,423,427				

Notes: Excludes issues that are dedicated to special funds, e.g., boats and emissions.

\* Fees are as of July 1, 1985; revenues are those collected as of June 30, 1985.

APPENDIX B

Department of Motor Vehicles Response  
to Legislative Program Review and Investigations  
Committee Recommendations

The Department of Motor Vehicles appreciates the efforts put forth by the staff of the Program Review Committee, and concurs with many of the recommendations of the Committee's Report. Given the brief time available to respond to the voluminous Report, the following comments should not be considered exhaustive--they only represent general observations concerning some of those aspects of the Report in which we have some areas of agreement/disagreement.

Our objectives remain the same as that of the Committee. We welcome suggestions and recommendations aimed at providing better service for the motorists of Connecticut. Your recommendation that approximately \$5,000,000 be appropriated and additional personnel hired will help in achieving our joint objective of better serving the motoring public.

## CENTRAL OPERATIONS--RECOMMENDATIONS

1 and 2.           The Department be reorganized into two bureaus, Programs and Administration, each headed by a Deputy Commissioner.

COMMENT:           We disagree with the recommendation. Introducing another level within the organization will not be helpful. Traditional licensing and registration functions should not be separated into field and headquarter segments. Dealers and Repairers should stay essentially as it is because of its specialized function.

3 and 4.           Department should establish a planning and operations research unit to be operational by January 1, 1987. Planning and operations research unit should consist of four (4) staff members and a director.

COMMENT:           We have plans for establishing an integrated unit to focus on formal planning, budget execution, program measures, management evaluation and legislative follow-up. Another unit would focus on innovation by proposing new legislation, policy changes and the effective use of new techniques and technologies, and productivity strategies.

7. Department establish a centralized phone center....all direct outside phone lines to the central office should be eliminated....within three years, department should eliminate all direct outside phone lines to the branch offices.

COMMENT: We prefer a more flexible, incremental approach to a centralized phone center. We feel a global approach can result in unforeseen problems for the public.

## BRANCH OPERATIONS--RECOMMENDATIONS

### Recommendations #1 and #2

All services provided at the Department of Motor Vehicles branch offices should be confined to walk-in customers. Within three years, the department should eliminate all direct phone lines at the branches.

**COMMENT:** We agree that mailed in vehicle renewals should be handled at the central office, and that the central office should handle any excess volume of dealer work or phone calls, thus improving the branch office's ability to provide adequate customer service. We disagree with completely confining the branch to serving walk-in customers. All branch service operations should have background work available during slack periods so that valuable employee time is not lost when there are not enough customers to keep employees occupied. Staffing central operations to handle overflow from branches, but not all dealer and phone work, seems to us a wiser choice for the department, the dealers and customers. Phone costs for 800 lines are understated in the LPR&IC Report by anywhere from \$580,000 to \$750,000, depending on use. Average cost will be \$10.00 per line hour of use. The figure stated for line charges is not consistent with figures presented to us by the telephone company.

3. Branch office hours should be extended from the current 39 hours to at least 45 hours a week.

**COMMENT:** The budget costs indicated in the appendix understates considerably the cost of extending branch office hours, since inspectors and ancillary central operations are not included. This partial extension of the work week was attempted in the early seventies under the Meskill administration and was rejected after several turbulent months of operation. Operation of the branches is dependent on central office support and resources. For these reasons, we feel such changes should be deferred until less expensive options have been considered.

5. Point-of-transaction data entry should be phased in in all branches over the next five years. Within two years, the point-of-transaction data entry system should be operating on a pilot project basis in the least busy branch offices.

**COMMENT:** We agree. However, the budget in the appendix lacks essential elements, e.g. maintenance costs for data processing equipment, which equates to 12-15% of purchase price per year, and continuing personnel costs.

6. Department should make applications and explanatory forms accessible to the public without waiting in the information line. Have recorded messages available through a toll-free number 24 hours/day.

**COMMENT:** We agree that information and forms should be more accessible to the public. We are now experimenting with a touch screen menued computer located in the public area that will assist people in obtaining accurate information, and to specify the forms they need.

The 24-hour recorded message idea has not worked effectively in other jurisdictions. New York DMV had such a system and discontinued its use because of consumer dissatisfaction.

7. Branch offices should be monitored based upon a series of performance indicators that include average waiting times, productivity and transaction measures and customer satisfaction measures.

**COMMENT:** We agree. Waiting time data is now being gathered and entered on a microcomputer for analysis.

## TITLE OPERATIONS--RECOMMENDATIONS

1. A central phone unit should be responsible for answering customer inquiries concerning titles.

COMMENT: We agree, with branches also connected to the automated, Title file.

3. Point of transaction data entry system, information from title applications should be entered on the computer.

COMMENT: We agree with the concept--feasibility remains to be explored.

5. Improve planning and performance monitoring in the Title Section.

COMMENT: Automation is already underway.

6. Designate and train title examiners to specialize in reviewing title applications for vehicles previously titled out-of-state.

COMMENT: In our opinion, all title examiners should be trained to process all types of title applications.

7. Statutes should be amended to require odometer readings on motor vehicle forms.

COMMENT: Odometer readings are already required by departmental regulations and policy.

## DEALERS AND REPAIRERS RECOMMENDATIONS

**1. Dealers and Repairers Division should be made a section under the Programs Bureau, Regulation and Enforcement Division.**

**COMMENT:** The responsibilities of this division are not related to the other main functions of the department--such as issuing of driver licenses and vehicle registrations and titles to Connecticut motorists. The division licenses approximately 8,000 dealers, repairers and gas stations. The volume of business, the number of consumer complaints and the revenue to the State is significant. The importance of this section should be reflected in the organization. Submerging this division into the organization as a section would be a mistake.

**2. Improve phone access to and provide centralized information about the Dealers and Repairers Section. All phone calls concerning dealers and repairers functions should be answered at a central phone center with toll-free access.**

**COMMENT:** We agree, that most, but not all calls should be answered at the phone center. There are licensing and complainant's calls that must be handled by our inspectors to resolve issues. We do not want to build a wall between our inspectors, the complaining motorists and the licensed businesses.

**3. Dealers and Repairers Section should be monitored based upon a series of performance indicators.**

**COMMENT:** We agree the Dealers and Repairers Section should be monitored based upon performance indicators and that we should establish workload standards. The capability necessary for data gathering and reporting, as spelled out in our own D & R Study, will be in place by January 1987.

**4. Streamline the licensing application procedure and ease record-keeping. All licensing information related to dealers and repairers should be computerized by January 1, 1987.**

**COMMENT:** We agree, and are moving to implement our D & R Study. Recommendations are targeted for January 1987. We are currently in the equipment selection process stage. However, additional funding needs to be acquired.

**5. Dealers and Repairers Section should establish a system of staggered licensing.**

**COMMENT:** We do not feel 8,000 licenses should be staggered over 365 days. The existing schedule spread over a five-month period is more than adequate for processing the eight-thousand (8,000) licenses, and lends itself to more effective law enforcement concerning misuse of dealer/repairer plates.

**6. Department of Motor Vehicles should establish its complaint process in regulation.**

**COMMENT:** We question whether the complaint process should be in regulation form, since it is difficult to change once adopted. We feel a written policy should be sufficient.

**7. Department of Motor Vehicles should establish in regulation a process whereby an administrative hearing may be waived.**

**COMMENT:** Basically, we question whether this should be a regulation or a filing under the Administrative Procedures Act and will consult the Attorney General on this matter. We agree with holding hearings in Hamden and Fairfield, when personnel becomes available. The department currently conducts hearings in Hamden and Fairfield on fatals, DWI refusals, misuse of plates and possession of alcoholic beverages by minors.

**8. Department of Motor Vehicles should establish criteria by which a licensee may be granted additional plates beyond the statutory limits. Consider either retail sales or wholesale sales (not both) as the basis for issuing dealer plates.**

**COMMENT:** We disagree with the second part of the recommendation, and believe that both types of sales should be used to determine issuance of dealer plates. The law states plate issuance should be based on sales and does not specify retail or wholesale sales. The need for dealer plates are the same, whether the transactions are wholesale or retail.