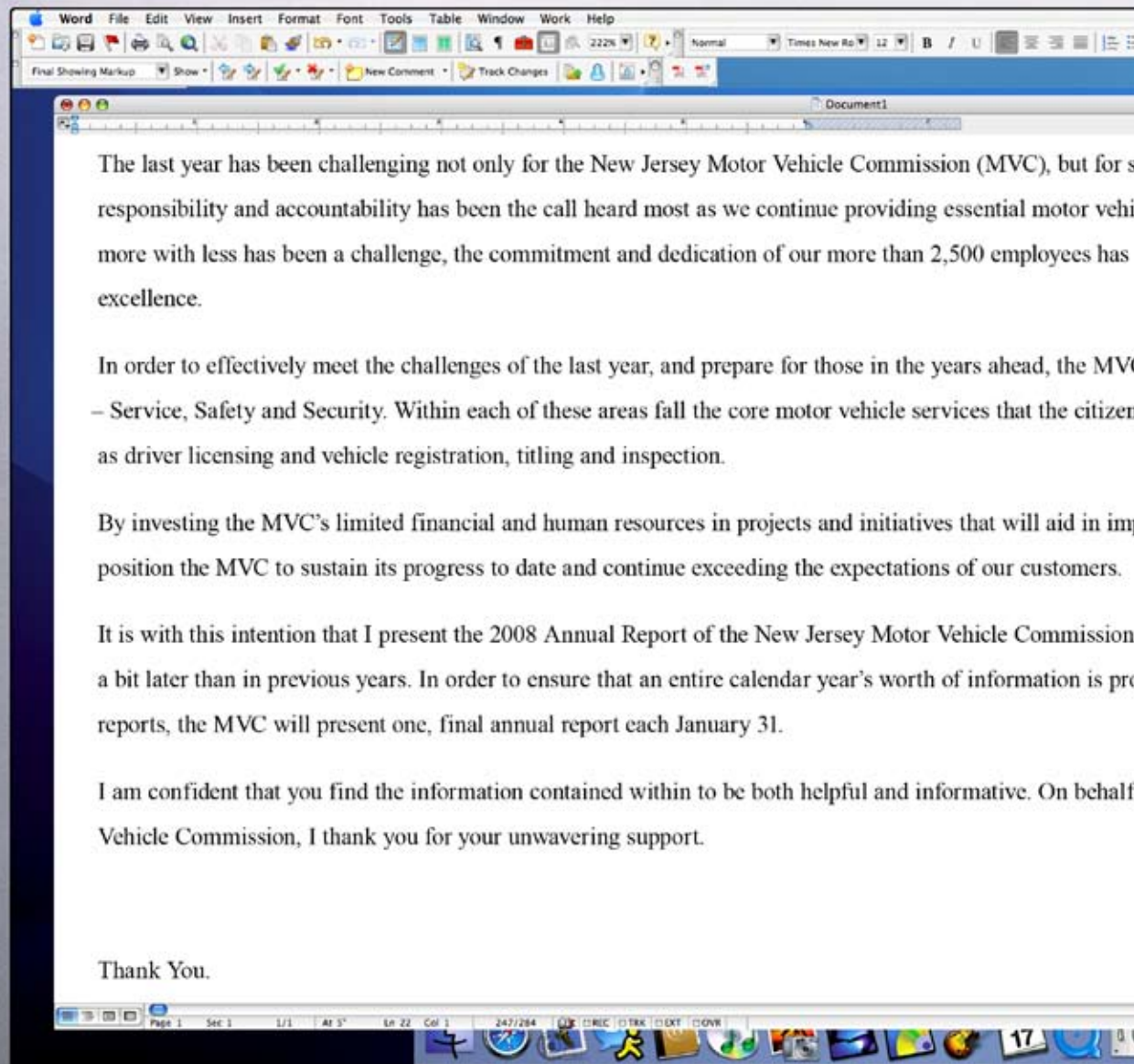


2 0 0 8 REPORT ANNUAL

Governor Jon S Corzine
Chief Administrator Sharon A Harrington





The last year has been challenging not only for the New Jersey Motor Vehicle Commission (MVC), but for s
responsibility and accountability has been the call heard most as we continue providing essential motor vehi
more with less has been a challenge, the commitment and dedication of our more than 2,500 employees has
excellence.

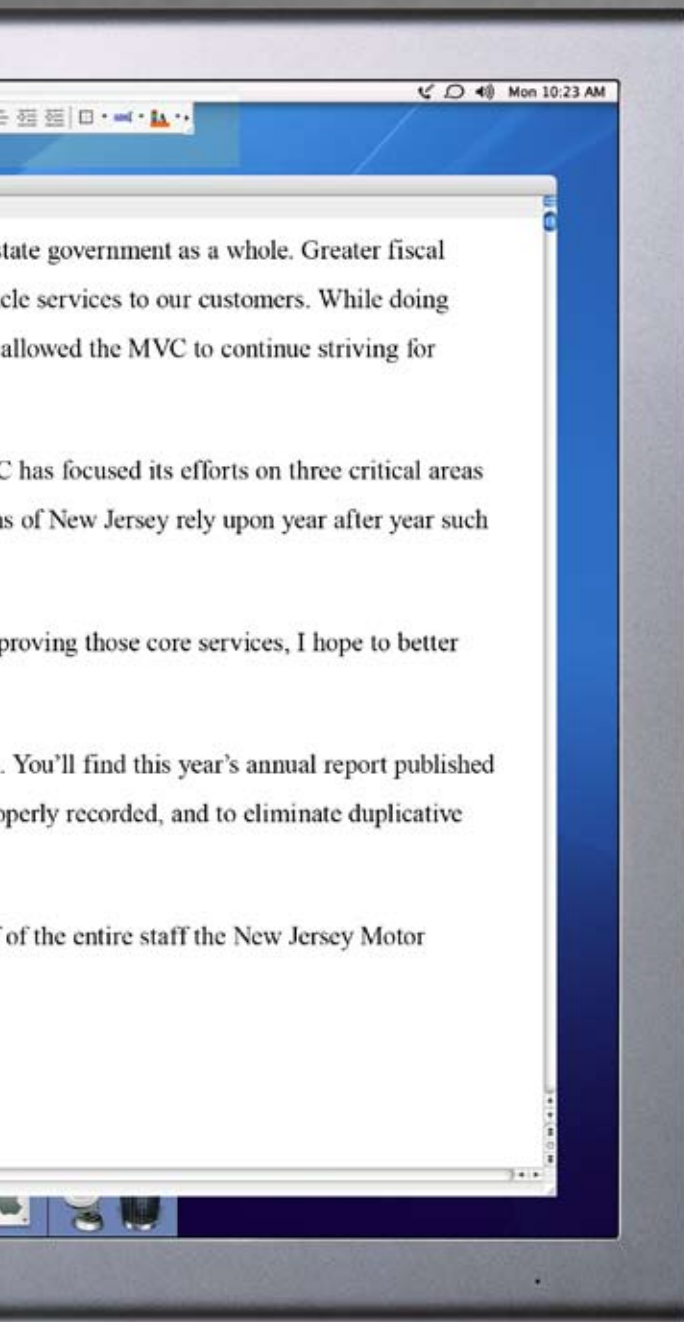
In order to effectively meet the challenges of the last year, and prepare for those in the years ahead, the MVC
– Service, Safety and Security. Within each of these areas fall the core motor vehicle services that the citizen
as driver licensing and vehicle registration, titling and inspection.

By investing the MVC's limited financial and human resources in projects and initiatives that will aid in imp
position the MVC to sustain its progress to date and continue exceeding the expectations of our customers.

It is with this intention that I present the 2008 Annual Report of the New Jersey Motor Vehicle Commission
a bit later than in previous years. In order to ensure that an entire calendar year's worth of information is pro
reports, the MVC will present one, final annual report each January 31.

I am confident that you find the information contained within to be both helpful and informative. On behalf
Vehicle Commission, I thank you for your unwavering support.

Thank You.



SHARON A. HARRINGTON

CHAIR AND CHIEF ADMINISTRATOR





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From Interstate highways to local neighborhood streets, the MVC remains focused on one single element - safety. From expanding the availability of driver improvement tools or providing an assurance that only the safest vehicles are traveling New Jersey roadways, the MVC has taken safety to even greater levels in 2008.

Safety

ENHANCED INSPECTION AND MAINTENANCE PROGRAM

Following an open and transparent bidding process, the State of New Jersey signed a new contract in May 2008 with Parsons Commercial Technology Group, Inc., paving the way for the next generation of motor vehicle inspections. The new, five-year agreement will provide the state with a savings of \$59 million dollars over the life the contract as compared to the previous contract. It also yields a number of other positive benefits, most importantly, a seamless transition to the start of the new program in November 2009.

Under the new contract, the state will continue to utilize a hybrid program with both contractor-run, Centralized Inspection Facilities (CIFs) and Private Inspection Facilities (PIFs). The PIFs will gain a greater partnership with Parsons, which will now serve as the sole vendor for all equipment and software needs for the state of New Jersey.

On the technology front, Parsons will hold responsibility for building and maintaining a vehicle inspection information database, as well as developing a brand new Vehicle Inspection Information System (VIIS). The new database will also incorporate all information from the school and commercial bus and diesel inspections, allowing even more complete, accurate information to be shared with the public.

Other highlights of the new contract include annual inspections for registered Omnibus vehicles such as taxis, limousines, jitneys and other passenger transportation vehicles. In the future inspection dates for these and other motor vehicles will be spread throughout the year to ease inspection volumes. Also planned are changes that will allow new or used vehicles that are less than four years old to gain an inspection exemption. The inspection date of a vehicle would remain with it regardless of how many owners it has during its lifetime.

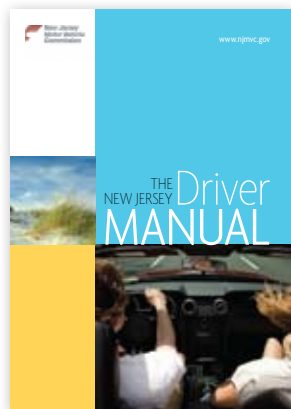
Customers will see a number of changes in the centralized facilities with the use of Web cameras, under carriage lifts with video and enhanced video security monitoring. Inspection lanes are presently being retrofitted with the new equipment in preparation for the November start date. Web services have also expanded under the new contract with customers now able to download vehicle inspection reports online. More online services, such as access to station wait times and camera views of the inspection lanes are slated for 2009.

In addition to changes in the lanes and online, the MVC began issuing a redesigned Certificate of Approval (inspection sticker) at all CIFs, PIFs and specialty inspection sites. The new sticker features larger lettering and a reminder that the vehicle's inspection expires on the last day of the month noted. A numerical insert that indicates the month of expiration is also smaller and fully adhesive compared to the old sticker, helping to prevent tampering. On the reverse side of the sticker, motorists will find pictorials of motor vehicle safety messages, including Click It or Ticket, Put the Phone Down and Be Alert: Watch for Motorcycles. The pictures provide an added level of document fraud protection, as they will be rotated throughout the various inspection sticker series and communicate important safety and security messages.

The Operations Unit of the Division of Inspections also spent several months of 2008 preparing for the implementation of a new, automated scheduling system for the state's Specialty Inspection Facilities in Winslow, Asbury Park and Morristown. Activated in November 2008, the system allows the three sites to balance statewide workloads in order to provide MVC customers with shorter wait times for appointments. In addition, the system also collects and reports a variety of essential data and permits the MVC's Special Title Unit to post fee collection data used by the inspection facilities. This provides for more efficient communication between the two areas and eliminates the need for transmitting substantial amounts of paper records.

TEEN DRIVER SAFETY

The MVC has stood firm in its commitment to ensuring the safety of New Jersey's newest drivers. Throughout 2008, the MVC was an active participant with Governor Corzine's Teen Driver Safety Study Commission. Offering insight and analysis that aided the group in its preparation of a final report of recommendations, the MVC continues to play a key role as legislation is crafted. With a number of teen driver-related bills pending in the New Jersey Legislature and the possibility for additional legislation based on the study commission's recommendations, efforts to reduce the number of teen driver-related injuries and deaths are well underway.



NEW DRIVER TOOLS

Working toward its goal of providing future motorists with the tools necessary to prepare them for a lifetime of safe and responsible driving, the MVC unveiled a completely overhauled New Jersey Driver Manual in January 2008. The new manual was published following a yearlong effort to overhaul its content and ensure that it provides readers with comprehensive motor vehicle information.



The manual has an updated look, a more manageable size and contains updated information covering motor vehicle laws and regulations, as well as new content not offered in previous manuals. Chapters of the new driver manual are organized in a logical and easily accessible manner. Content upgrades include enhanced information on pedestrian safety, details of the new cell phone law that began March 1, 2008, and detailed coverage of the 6 Point ID Verification Program requirements. Some of the driver manual's newest features include easy-to-read, color-coded chapters, the inclusion of New Jersey Statute citations throughout the manual, and a useful moving violation points table.

The driver manual will also be of great value to experienced, licensed drivers. Containing useful information such as a county-by-county facility services chart, vehicle inspection information, and a chapter that specifically addresses essential driver information topics such as license renewal, correction and replacement, the manual is a resource for new and experienced drivers alike.

Efforts to revamp the driver manual began following a survey that was sent to driver education teachers around the state in late 2006. The survey was used to gather opinions and comments on various elements of the driver manual. From content and clarity to the physical layout of the publication, the more than 100 comments received were used by a team of MVC professionals to plan changes to the driver manual.

In August 2008, it was announced that the driver manual project team was awarded with an International Customer Service Excellence Award from the American Association of Motor Vehicle Administrators (AAMVA).

To compliment the printed version of the NJ Driver Manual, the MVC also launched a companion, online version in February 2008 that provides prospective drivers with a convenient and alternative way to access important driving information. This new, eye-catching section of the MVC's Web site is designed to give drivers, both beginner and experienced, all the same information as the print version of the manual, along with some additional interactive content, at the click of a mouse.

Featured in the new section are links to all 10 chapters of the driver manual with content descriptions, an area dedicated to the Graduated Driver License (GDL) Program, and a "Popular Topics" section that covers a variety of important issues such as seat belt usage, driving under the influence and road signs. An "Updates Since Print" area provides viewers with dated changes that have been made to the driver manual since its last print. This offering ensures that motorists have the most up-to-date information based on motor vehicle laws and regulations. Other additions include review quizzes based on information covered in each chapter and a glossary of terms.

PROBATIONARY DRIVER PROGRAM

Focusing on the need to better educate new drivers who may have hit their first "bump in the road," the MVC unveiled an overhauled Probationary Driver Program (PDP) curriculum in October 2008. The PDP is a program mandated for new (probationary) drivers who are convicted of two or more moving violations totaling four or more points in their first two years of driving.

Facing a more than 20-year-old curriculum and a program that was in need of revitalization, the MVC formed an internal project team, consisting of staff from the Commission's Division of Compliance & Safety and Office of Employee Development (OED), to research and overhaul the program, which holds new drivers accountable for their actions behind the wheel.

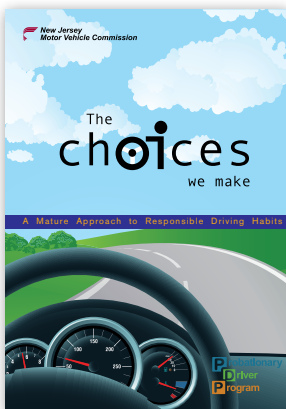
Throughout a yearlong effort, the project team identified and addressed a variety of problems within the PDP such as presentation, information inconsistency, manual content and readability, lack of technology usage and the absence of evaluation methods to gauge the effectiveness of PDP instructors and the overall program.

Also included in the PDP's overhaul was the establishment of a partnership with Project Lundy, a peer-to-peer driver education group that formed at Freehold Regional High School following the 2007 motor vehicle death of a classmate.

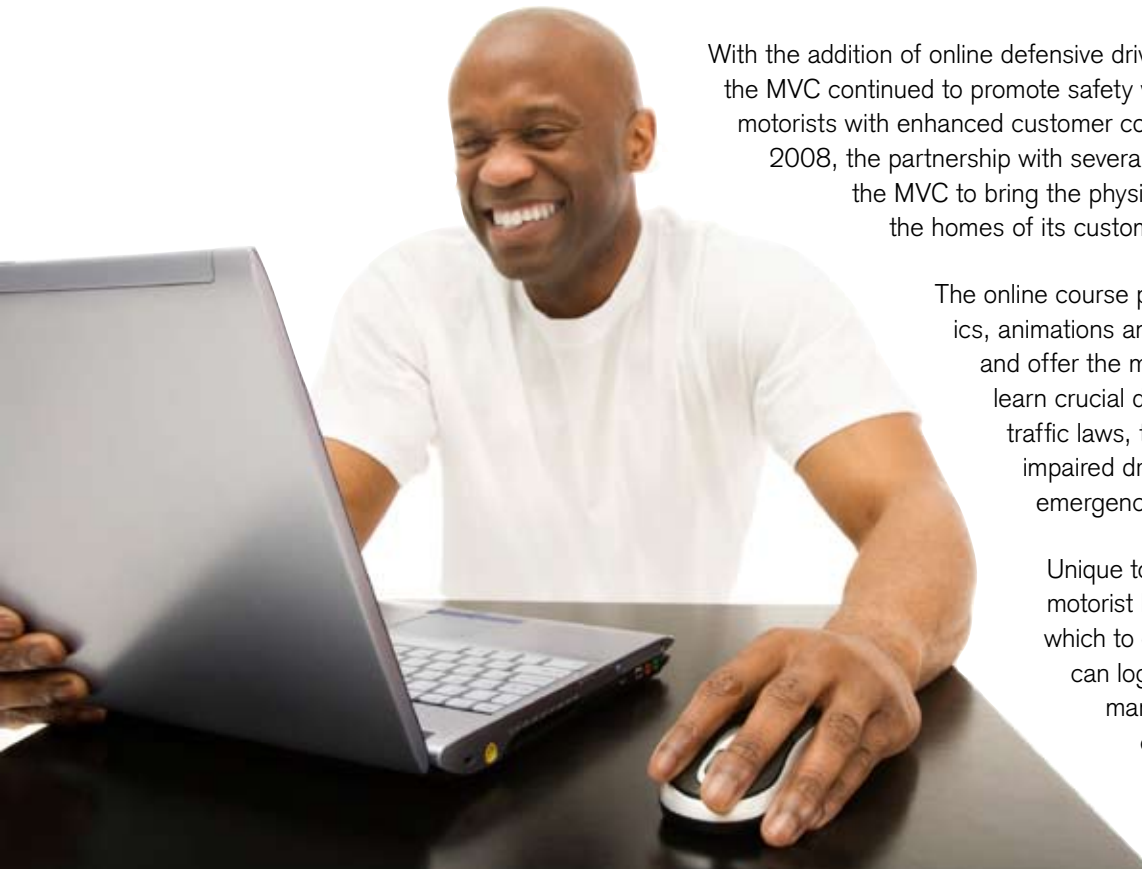
The Project Lundy volunteers are featured in a video as a part of the PDP classroom experience. The video offers a discussion of issues facing new drivers, as well as personal stories related to the tragedy surrounding the 2007 crash.

In the end, the MVC had a new, more informative program that engaged attendees, helped them better internalize the issues covered and encouraged safer, more responsible driving habits.

Although Probationary Driver Program attendance has dwindled in recent years due to the frequency of plea agreements, the MVC anticipates a rise in mandatory attendance following a September 17, 2008 directive issued by Attorney General Anne Milgram. The directive prohibits municipal courts from offering no-point plea agreements to drivers who possess a Graduated Driver License.



DEFENSIVE DRIVING ONLINE



With the addition of online defensive driving courses to its Web site, the MVC continued to promote safety while also providing the state's motorists with enhanced customer convenience. Launched in March 2008, the partnership with several driver safety groups has allowed the MVC to bring the physical classroom setting directly to the homes of its customers with the click of a mouse.

The online course pages, which feature text, graphics, animations and videos, are easy to navigate and offer the motorist an interactive way to learn crucial driver safety information, such as traffic laws, the danger of alcohol- and drug-impaired driving and how to handle driving emergencies, among other topics.

Unique to the online course is that a motorist has no specific time period in which to complete the material. Motorists can log in and out of the course as many times as needed, as all completed sections will be saved. This option will allow a motorist to proceed through the course as his or her schedule permits. The MVC-approved courses, which

are currently being provided by seven different organizations, cover the same material that is currently offered in a classroom setting. Motorists who successfully complete an online defensive driving course are eligible to have a two-point reduction on their driver record and qualify for a mandatory, three-year insurance discount.

A PARTNERSHIP WITH PROSECUTORS

Seeking to provide New Jersey court officials with a new tool to prevent unsafe drivers from avoiding appropriate court penalties, the MVC partnered with municipal prosecutors statewide in late 2007 in granting court officials access to its Customer Abstract Information Request (CAIR) System. The CAIR System provides prosecutors the ability to see up-to-date, accurate driver history information that will allow them to make more informed decisions when addressing motor vehicle violation cases or traffic offenses.

Prior to gaining access to the CAIR System, many municipal prosecutors lacked an efficient way to review a defendant's driver record in real time. The only way prosecutors could request driver abstracts was through their local police department, the MVC's Data Output Unit, and in some cases, the courts. Now with complete information in hand through the CAIR System, prosecutors can quickly and properly review a defendant's request for plea arrangements. Such decisions will be made knowing all the driver history facts about the individual.

MOTORCYCLE SAFETY

With an estimate of more than 300,000 licensed motorcycle riders in New Jersey and sales of bikes increasing, the MVC has kept a focus on this issue and sought to improve its Motorcycle Safety Education Program (MSEP). This program, which came under direct control of the MVC in 2005, provides direct training to new and experienced riders, oversees training course providers and coordinates outreach. New Jersey's Motorcycle Safety Education Program has flourished and grown at with MVC since it arrived in 2005.

Although motorcycles represent just over two percent of all registered vehicles in the United States, crashes involving these vehicles accounted for nearly eight percent of the total traffic fatalities on the country's roadways.

In addition to seven non-profit course providers around the state, the MVC presently maintains two of its own training course sites (Egg Harbor and Sea Girt) with 27 part-time staff and two full-time MVC staff at the Trenton Office Complex (TOC).

In March 2008, the MVC convened a motorcycle stakeholders program to discuss the future of the MSEP and ways to improve its effectiveness. The MVC has also been working on legislation aimed at improving motorcycle safety and expanding the MVC's partnership with private safety program providers.



SAFETY AWARENESS

From seatbelts to boating to new drivers, the MVC teamed with a number of partners to build awareness for a variety of safety issues. In February 2008, the MVC, along with the New Jersey Division of Highway Traffic Safety launched a public awareness campaign to bring attention to a new cell phone law that was to take effect on March 1.

Titled "Put the Phone Down," the campaign sought to inform motorists about the state's effort to ban the use of hand-held phones and other electronic devices while driving. The new law made cell phone use a primary traffic offense that allows law enforcement to ticket a driver. Through the use of posters and additional signage, Web placement and other methods, the partners helped to better prepare drivers for the new law.

Also continued in 2008 was the MVC's "Be Alert. Watch for Motorcycles" campaign aimed at encouraging drivers to more safely share the road with motorcycle riders. A May event, held at MVC's Bakers Basin Road test site, served as the perfect venue to kick off New Jersey Motorcycle Safety Month.



Chief Administrator, Sharon A. Harrington at the Motorcycle Safety Campaign kick off Day



Continuing to hold the public's confidence with its secure operations, the MVC saw 2008 as an opportunity to make additional enhancements to its processes and procedures, as well as move ahead with new security measures. These advancements allow New Jersey to remain a recognized leader in motor vehicle services.

Security

NEXT GENERATION OF LICENSES

With the success of the Digital Driver License (DDL) now realized, the MVC has been working diligently to bring the next generation of driver licenses to the State of New Jersey. After months of review and preparation, a Request for Proposal for the creation of an Enhanced Digital Driver License (EDDL) system was issued in September 2008. The new EDDL contract will include central issuance capabilities and a pilot program for utilizing biometric technology. The MVC hopes to award the new contract by spring 2009 and bring an even greater level of defense to the nation's most secure driver license in 2010.



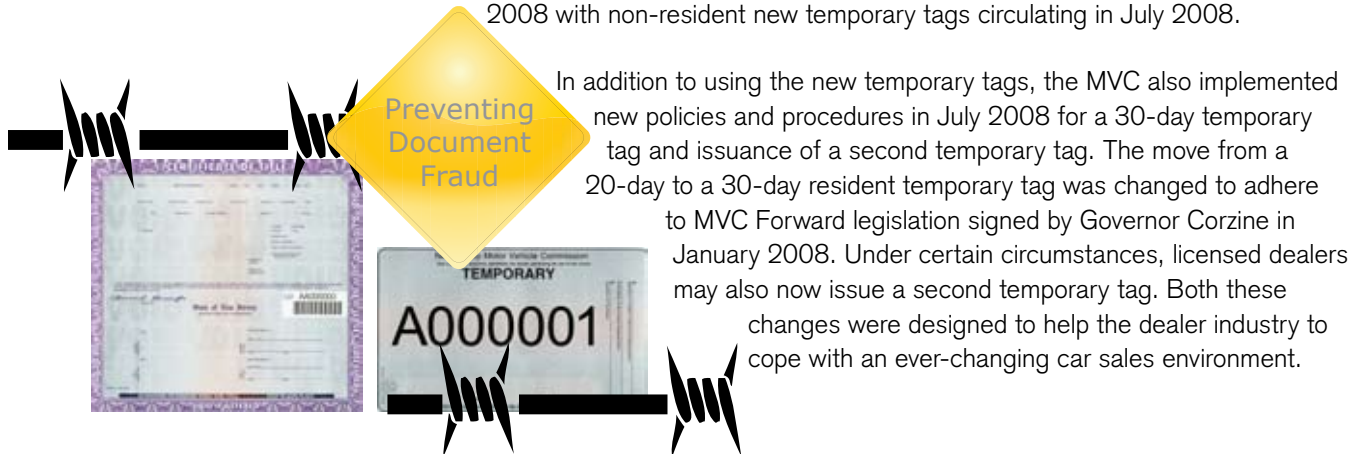
EXPANDED DOCUMENT FRAUD PREVENTION

Touting document fraud prevention as one of many dramatic security changes the organization has made over the last several years, the MVC unveiled new, security-enhanced vehicle titles and temporary vehicle tags in October 2007. Work to bring

these new documents to the MVC was a cooperative effort among the Divisions of Business and Government Operations, Security, Investigations and Internal Audit and the Forms Control Unit.

The new vehicle title went into circulation in January 2008 and is the most secure title in the United States. Appearing on purple paper, the title includes such security features as a watermark, security thread, prismatic colors and thermographic ink, among others.

The new temporary tags, which are used for both resident and non-resident vehicles, also feature several enhanced security improvements that will make them more difficult to duplicate and easier for fraudulent ones to be identified. These include special security paper, watermarks and non-producing blue ink. Use of in-state temporary tags began in early 2008 with non-resident new temporary tags circulating in July 2008.



FACING FRAUD HEAD ON

Since 2007, the MVC's Division of Security, Investigations & Internal has utilized facial recognition technology to prevent fraud and identity theft. The technology allows the division to review and catch potentially "suspect" images from the approximately 4.2 million images in the MVC's Image Repository.

"Suspect" images refer to situations where one particular photo may be linked to two different names on record with the MVC. Finding these discrepancies allows the MVC to investigate the issue and act accordingly if criminal activity is determined to have occurred. Alleged criminal cases are referred to outside law enforcement agencies such as the New Jersey State Police and the New Jersey Division of Criminal Justice for handling.

To date, the facial recognition technology has aided in the arrest of 6 individuals with additional 23 arrests pending. The technology has been a tremendous tool in the MVC's efforts to enhance security statewide. To date, the facial recognition technology has aided in the arrest of 6 individuals with additional 23 arrests pending. The technology has been a tremendous tool in the MVC's efforts to enhance security statewide. With as many as 9 million Americans falling victim to identity theft annually, the MVC's preventive measures, such as the use of facial recognition technology, go a long way in giving customers assurance that their personal information will be fully protected. Each alleged criminal act stopped in its tracks, has allowed one less individual having to spend years repairing his or her name or restoring good credit.

STILL ON PATROL

The MVC's Law Enforcement Agency Security Enhancement (LEASE) Program has proven to be a smart investment. To date, 32 sites statewide now have a uniformed presence provided by local or county law enforcement agencies. A 2008

agreement with the Rahway Police Department will allow for coverage at the Rahway Agency in January 2009. In an effort to boost the effectiveness of LEASE, the MVC began a pilot in December 2008 that brought Protection Plus Security Corporation, a private security firm, to the Bakers Basin (Mercer County) and Vineland (Cumberland County) Agencies. If this new partnership proves successful, the MVC may look to expand this private force to other agencies where agreements with local law enforcement are not in place.

ARRESTS AT NJMVC FACILITIES-2008

LOCATION	CUSTOMERS	EMPLOYEE	BROKER
Bakers Basin	5	0	
Bayonne	4	0	
Bridgeton	5	0	
Camden	11	0	
Cardiff	20	1	
Cherry Hill	7	3	
East Brunswick	11	0	
East Orange	32	1	
Eatontown	39	0	
Edison	2	1	
Elizabeth	8	0	
Flemington	5	0	
Freehold	9	0	
Haddon Heights	0	0	
Hazlet	12	0	
Irvington	1	1	1
Jersey City	3	0	
Lakewood	32	0	
Lodi	1	0	
Manahawkin	1	1	
Medford	2	0	
Morristown	6	0	
Mt. Holly	4	0	
Newark	15	0	
Newton	2	0	
North Bergen	4	0	
Oakland	6	0	
Paterson	7	0	
Rahway	4	0	
Randolph	1	0	
Rio Grande	2	1	
Runnemede	6	0	
Salem	4	0	
Somerville	8	0	
South Plainfield	7	0	
Springfield	10	0	
Toms River	17	0	
Trenton RSC	5	3	
Trenton TOC	1	0	
Turnersville	1	0	
Vineland	6	0	
Wallington	9	0	
Washington	1	0	
Wayne 46	3	0	
Wayne RSC	28	0	
West Deptford RSC	24	0	
Wycoff	3	0	
Law Enforcement Assist	4	0	
Lease Officer	0	1	
Misc./Various Agencies	5	0	
Parsons		1	
Totals	402	14	1



With nearly 9 million transactions performed at agencies statewide in 2008, the MVC has further focused its efforts to streamline operations and provide more services at more locations. Building on its Web service offerings, while also bringing additional motor vehicle services to the doorsteps of its customers, the MVC positioned itself for a future of excellence in customer service.

Service

DECENTRALIZATION OF SERVICES

Convenience has been a goal to which the MVC has strived. Dramatically reducing agency wait times, adding Saturday services and expanding online options are a few of the notable changes aimed at increasing customer convenience. Over the last year, the MVC has added to this list of conveniences by decentralizing services previously offered only at the TOC and bringing them to the doorsteps of customers.

In June 2008, agencies around the state began processing initial handicapped plate and placard applications and issuing these items. Prior to the introduction of this service, customers could only renew at an agency. Initial applications were processed via mail or by visiting the Trenton Office Complex. Applications are now available to customers 24-hours a day online via the MVC's Web site.

Another motor vehicle service reintroduced to customers at all agencies was the ability to obtain titles for out-of-state vehicles brought into New Jersey. Although agencies once provided these documents, security concerns led to the elimination of this function while the agencies operated under privatization. With all agencies now operated by the state,

high level security measures are in place including employee criminal background checks and document fraud training, which allowed this service to resume in August 2008. Moving this title printing back to the agencies not only provided greater convenience, but also helped to eliminate an internal processing backlog of up to eight weeks.

Customers seeking titles for salvage vehicles can also avoid a trip to Trenton Office Complex now that six agencies statewide now provide these special documents. The agencies that are performing this function are Wayne Route 46, North Bergen, Eatontown, Springfield, Manahawkin and Runnemede.

The MVC has also begun a review of the services currently offered only at Regional Service Centers. Given the public's growing demand for driver history abstracts, a pilot program was started in September 2008 to begin offering these documents at the Eatontown Agency in Monmouth County. It is the hope of the MVC that this might be the first of several regional services added to agencies statewide in 2009.

HOME TO EXCELLENT SERVICE

The Motor Vehicle Agency remains the MVC's home to excellent customer service. In 2008, two new and improved Model Agencies were opened to the public while work continued on additional sites around the state.

With the grand opening of the Paterson Agency in March 2008, MVC customers experienced the long-awaited return of motor vehicle services to the city after more than a 12 year absence. Located in the new Paterson Parking Authority Garage, this Model Agency is an example of a successful partnership between state and local government.

Opening its doors to customers in November 2008 was also the MVC's new Model Agency in East Orange (Essex County). The larger, more business friendly site replaced an older East Orange agency, as well as the consolidated Irvington Agency.

Efforts to expand the success of the Model Agency concept have seen tremendous progress. With new agencies under construction (see page 25) from plans designed specifically to provide the ideal physical set up for efficient service, the MVC is well positioned for the years to come.

From the vastly improved customer amenities to the streamlined arrangement of the employee work area, the new, built-from-the-ground-up facilities are the future of motor vehicle services in New Jersey. The modern agency design provides the MVC with the flexibility to adapt to the ever-changing needs of the motoring public.

The new agency design has also aided in the initial development of plans for a concept to be known as the Super Agency. Building on the ideas of the Model Agency and the Regional Service Center, the Super Agency is a larger facility (9,500 to 10,800 square feet) that will offer a complete range of motor vehicle services such as general agency transactions, driver control operations, driver testing administration and accommodations for staff training. Construction of these Super Agencies would bring about the consolidation of all MVC services in one central, easily accessible location for customers. The Super Agencies will eventually replace Regional Service Centers, of which there are only four.

Initial locations planned for the opening of a Super Agency include Eatontown (Monmouth), Lawrence Township – Bakers Basin (Mercer County), Paramus (Bergen County), Randolph (Morris County), Vineland (Cumberland County), Wayne (Passaic County) and a yet to be determined site in Burlington County. Construction dates for some of these sites have not been confirmed. The soon to be opened Freehold Agency (Monmouth County) will also join the ranks of the Super Agencies.

OPPORTUNITIES FOR EMPLOYEES

The Division of Human Resources (HR) remains driving force behind the professional development of employees, which is critical to the going success of the MVC. Over the last year, HR has led an effort to create a more flexible and adaptable workforce. Through detailed analysis and planning, HR, in partnership with the Department of Personnel, has created a plan that enables career paths for MVC employees and, at the same time, accomplishes the goal of flexibility.

Presently under review by the New Jersey Department of Personnel's Merit System Board are the following changes:

- ▲ Consolidation of the Investigator, Motor Carrier title into the Safety Special title. Consolidation of titles in the MVC's Division of Inspection Services will provide the necessary flexibility to move inspection teams to where they are needed most at any given time. The consolidation will allow for cross training, enabling all inspectors to handle the different categories of vehicle inspections such as school bus, heavy duty diesel or commercial bus.
- ▲ Replacement of the Field Monitor title with Compliance Officer title. Expands responsibilities to perform various functions throughout the MVC, including within the Internal Audit and Monitoring Unit of the Division of Security, Investigations & Internal Audit. The new unit, which would utilize current MVC employees, will focus on internal monitoring to ensure the safety and security of our information and documents is maintained.



- ▲ The third revised title series is that of Supervisor MVC. In order to streamline operations and organizational design, we have eliminated levels of supervision and limited it to two: front line supervisor and higher level supervisor. This will allow us to eventually eliminate positions where there are currently too many layers of supervision and management.
- ▲ Creation of a new MVC Technician title. The creation of the new title will have the most positive impact on MVC operations. Through the consolidation of three title series (Customer Service Representative, Support Services Representative, Examination Technician) in the new title, the MVC will gain one all-encompassing title series that will allow customers to be provided with seamless service at all facilities statewide. The MVC Technician title will result in the cross-training of many MVC employees in the functions handled by Agencies, Driver Testing or Regional Service Centers.

Along with civil service title improvements, employee training also continues to be one of the primary reasons the MVC has emerged as a leader in motor vehicle services. From mandatory programs to others geared to enhancing employee skills, HR offers a wide range of opportunities for employees to learn and expand their professional knowledge.



NEW TO HR'S TRAINING REPERTOIRE ARE:

Agency Business Process Training Overview, a one-day, interactive program, was designed to promote work consistency and efficiency. Attendees are provided with an overview of the MVC business process, agency work flow and essential positions, as well as driver licensing, vehicle titling and registration, and driver testing procedures. To date, 165 employees have completed the program.

Agency Business Process Driver Testing and Agency Business Process Driver License is a two-day training program that examines Driver Testing and Licensing through a review of the various permit transactions performed within an agency. The training covers the permit process and all the steps that must be followed in order to validate a permit or driver license. Attendees review the various agency licenses, applications and fees and learn to prevent common issuing errors associated with each type of licenses.

Agency Business Process Titles and Registrations provides one-day training that explores information and security features of various motor vehicle titles, title exemptions, new vehicle registrations, Historic and Collector plates, International Registration Program (IRP) and Mopeds. This course also guides trainees on how to generate titles and registrations, and properly process title and registration requests.

MVC Forward: Real Solutions for Effective Supervision offers five days of training developed to tackle the specific, real-world issues facing MVC employees in a supervisory role. The course explores the policies and procedures utilized by the MVC and answers the "what-ifs" about administrative tasks related to discipline, grievances, leaves, and equal employment opportunity. It also places a large value on the resources that will help each participant effectively handle the responsibilities of supervision. Training for this new program began in late 2008.

In addition to the training programs, HR's Office of Employee Development has also expanded its offering of Personal Enrichment Programs. These popular lunch time events provide employees with fun and informative sessions covering topics outside the scope of normal business courses and serve as a morale booster. Well-attended programs featuring Bingo, dance lessons, health awareness seminars such as Project Red Day for women's heart health and employee fashion and talent shows have energized employees and helped maintained a positive atmosphere throughout the MVC.



Having risen to new levels in the areas of Safety, Service and Security, it is essential that the MVC take the necessary steps to ensure that this progress continues. Through wise investments, practical business decisions and a plan for the future, the MVC remains on a path to sustainable progress.

Sustainability

MOVING MVC FORWARD

In January 2008, the MVC's efforts to keep building upon its accomplishments to date received a boost with the signing of its MVC Forward legislation. The legislation, crafted from recommendations made in the 2007 report, MVC Forward: Strategies for Excellence, addressed a number of operational and administrative issues important to the MVC. Clarifications of MVC Board operations and organizational reporting requirements were updated as were other "housekeeping" items related to Advisory Councils. The MVC's statutory ability to procure goods and services was also broadened.



Most importantly, the board gained the authority to review and adjust various motor vehicle fees by regulation in order to support the costs of various transactions. Operating under a business model, the MVC can assure the taxpayers of New Jersey that it properly covers operating costs, which is essential to success and survival of any business. The 2007 report found that some taxpayers and business groups subsidized the business and transactions of others. As with all operations, the MVC's goal is to ensure that transaction costs are covered and attributed to the appropriate consumer. The legislative

change will allow the MVC to fund operations through its own revenue. There are a number of fees that have remained unchanged for more nearly three decades and no longer cover the costs of doing business. Public comment and the consent of the Governor, as well as board action, will be required prior to any change in fees.

Operationally, the legislation helped the MVC in a variety of ways:

- ▲ Allowed the MVC to maintain critical security funding by eliminating the 2013 sunset on the seven dollar security fee on vehicle registrations. The fee provides approximately \$40 million per year and helped to strengthen the MVC's security measures through implementation of a secure Digital Driver License (DDL), document fraud training, the Law Enforcement Agency Security Enhancement (LEASE) Program and physical upgrades such as security cameras and alarms.
- ▲ Eliminated the requirement of one agency per 300,000 residents per county, which unrealistically tied the MVC's hands from adapting to the ever-changing nature of customer service. Originally added in 1955 to address customer service needs, the law failed to take into consideration the rapid advancement of technology and future enhancements. The MVC can now continue to investigate ways to provide additional customer service online, at kiosks, and through various partnerships, unbridled by future technology.
- ▲ The MVC's ability to manage licensed motor vehicle dealers by eliminating the mandatory across-the-board, March 31 annual license renewal date that created uneven workflows each year. In the future, renewals will be staggered to allow for more efficient processing and the MVC will have the flexibility to make them valid for two years. The MVC also reworked the one-size-fits-all, draconian penalty of dealer license suspension by giving an additional option of assessing administrative financial penalties for violations. Prior to the legislation, the MVC could only utilize license suspension as a means of penalty for all types of infractions.

DECISIONS WISE AND DIFFICULT

Preparation for Fiscal Year 2009 (July 1, 2008 through June 31, 2009) posed significant financial concerns throughout all of state government. Having made a great deal of progress in five years, making decisions that would threaten the MVC's success was a tremendous concern.

Facing limited budget dollars, the leadership of the MVC made extremely difficult decisions that ultimately lead to a \$20 million reduction in expenditures. While some savings were attributed to operational efficiencies, facility consolidations, administrative reductions and adherence to hiring restrictions, some very difficult decisions were made regarding several notable services. The most recognizable was the elimination of MVC Agency and Regional Service Center evening hours in June 2008. Despite the loss of these key late night hours, the MVC has continued to maintain high levels of services during normal operating hours Monday through Friday and on Saturdays.

Other decisions aimed at cutting budget costs throughout the MVC were also made. Moving more publications and forms from print to the Web and reducing other procurement-related costs are practical business decisions that provide valuable savings.

In partnering with the Office of Information Technology (OIT), the MVC was able to dramatically reduce costs when the state assumed day-to-day control over the online payment system. Previously run by a contracted vendor, the online system known as MyMVC allows customers to make payments for vehicle registrations, driver history abstracts, suspension restorations and surcharges via www.njmvc.gov.

DRIVER TESTING CONSOLIDATION

While some decisions the MVC has made over the last year were due to extremely difficult budget considerations, others made were centered on the Commission's long-term strategic plan for services.

Looking to streamline its operations and bring even greater efficiency, the MVC moved forward with the regionalization of driver testing services. At the beginning of 2008, the MVC operated 18 road test sites and 28 driver testing centers (knowledge test) statewide.

Given that driver testing is typically a once-in-a-lifetime event, the move to regionalize and consolidate five of the MVC's lowest-volume road test sites (Millville, Newton, Southampton, Winslow and Washington) into other locations was a wise business decision that will help to reduce costs and eliminate staffing challenges. The consolidations provide the MVC with the opportunity to better utilize human resources at its higher volume facilities with additional staffing provided by the low volume locations.

Also included in the regionalization was the consolidation of a driver testing center, which also faced staffing concerns. The Bridgeton center was joined with other nearby agencies.

ADJUSTMENTS TO SUSTAIN PROGRESS

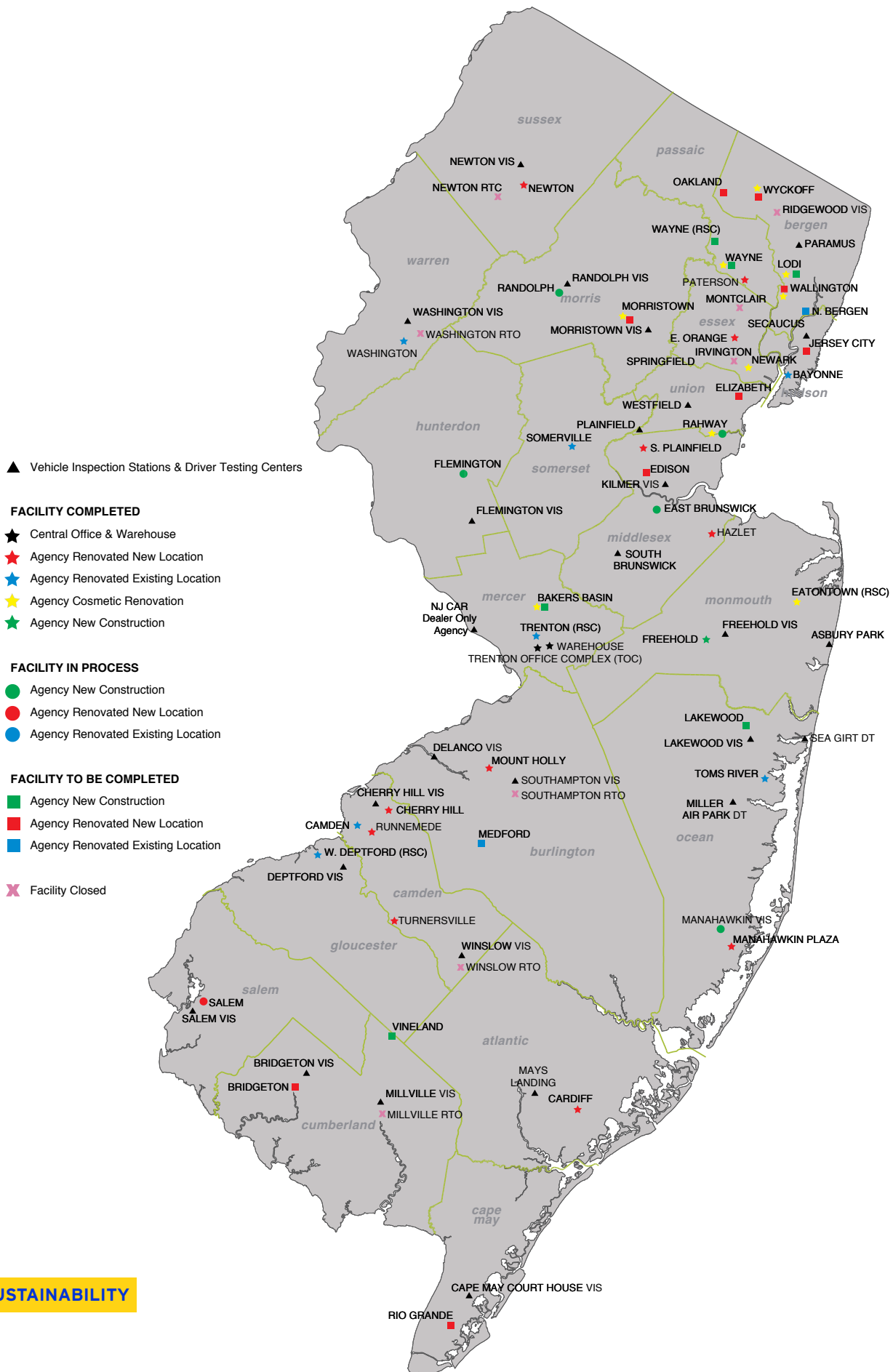
With each fiscal year it gets more difficult as the MVC continues moving forward. Facing limited budget dollars, staff at every level does their very best to bring even greater service to customers. However, the MVC also faces the challenge of limited human resources. During the recent Early Retirement Incentive (ERI), the MVC lost more than 70 knowledgeable, seasoned staff members.

Coping with these financial and human resource limitations required the MVC to once again reexamine its entire operation. The goal of this review was to see where necessary organizational adjustments might be made to allow the MVC to more effectively manage the challenges ahead and sustain its progress.

In December 2008, the MVC's executive leadership unveiled a plan of action to better utilize managerial level



NEW JERSEY MOTOR VEHICLE FACILITIES



employees and support staff, realign or merge various units within divisions and create an overall structure that best serves New Jersey motorists. Implementation will begin in early 2009.

WISE INVESTMENTS IN INFRASTRUCTURE

With a focus on further strengthening its core motor vehicle services, the MVC executive management believes that wise investments in both the physical and technological infrastructure are essential to sustaining the organization. With limited budget dollars and resources, tough decisions are made to pursue only those projects and initiatives that will provide a benefit to Safety, Service and Security.

MVC Facilities

Most of 2008 has been a very busy time for the MVC facilities team. Adhering to its Facilities Master Plan, the MVC has moved forward on new construction, renovations and a variety of other facility improvements geared toward improving customer service. Financial benefits will also be realized from many of these improvements as the MVC consolidates locations or eliminates costly lease agreements. Anticipated savings are nearly \$3.5 million dollars.

... the Super Agency is a larger facility (9,500 to 10,800 square feet) that will offer a complete range of motor vehicle services.

Following a fall 2007 ground breaking, work began on building a modernized Freehold Agency at Okerson Road in Monmouth County. This new, 9,250 square foot facility, which will officially open in January 2009, is the MVC's first Model Agency constructed from the ground up on state-owned land. The new agency sits adjacent to the Freehold Inspection Station and will feature 15 customer service windows, three DDL stations, 10 driver testing terminals, two training rooms, and expanded customer parking. The construction design for the new agency was created by architects from STV Incorporated, the low bidder selected through a competitive process conducted by the Department of Treasury's Division of Property Management and Construction. STV's design will be used for agencies constructed in the future.

A new Flemington Agency is presently under construction at the site of the Flemington Inspection Station at Routes 31 and 202 in Hunterdon County. Again focused on the Model Agency concept, the new Flemington site will also feature enhanced employee and customer amenities in a new space of nearly 7,000 square feet as compared to the present facility's 1,900 square feet. The Flemington Agency is slated to open in summer 2009.

Other agencies in line for new construction include South Brunswick, which was awarded in December 2008, Randolph, which will open bidding in January 2009 and Rahway and Lodi, which are due to open bidding in early 2009. The MVC also finalized agreements on two land transfers that will open up facility opportunities in Vineland, Cumberland County and Stafford Township in Ocean County. A leased agency in Salem also saw the start of renovations geared toward better service.

In addition to facility work around the state, it is equally important to maintain the MVC's Trenton Office Complex (TOC), which has seen the installation of a new roof and the completion of a new fire suppression system in its main computer room. The five-year renovation of the TOC building was completed in December 2008. Roofing improvements were also completed at the Newark Agency in Essex County.

Adding its mark on New Jersey's effort to become a more environmentally-friendly state, the MVC has committed to environmentally-friendly building for the future and intend to have all future facilities meet "green" standards. Adhering to



/// Rendering of the new MVC Model Agency.

OR VEHICLE AGENCY



the LEED (Leadership in Energy & Environmental Design) certification process, which is advocated by the leadership of the Joint State Leasing and Space Utilization Committee, the MVC will ensure “greenness” at any new site. LEED utilizes a checklist to generate points for each green building credit used. Points earned during the building will determine the certification level as outline by the U.S. Green Building Council (USGBC). Levels include:

- ▲ LEED Certified (low)
- ▲ LEED Silver (medium)
- ▲ LEED Gold (high)
- ▲ LEED Platinum (highest)

While not an entirely “green” building, the new prototype Model Agencies under construction in Freehold and Flemington do feature progressive, environmentally-friendly elements such as:

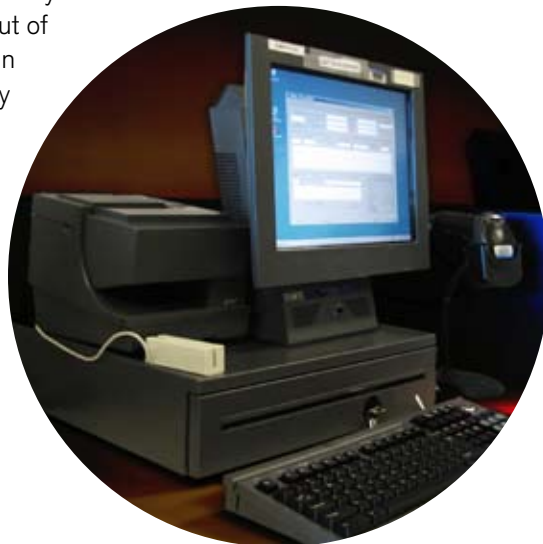
- ▲ recycled rubber flooring
- ▲ a window wall and skylight for more natural light
- ▲ a white roof to reflect heat and reduce cooling costs
- ▲ automatic light sensors to reduce energy costs
- ▲ automatic faucet and toilet sensors to reduce water costs

MVC TECHNOLOGY

Ensuring Accountability with POS

Building on efforts to bring greater efficiency, fiscal responsibility and accountability to daily operations, the MVC completed roll out of a new Point of Service (POS) system at all MVC Agencies in November 2008. The new POS technology is a modern day cash register system similar to those found in major retail stores that provides for more secure transactions and improved financial monitoring capabilities.

POS, the latest in a number of technological infrastructure investments made by the MVC, began in May 2008 with a test at the Mount Holly Agency in Burlington County followed by a pilot at Monmouth County’s Hazlet Agency. With initial success found at both locations, the MVC moved forward with full implementation at all 43 agencies statewide. Work continues to introduce POS to the MVC’s Regional Service Centers.



The new system provides MVC Agencies with a full point-of-service environment through the use of a modern cash register at each facility workstation. MVC customers will see more simplified transaction processing through the use of POS scanning capabilities, which allow information to be entered and calculated with the scan of a bar code. More importantly, POS also brings enhanced financial reconciliation tools that give the ability to link payment data to transaction data, perform more detailed analysis and auditing and better identify fraudulent activity.

POS's improved financial monitoring also comes from the ability to search various pieces of data within the system. From receipt number to customer driver license number, the MVC can pinpoint a specific transaction and determine the details associated with it.

Overhauling The System

Progress continues on the Motor Vehicle Automated Transaction System (MATRX); the most substantial technological investment in motor vehicle history. The MVC's work to overhaul its nearly 30-year-old Comprehensive (Comp) System has taken a number of positive steps forward in the last 12 months. With the award of the nearly \$51 million contract to Ohio-based Saber Corporation in August 2008, the MVC put itself on the road to a 21st Century technological infrastructure with business practices to match.



With automated processes, integrated applications and interfaces, and the use of cutting edge technology, the MVC will become a more adaptable organization.

The Saber Corporation was selected as the project vendor following an extensive, competitive procurement process through the Department of Treasury in cooperation with the Office of Technology (OIT). With Saber staff on board at the Trenton Office Complex, work has begun building the technology infrastructure required to revise and automate the MVC's business and underlying processes. As part of the MATRX project, stand alone systems will be eliminated.

Prior to the introduction of Saber, a number of Business Process Recommendation Groups were formed with MVC employees and stakeholders, both government and external customers and constituents, to look at different areas of MVC operations, including driver licenses, business licensing, third party sharing, driver management, vehicle titling and registration and agency workflows.

The first issue addressed by the groups, and the first issue to be implemented under MATRX, will be driver licensing. Every function that touches a driver license, from testing requirements to ID verification to the issuance of the document itself, was investigated and reviewed. Recommendations were made to ensure that New Jersey has the safest and most secure system possible.

As MATRX moves forward, the MVC will begin migrating processes one at a time to the new system, which will include testing of those processes. To the average customer the changes will be transparent, but will allow the MVC to make adjustments to the system, run reports to better understand customers needs and respond to legislative requests in a more efficient manner.

MATRX will enable the MVC to be more responsive to state- and federally- mandated changes and will put the Commission in the best possible position to address and integrate the federal Real ID Act. With automated processes, integrated applications and interfaces, and the use of cutting edge technology, the MVC will become a more adaptable organization.

While the anticipated time frame to update the entire driver licensing system will take up to four years, the MVC will roll out changes throughout that period. As driver licensing system changes are implemented, the MVC will move forward with additional modifications to systems for other business partners, such as motor vehicle dealers, driving schools and other industries the Commission regulates.

Improving Test System Technology

Lacking connectivity, prone to viruses and simply antiquated, the MVC's computer-based driver testing system joined the list of technology priorities in 2008. Known as DARTSS (Driver Assessment and Road Test Scoring System), the project involves a complete overhaul of the existing computer-based system used to provide the knowledge test to new drivers.

Once in place, DARTSS will provide a more functionally enhanced testing system utilizing up-to-date software and upgraded connectivity. With the new DARTSS solution, MVC examiners will have the ability to electronically score and retrieve testing documents via wireless technology, streamlining the testing process and improving the efficiency and effectiveness of driver testing in New Jersey.

Presently, the Department of Treasury is reviewing an Intent to Award document for the project. It is anticipated that a vendor will be selected prior to the end of winter 2009.

DOCUMENT MANAGEMENT - REDUCING THE PAPER

Building on its efforts to better manage all documents flowing through the MVC, the Office of Records Management, proposed a Paper Reduction Pilot Program (Proof of Concept) in early 2009. The project is designed to address one specific document management problem at MVC – the management and retention of driver license and vehicle registration applications.

Presently these types of applications are shipped from the agencies to the Trenton Office Complex where they are scanned to microfilm for long-term retention. While microfilm was a reasonable and contemporary technology 20 years ago, most industries have long since converted to digital imaging to satisfy business needs.

Through the Paper Reduction Pilot Program, the Office of Records Management will test the feasibility of eliminating the storage and the processing of approximately 10 million paper documents annually (driver license and registrations applications) in Trenton by digitally scanning the documents at the point where each is received by the MVC – the agencies. Utilizing today's technology with three major elements, capture, storage and retrieval through a Web-based application, the MVC hopes to reduce a heavy backlog that is now present at the TOC, bring efficiency to an antiquated process that cannot meet the daily output of Agencies and Regional Service Centers and alleviate a serious storage and safety problem.

In addition to a potential annual savings of approximately \$2.5 million, there would be additional benefits such as improved customer service through faster data retrieval, enhanced document fraud prevention with the elimination of paper trails and improved employee morale and career opportunities through a safer, cleaner and more modern work environment.

In October 2008, a kick off meeting for the proof of concept was held to begin work with a contracted vendor, IBM, charged with designing, building and testing the proof of concept at the



TOC and then beginning a pilot at the Hazlet Agency. To date, the system has been designed and built and is undergoing the test phase and will soon move to the agency.

Following a review to determine the acceptability of performing image captures at the agency, the program will be expanded to other agencies. In addition to image capturing, the pilot will also involve document indexing and storage in a centralized repository at the Division of Revenue.

The success of this document management pilot is very important to the future of the MVC. Moving in this Web-based direction will allow the MVC to better prepare for a number of document-related demands, including requirements that may be imposed by compliance with the federal Real ID Act.

In late 2008, the MVC was awarded a federal grant in the amount of \$1.28 million, which provides initial financial resources to begin support for this essential pilot project.

LEGISLATIVE TRACKING

Monitoring the actions taken by the New Jersey Legislature is a critical part of protecting the future of the MVC. Decisions made by the state's legislative branch can both positively and negatively impact the MVC's operations. Presently, the MVC tracks over 600 pieces of legislation introduced in the 2008-2009 session. Some of the legislation will substantially change the way that the MVC does business; others will have minor impacts on its operation. This session, the MVC worked closely with legislators on a variety of topics including teen driving, the registration of All-Terrain Vehicles (ATVs) and organ donation designation. The MVC continues to work with legislators and stakeholders to address concerns regarding passenger transportation, motorcycle safety and the limousine industry.



Financial Data

SUMMARY OF RESOURCES AND EXPENDITURESFOR FISCAL YEAR ENDING JUNE 30, **2008****RESOURCES**

MVC Base Budget	\$ 204,114,000
Digital Driver License Fee (\$6)	\$ 12,821,000
Security Surcharge (\$7)	42,688,000
FY 2007 Reappropriation	98,160,000
MVC Trust Fund Eligible Capital Proceeds	5,615,000
Commercial Vehicle Enforcement Fund	7,974,000
Security Responsibility	16,199,000
Motorcycle Safety Education Fund	1,480,000
Bus Inspections - School and Commercial	5,827,000
Newly Initiated Fees	1,591,000
Market Transition Facility	1,500,000
Grant Awards	1,114,000

Total Resources **\$ 399,083,000****OPERATING EXPENDITURES**

Salaries & Fringe	\$ 139,461,000
Materials and Supplies	11,063,000
Services Other Than Personal	36,635,000
Maintenance and Fixed Charges	8,579,000
Claims & Indirect	4,015,000
Additions, Improvements, Equipment	2,062,000
Special Purpose:	
Vehicle Inspection Program	77,279,000
Total Operating Expenditures	\$ 279,094,000

MVC TRUST FUND CAPITAL PROJECTS

Infrastructure	\$ 2,672,000
Systems and Applications	1,701,000
eMVC	30,000
Supporting Technologies and Process	0
Facilities	1,161,000
Other	51,000
Subtotal MVC Trust Fund Capital Projects	\$ 5,615,000

OTHER FUND SUPPORTED EXPENDITURES

Commercial Vehicle Enforcement Fund	\$ 4,284,000
Bus Inspections	7,681,000
Motorcycle Safety Education Fund	309,000
Security Responsibility Fund	16,199,000
Subtotal Other Expenditures	\$ 28,473,000
Grant Award Expenditures	\$ 1,114,000

Total Expenditures **\$ 314,296,000****TOTAL RESOURCES** **\$ 399,083,000****TOTAL EXPENDITURES** **\$ 314,296,000****SURPLUS / (DEFICIT)** **\$ 84,787,000**

ANNUAL BUDGETFISCAL YEAR ENDING **2009****RESOURCES**

MVC Base Budget	\$ 200,226,000
Digital Driver License Fee (\$6)	\$ 10,500,000
Security Surcharge (\$7)	42,478,000
Prior Year Reappropriation	84,787,000
Less: Prior Year Reappropriation to Revert to General Fund	(25,295,000)
MVC Trust Fund Eligible Capital Proceeds	39,736,000
Commercial Vehicle Enforcement Fund	7,847,000
Security Responsibility	16,500,000
Motorcycle Safety Education Fund	310,000
Bus Inspections - School and Commercial	2,066,000
Newly Initiated Fees	404,000
Market Transition Facility	1,500,000
Grant Awards	3,100,000

Total Resources \$ **409,454,000****OPERATING EXPENDITURES**

Salaries & Fringe	\$ 149,802,000
Materials and Supplies	13,178,000
Services Other Than Personal	43,514,000
Maintenance and Fixed Charges	7,732,000
Claims & Indirect	8,638,000
Additions, Improvements, Equipment	3,138,000
Special Purpose:	
Vehicle Inspection Program	79,229,000

Total Operating Expenditures \$ **305,231,000****MVC TRUST FUND CAPITAL PROJECTS**

Infrastructure	\$ 1,000,000
Systems and Applications	23,395,000
eMVC	0
Supporting Technologies and Process	2,500,000
Facilities	12,841,000
Other	0

Subtotal MVC Trust Fund Capital Projects \$ **39,736,000****OTHER FUND SUPPORTED EXPENDITURES**

Commercial Vehicle Enforcement Fund	\$ 4,241,000
Bus Inspections	8,856,000
Motorcycle Safety Education Fund	422,000
Security Responsibility Fund	16,500,000

Subtotal Other Expenditures \$ **30,019,000****Capital Program** \$ -**Grant Award Expenditures** \$ **3,100,000****Total Expenditures** \$ **378,086,000****TOTAL RESOURCES** \$ **409,454,000****TOTAL EXPENDITURES** \$ **378,086,000****SURPLUS / (DEFICIT)** \$ **31,368,000**

ANNUAL BUDGET

FISCAL YEAR ENDING 2010*

RESOURCES

MVC Base Budget	\$ 202,860,000
Digital Driver License Fee (\$6)	\$ 12,300,000
Security Surcharge (\$7)	42,478,000
Prior Year Reappropriation	31,368,000
Less: Prior Year Reappropriation to Revert to General Fund	
MVC Trust Fund Eligible Capital Proceeds	6,607,000
Commercial Vehicle Enforcement Fund	7,818,000
Security Responsibility	16,850,000
Motorcycle Safety Education Fund	456,000
Bus Inspections - School and Commercial	2,072,000
Newly Initiated Fees	402,000
Market Transition Facility	1,500,000
Grant Awards	2,400,000
Total Resources	\$ 301,816,000

OPERATING EXPENDITURES

Salaries & Fringe	\$ 148,874,000
Materials and Supplies	13,569,000
Services Other Than Personal	42,022,000
Maintenance and Fixed Charges	8,611,000
Claims & Indirect	500,000
Additions, Improvements, Equipment	5,473,000
Special Purpose:	
Vehicle Inspection Program	69,197,000
Total Operating Expenditures	\$ 288,246,000

MVC TRUST FUND CAPITAL PROJECTS

Infrastructure	\$
Systems and Applications	6,032,000
eMVC	0
Supporting Technologies and Process	0
Facilities	575,000
Other	0
Subtotal MVC Trust Fund Capital Projects	\$ 6,607,000

OTHER FUND SUPPORTED EXPENDITURES

Commercial Vehicle Enforcement Fund	\$ 4,181,000
Bus Inspections	8,888,000
Motorcycle Safety Education Fund	455,000
Security Responsibility Fund	16,850,000
Subtotal Other Expenditures	\$ 30,374,000
Capital Program	\$ 1,000,000
Grant Award Expenditures	\$ 2,400,000
Total Expenditures	\$ 328,627,000

TOTAL RESOURCES	\$ 301,816,000
TOTAL EXPENDITURES	\$ 328,627,000
SURPLUS / (DEFICIT)	\$ (26,811,000)

* Proposed



In Memoriam

▲ William Bedea	Inspection Services
▲ Nancy Caston	Agency Services
▲ Delores Cosgrove	Agency Services
▲ Susan Cowie	Agency Services
▲ Douglas Deacon	Business & Government Operations
▲ Joseph Fiorentino	Inspection Services
▲ Anthony Laquidara	Agency Services
▲ Ruth Ligameri	Agency Services
▲ Teresa Meliti	Agency Services
▲ Angelo Nalli	Facilities & Support Services
▲ Celeste Sperling	Agency Services
▲ Richard Wootton	Agency Services



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