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***New Jersey
Motor Vehicle Commission***

ANNUAL REPORT 2010

Governor Chris Christie

Lt. Governor Kim Guadagno

Chief Administrator Raymond P. Martinez

Message from the Chief Administrator



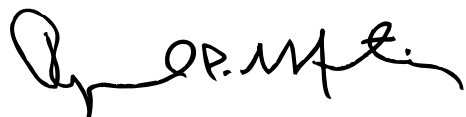
Raymond P. Martinez

The start of a new decade brought countless challenges to both the public and to business alike and State Government was certainly not spared. The New Jersey Motor Vehicle Commission, much like the public it serves, spent most of 2010 making some very tough choices. Yes, we did have to close and consolidate some agencies – but we were able to open others that are larger, full-service facilities on state-owned land. Yes, we did make the decision to close agencies on Mondays – but we started to offer evening hours two days a week and an extra hour on Saturdays all in an effort to provide more convenient customer hours. Yes, we did do away with mechanical inspection requirements – but as the majority of states have determined, the statistical data does not justify the millions of dollars in program expenses each year, especially during this economic crisis.

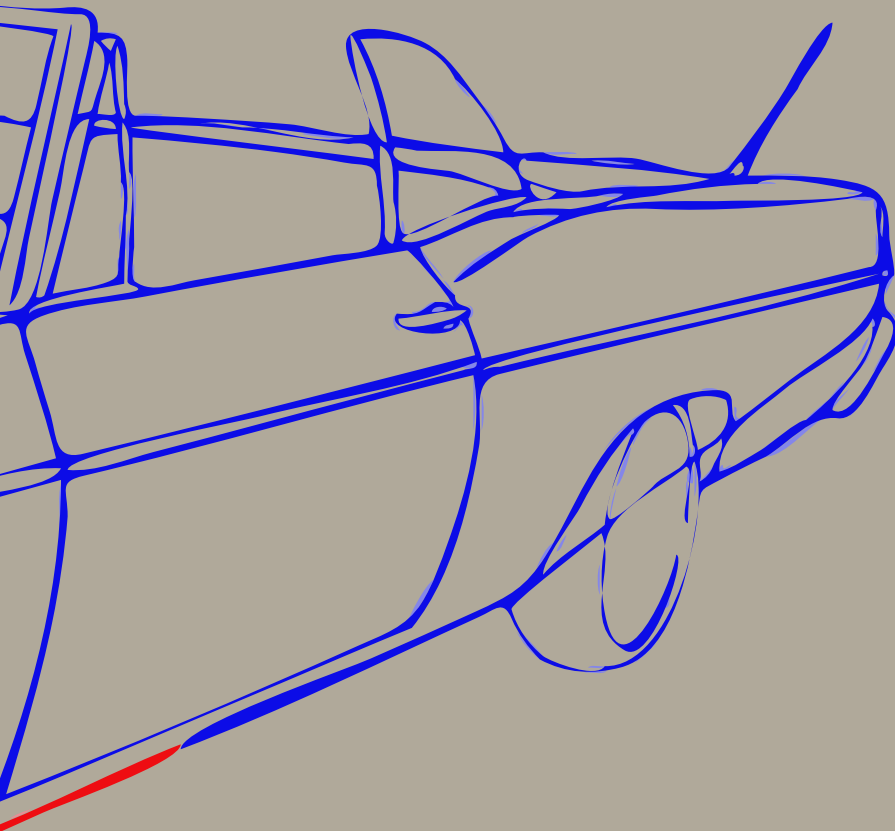
With these tough choices behind us, it is now time to move forward – to use this next year as a time to implement technological changes that will help us grow as an organization, make our services more accessible to the public and enhance the security of our systems and processes. As we embark on this next chapter of MVC history, I look forward to all of these technological advancements that will make us a model organization and better enable us to continue to serve as wise stewards of public dollars.

As I finish my first year at the helm of the MVC, I would be remiss if I didn't recognize and thank the many dedicated employees who have implemented these tough choices and who I know stand ready with me to continue the progress started so many years ago by the Fix DMV Commission.

I hope you find the Motor Vehicle Commission 2010 Annual Report informative and helpful. Thank you for your continued support.

A handwritten signature in black ink, appearing to read "R. P. M. F." with a stylized flourish at the end.

Strategic Elements



Mission Statement

delivering secure, effective and professional services that earn the trust and confidence in the quality of our work. The Mission Statement defines both the vision and the organization can bring to the public. The Statement also defines the arena in which our organization operates. MVC's Mission Statement are Safe and Sound, and the organization's mission through the eyes of the public. Employees at the MVC embrace the culture.

Core Values represent the principles that employees strive to maintain. These values are:

- Professionalism • Integrity

The MVC's strategies represent the organization's Mission. There are present strategies that are:

1. Enhance security and safety
2. Improve customer service
3. Develop a dynamic community
4. Pursue and advantageous opportunities
5. Develop our workforce
6. Maintain fiscal responsibility

"To promote motor vehicle safety for our citizens by professional motor vehicle services, and to achieve public and integrity of those services."

with the purpose of the organization and what the organization provides guidelines for formal planning and

organization operates. The three cornerstones of the

ety, Security, and Service. The MVC will achieve the hard work and dedication of its people. All of the

core Values that reflect who we are as a collective

ent the attributes of who we are at the MVC. All

in these attributes through everything they do.

ty • Respect • Creativity • Accountability

represent a broad stroke of we plan to accomplish its
nly six strategies to do this:

fety

ice

munications strategy

s legislative agenda

bility

Vision Statement: "To be the model for excellence in Motor Vehicle Services."

Organizational Analysis

Each year, the MVC assesses its entire environment; a process that is fundamental in determining the future of the organization. From impending challenges to customer requirements, the various influences on MVC business are compiled annually or when there is a significant change to the operational environment. With the information collected, the MVC creates an organizational Strengths, Weakness, Opportunity and Threats (SWOT) analysis from which executive management revisits long-term strategic planning elements from the previous year and makes the necessary adjustments to projects, initiatives, operations, budget and other organizational elements.

Strategic Goals

Service

- Provide More Convenient Service Locations
- Improve Accuracy of Customer Data and Customer Processing
- Shorten Transaction Times for All Customers

Safety

- Improve MVC Support of Law Enforcement
- Improve Public Safety Awareness
- Expand Public Accessibility of MVC Safety Programs

Security

- Maintain the Integrity of Customer Data
- Deter Fraudulent Customer Behavior
- Pursue the Investigation and Arrest of All Criminal Behavior



Organizational Accomplishments

service

MATRX Project Progress

The MVC began the introduction of the first of three releases of its highly anticipated MATRX project. Following the completion of Release I in January 2011, MVC agencies will gain the ability to digitally scan drivers' licenses, vehicle registrations and handicapped applications and print a universal agency receipt as part of a new content management function. The initiation of document scanning in the first release is the first step in supporting the MVC's Paper Reduction Pilot Program, which began in February 2009 to eliminate the storage and processing of approximately 10 million paper documents annually. Additionally in Release I, identity management was introduced, allowing for single employee sign-on for all MATRX functions.





Agency Overview

Throughout the year, the MVC opened new, modernized facilities on state-owned land in South Brunswick, Randolph, Rahway and Lodi. The older Rahway and Lodi agencies already sited on state-owned land, were consolidated into the newly constructed facilities on the same property. Renovations were completed at an existing leased property in Oakland. Additionally, in accordance with its Five-Year Master Plan, the MVC ceased operations and closed agencies in East Brunswick and Morristown. As a part of its Fiscal Year 2011 budget plan, the MVC in December permanently closed agencies in Bridgeton, Elizabeth and Wyckoff.

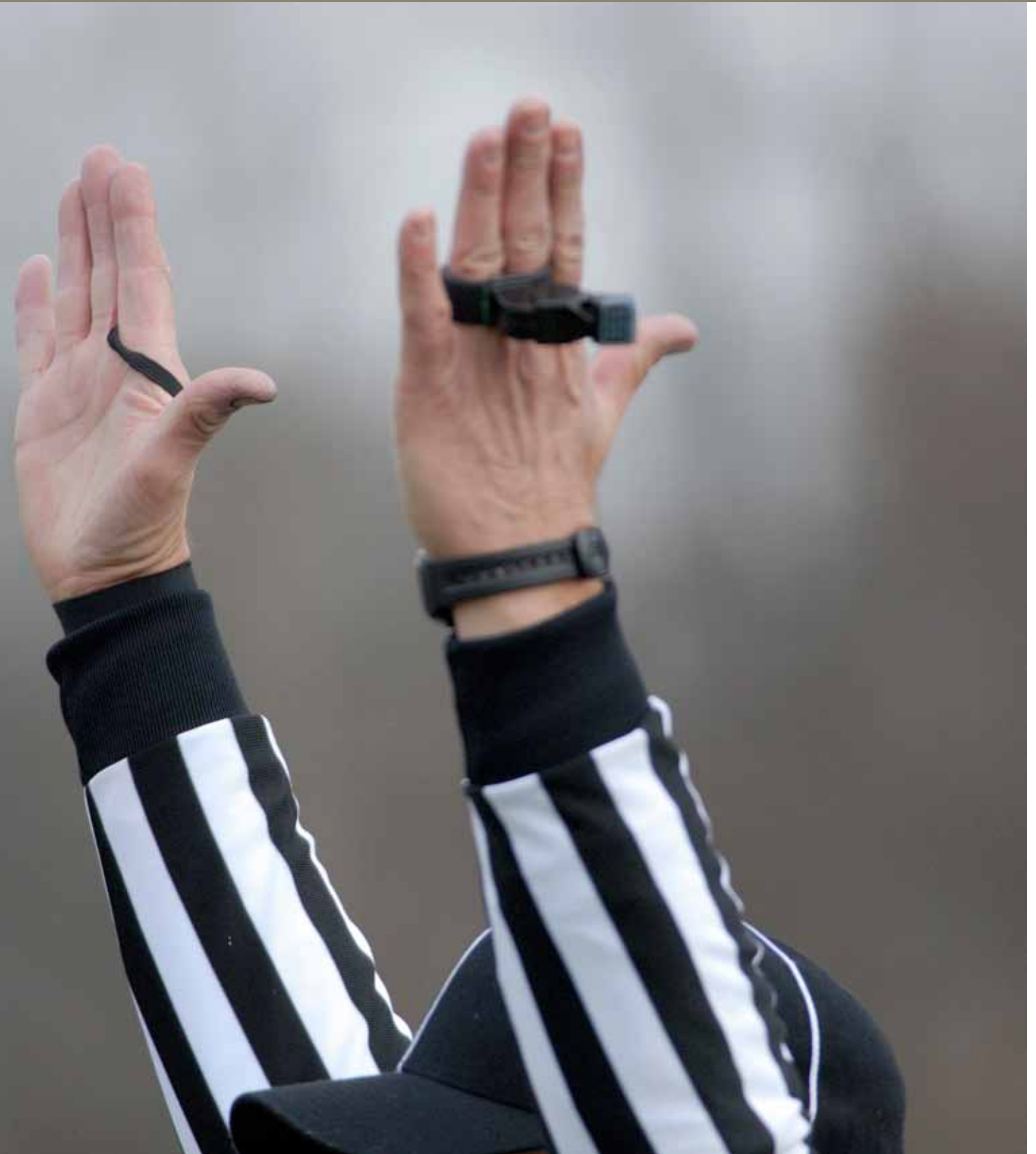
Agency Service Hours Adjustment

The MVC sought to improve its service levels and be available when it is most convenient for the customer. After analyzing transactional data, the MVC developed a plan that would adjust agency hours of operation to reflect the more retail-like business that motor vehicle services have become. As of July 31, agencies statewide operate on a Tuesday through Saturday with service until 7:30 p.m. on Tuesdays and Thursdays and an extra hour on Saturday until 1:00 p.m.

Sports-themed License Plates

Following authority granted by the New Jersey Legislature, the MVC began the sale of sports-themed license plates. Beginning with the announcement of 12 different NASCAR plates in October, the MVC continued to unveil license plates for the NHL's New Jersey Devils, the NBA (New Jersey Nets, Philadelphia 76ers, New York Knicks), MLB (Philadelphia Phillies, New York Mets, New York Yankees) and NFL (Philadelphia Eagles, New York Jets, New York Giants).





Workforce Development

After more than five years of developing an employee career path structure that better represents motor vehicle operations, the MVC, in coordination with the New Jersey Civil Service Commission, restructured and consolidated many of the titles based within the organization. This positive change, which reflects the MVC's modernized structure, allows management greater flexibility in staff assignments in order to maintain the most efficient service possible for customers. The revised structure also more accurately recognizes the complex job duties involved in processing motor vehicle transactions and gives employees improved career paths to follow.

The MVC's multi-step approach to improve human resources used the following basic steps:

- **Broader Position Titles:** Specific MVC titles, such as Customer Service Representative, Support Service Representative and Exam Technician titles were identified for consolidation into a new MVC Technician title, to allow for improved employee career growth within the Commission, and increased flexibility to use employees where they are needed most.
- **Leadership Development Program (LDP):** The LDP was designed to help the MVC meet its succession planning goals and contribute to the effort of creating a pool of high-quality leaders that draws upon the strength of the organization's diversity. There are several core qualifications to this program which include, leading change, leading people, results driven, business acumen and building coalitions.

Service Accessibility

The MVC reviewed and restructured its business practices for greater flexibility and accessibility for the public. Driver maintenance and control types of transactions that typically were only available at the state's four Regional Service Centers were introduced at selected agency locations. Customers may now process license restorations, surcharge payments, and other fees at select agency locations instead of being sent to a regional center for processing. A one-stop-shopping approach will serve as a great public benefit.

AAMVA Conference

The MVC hosted the Region I conference of the American Association of Motor Vehicle Administrators in July 2010. This effort assembled industry vendors and all motor vehicle jurisdictions from the northeast and Canada to collaborate on best practices and solutions to common motor vehicle issues. During the conference, attendees had informative discussions with experts from around the country on critical issues of the day, including teen and senior driver safety, motor carrier compliance and fraud prevention.



SECURITY

Enhanced Digital Driver License (EDDL)

With a new publicly-bid contract in place as of January, the MVC moved forward in its effort to introduce the next generation of Digital Driver License (DDL). With a seven-year contract awarded to incumbent vendor, L-1 Secure Credentialing, the MVC maintains a knowledgeable partner already familiar with the present driver licensing system. Since the beginning of the year, a team of inter-agency professionals, as well as L-1 Secure Credentialing System, have begun work on requirements gathering, development and system integration for the new driver licensing system. User acceptance testing of the new license began in November followed by an initial system pilot to begin in January 2011. Rollout of the new EDDL system to all agencies is slated to begin in February 2011 with an anticipated completion of April 2011.

Driver and Road Test Scoring System (DARTSS)

Another critical technology project that progressed greatly over the last year is DARTSS, which began as a priority to address driver testing issues and improve capabilities. Completely replacing the MVC's existing driver testing system, the new DARTSS system, once fully implemented, will incorporate state of the art software, hardware, upgraded connectivity, bio-login technology and

enhanced security features.

MVC examiners will also have the ability to electronically administer testing utilizing wireless technology, resulting in the skills/road testing process becoming more efficient.

In October, MVC teams began an agency by agency installation of the new knowledge portion of DARTSS and will be completed in January 2011. In early 2011, the teams will begin rollout of the road portion of DARTSS with final system introduction expected for late spring. The new DARTSS system is not only designed to communicate with existing MVC systems, but also to allow for a seamless transition when the MVC is prepared to move to MATRX.

Transaction Auditing

The MVC's internal auditing function was reorganized and consolidated into a single, centralized unit to provide greater accountability. The central auditing role has changed and expanded to include on-the-road business compliance auditing, as well as internal data process auditing. Since consolidation, approximately 74 business process and agency financial audits have been completed.

Investigations

In the last year, the MVC has encountered over 340 criminal investigations that resulted in 278 criminal prosecutions resulting from fraudulent documents and various fraud-related offenses and another 66 related to other offenses.

Vehicle Inspection Program Changes

With the beginning of Fiscal Year 2011, the State of New Jersey no longer required mechanical inspections for all registered, passenger vehicles. As a result, the MVC's Centralized Inspection Facility (CIF) vendor, Parsons, was instructed to discontinue all central lane mechanical inspections. All private inspection facilities were instructed to do the same. This decision was based on a thorough review of statistical data and other information. Recent law enforcement data shows that of 607 fatal crashes, only one was linked to mechanical-related issues. Vehicle inspections across the state are now limited to emission testing only.

Rider Safety Promotion

Highlighting New Jersey Motorcycle Safety Month 2010, the MVC held an event to raise awareness about the need to safely share the road with riders on two-wheels. With motorcycle deaths declining over the last several years, the MVC once again focused its efforts to further reduce the number of rider fatalities, which dropped approximately 35 percent since 2006. During an event at Fairleigh Dickinson University, one of the state's approved motorcycle safety course providers, the MVC unveiled a new motorcycle safety web site (www.njridesafe.org) and DVD aimed at riders, both new and experienced. The DVD, which is available at motorcycle shops around New Jersey, is a fun and informative video featuring riders discussing the benefits of taking a state-approved motorcycle safety course. The video is also available on the NJRIDESAFE web site and on the MVC's YouTube page. The video, as well as the web site, were made possible through Motorcycle Safety Education Fund.

Kyleigh's Law Implementation (GDL Decals)

Following the 2009 signing of Kyleigh's Law, the MVC began its legislatively-mandated role of becoming the point of sale for reflectorized, red decals that certain new drivers are required to display on the front and rear license plates when operating a vehicle. Through the work of an internal project team, decal specifications were determined and a Request for Proposal (RFP) was drafted to secure a vendor to produce the materials. Upon receiving only one public bid, decal production was awarded to SecureMark Decal Corporation. Following vendor selection, the MVC project team worked with representatives of the law enforcement community in testing various prototypes of the decal in order to determine the most effective design that would meet the requirements of Kyleigh's Law. To aid in the promotion of the new law, the MVC partnered with the New Jersey Division of Highway Traffic Safety in developing a video public service announcement and other materials. It is hoped that these promotion items will be effective in reaching the teen driver population. Already traffic safety figures show that teen driver deaths in New Jersey have dropped over 44 percent since 2009.



CY2010

Total number of licensed drivers	5,484,565
Total number of registered vehicles	5,388,103
Number of DDL issued	2,434,350
Number of DDL issued/weekday	37,970
Number of DDL issued/Saturday	4,730
Number of centralized initial inspections/re-inspections	2,173,709
Number of private initial inspections/re-inspections	494,164
Number of titles issued	2,373,551
Number of special titles issued	41,312
Number of documents handled by mail room	15,088,723
Suspension Orders Issued (Administrative, Courts, UMS)	648,515
Total Number of calls (General Information)	1,394,755
Total Number of calls (Suspensions/Restorations)	945,997

MVC POINTS OF SERVICE

Total number of regional centers: full/mini	3/6
Total number of centralized inspection stations/lanes	29/120
Total number of driver testing centers (20 inside; 6 roadside; 6 both)	29
Total number of DDL workstations statewide	156
Number of visits to MVC website	12,574,205
Number of registrations renewed on-line (Web=1,082,149 IVR=45,337)	1,127,486
Total number of MVC forms available on-line for download	81
Total number of agency transactions	8,693,838
Total number of GDL decals (pairs) sold	219,472
Total number of arrests	344

Fast Facts

General - 2(L), 1(O)
 TOC - Headquarters (L)
 Trenton Warehouse (L)
 Toms River Storage (O)

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Agencies - 29(L), 10(O)

Bakers Basin (O)
 Bayonne (L)
 Camden (L)
 Cardiff (L)
 Cherry Hill (L)
 East Orange (L)
 Eatontown (O)
 Edison (L)
 Flemington (O)
 Freehold (O)
 Hazlet (L)
 Jersey City (L)
 Lakewood (L)
 Lodi (O)
 Manahawkin (L)
 Medford (L)
 Mount Holly (L)
 Newark (O)
 Newton (L)
 North Bergen (L)
 Oakland (L)
 Paterson (L)
 Rahway (O)
 Randolph (O)
 Rio Grande (L)
 Runnemede (L)
 Salem (L)
 Somerville (L)
 South Brunswick (O)
 South Plainfield (L)
 Springfield (L)
 Toms River (L)
 Trenton (L)
 Turnersville (L)
 Vineland (L)
 Wallington (L)
 Washington (L)
 Wayne 46 (O)
 West Deptford (L)

Vehicle Inspection Stations - 1(L), 18(O)

Bridgeton (O)
 Cape May (O)
 Cherry Hill (O)
 Delanco (O)
 Deptford (O)
 Kilmer (O)
 Lakewood (O)
 Manahawkin (O)
 May's Landing (O)
 Millville (O)
 Newton (O)
 Paramus (O)
 Plainfield (L)
 Salem (O)
 Seacacus (O)
 Southampton (O)
 Washington (O)
 Westfield (O)
 Winslow (O)

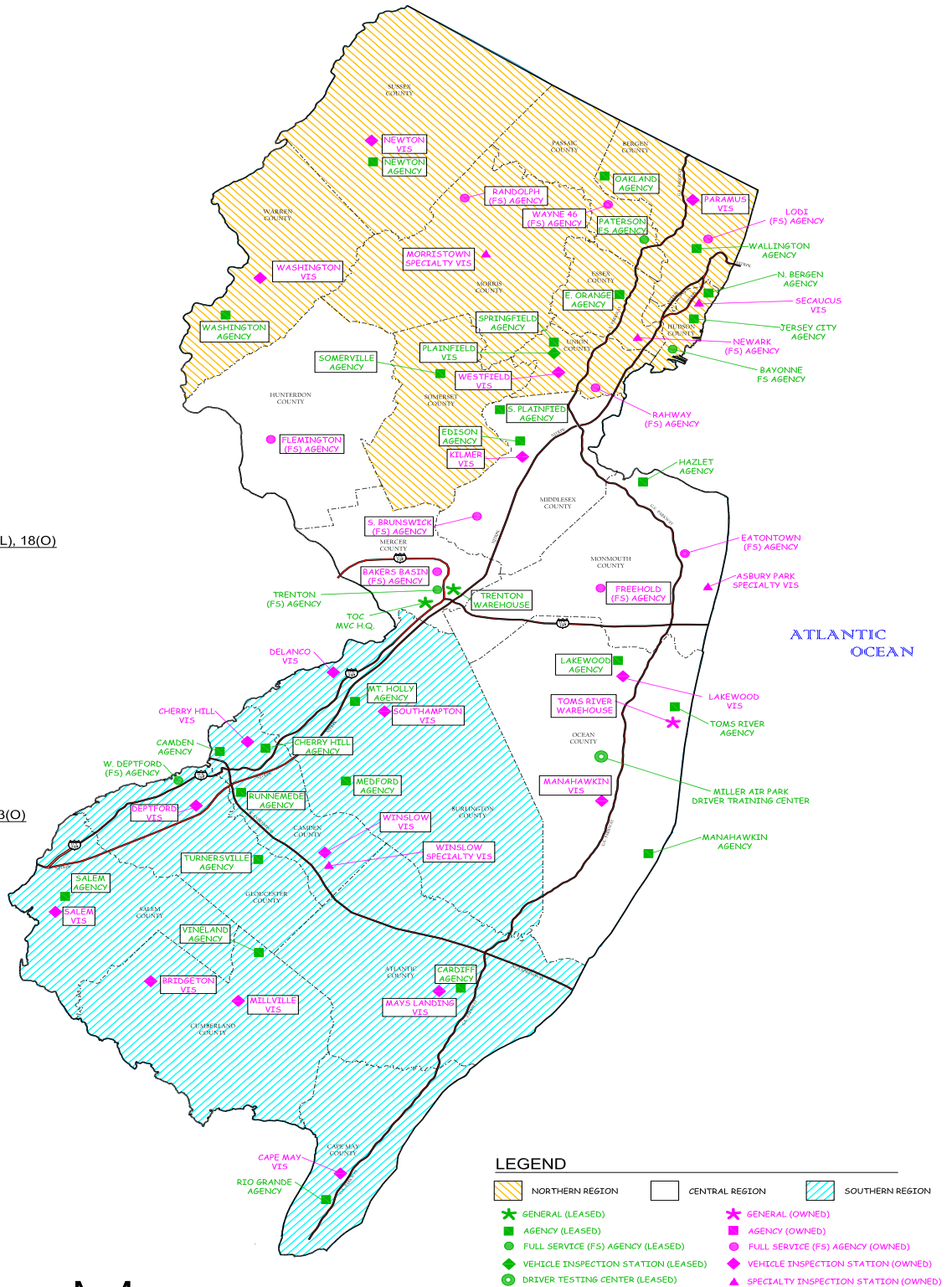
Specialty Inspection Stations - 3(O)

Asbury Park Specialty (O)
 Morristown Specialty (O)
 Winslow Specialty (O)

Driving Testing Centers - 1(L)

Miller Air Park (L)

Key
 Leased (L)
 Owned (O)



Facilities Map

Financials

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Annual Budget

For fiscal year ending June 30, 2011¹

RESOURCES	
Reappropriation	
Surplus / (Deficit) Adjustment ³	\$66,539,000
Operating Resources	
MVC Base Budget	\$275,300,000
Security Surcharge (\$7)	41,060,000
Digital Driver License Fee (\$6)	13,000,000
Sub-Total Operating Resources	\$329,360,000
Dedicated Resources	
Commercial Vehicle Enforcement Fund	\$12,900,000
Commercial Bus Inspections	802,000
School Bus Inspections	1,261,000
Motorcycle Safety Education Fund	571,000
Omnibus Safety Enforcement	19,000
Security Responsibility	17,990,000
Sub-Total Dedicated Resources	\$33,543,000
Bond Fund	
Bond Fund Reappropriation ⁴	\$11,656,000
Bond Fund Interest	187,000
Sub-Total Bond Fund	\$11,843,000
Grant Funds	
Prior Year Grant Award Balances	\$6,277,143
Grants Awards	2,066,680
Sub-Total Grant Funds	\$8,343,823
TOTAL RESOURCES	\$449,628,823

EXPENDITURES	
Operating Expenditures	
Salaries & Fringe	\$142,603,000
Materials and Supplies	12,453,000
Services Other Than Personal	49,038,000
Parsons Inspection Contract	37,731,000
Maintenance and Fixed Charges	6,846,000
Claims & Indirect	507,000
Additions, Improvements, Equipment	7,053,000
Total Operating Expenditures	\$256,231,000
Other Fund Supported Expenditures	
Commercial Vehicle Enforcement Fund	\$2,720,000
Commercial Bus	1,808,000
School Bus	6,977,000
Motorcycle Safety Education Fund	499,000
Omnibus Safety Enforcement	0
Security Responsibility Fund	17,990,000
Subtotal Other Expenditures	\$29,994,000
Capital Program ⁵	
Infrastructure/Facilities	10,283,546
Systems and Applications	9,541
Subtotal Capital Programs	\$10,293,087
Grant Award Expenditures	6,526,970
State Budget Contributions ⁶	71,459,000
TOTAL EXPENDITURES	\$374,504,057

TOTAL RESOURCES: ALL FUNDS	\$449,628,823
TOTAL EXPENDITURES: ALL FUNDS	\$374,504,057
SURPLUS / (DEFICIT): ALL FUNDS	\$75,124,766

¹ FY 2011 Budget is in accordance to the Five-Year Plan as accepted by OMB in January 2011.

² FY 2012 Budget not vetted through the Executive and Legislative Processes.

³ Surplus Adjustment excludes prior year grant balances and bond fund reappropriations. The FY 2011 Surplus Adjustment is as of the FY 2010 Close-Out Report plus anticipated cancellation of prior year purchase order balances.

⁴ Bond Fund Reappropriation includes unexpended interest earnings from prior fiscal years.

⁵ Capital Program includes all funding for capital projects.

⁶ State Budget Contributions are those funds made available through expenditure reductions as directed through budget language or a Department of Treasury request to help close the State's budget deficit.

Annual Budget Draft

For fiscal year ending June 30, 2012²

RESOURCES	
Reappropriation	
Surplus / (Deficit) Adjustment ³	\$71,758,000
Operating Resources	
MVC Base Budget	\$275,300,000
Security Surcharge (\$7)	41,100,000
Digital Driver License Fee (\$6)	15,300,000
Sub-Total Operating Resources	\$331,700,000
Dedicated Resources	
Commercial Vehicle Enforcement Fund	\$12,900,000
Commercial Bus Inspections	806,000
School Bus Inspections	1,261,000
Motorcycle Safety Education Fund	438,000
Omnibus Safety Enforcement	19,000
Security Responsibility	18,455,000
Sub-Total Dedicated Resources	\$33,879,000
Bond Fund	
Bond Fund Reappropriation ⁴	\$1,549,913
Bond Fund Interest	23,000
Sub-Total Bond Fund	\$1,572,913
Grant Funds	
Prior Year Grant Award Balances	\$1,816,853
Grants Awards	3,450,000
Sub-Total Grant Funds	\$5,266,853
TOTAL RESOURCES	\$444,176,766

EXPENDITURES	
Operating Expenditures	
Salaries & Fringe	\$143,943,000
Materials and Supplies	13,633,000
Services Other Than Personal	48,069,000
Parsons Inspection Contract	37,240,000
Maintenance and Fixed Charges	7,398,000
Claims & Indirect	510,000
Additions, Improvements, Equipment	23,378,000
Total Operating Expenditures	\$274,171,000
Other Fund Supported Expenditures	
Commercial Vehicle Enforcement Fund	\$2,875,000
Commercial Bus	2,362,000
School Bus	6,874,000
Motorcycle Safety Education Fund	500,000
Omnibus Safety Enforcement	123,000
Security Responsibility Fund	18,455,000
Subtotal Other Expenditures	\$31,189,000
Capital Program ⁵	
Infrastructure/Facilities	12,000,000
Systems and Applications	0
Subtotal Capital Programs	\$12,000,000
Grant Award Expenditures	4,409,000
State Budget Contributions ⁶	67,190,000
TOTAL EXPENDITURES	\$388,959,000

TOTAL RESOURCES: ALL FUNDS	\$444,176,766
TOTAL EXPENDITURES: ALL FUNDS	\$388,959,000
SURPLUS / (DEFICIT): ALL FUNDS	\$55,217,766

1 FY 2011 Budget is in accordance to the Five-Year Plan as accepted by OMB in January 2011.

2 FY 2012 Budget not vetted through the Executive and Legislative Processes.

3 Surplus Adjustment excludes prior year grant balances and bond fund reappropriations. The FY 2011 Surplus Adjustment is as of the FY 2010 Close-Out Report plus anticipated cancellation of prior year purchase order balances.

4 Bond Fund Reappropriation includes unexpended interest earnings from prior fiscal years.

5 Capital Program includes all funding for capital projects.

6 State Budget Contributions are those funds made available through expenditure reductions as directed through budget language or a Department of Treasury request to help close the State's budget deficit.

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