





## REFLECTING ON 100 YEARS OF SERVICE



In an organization's 100th Anniversary year, reflection, and its importance, cannot be overstated. Certainly, it is a time to consider where the organization has been, to understand circumstances that changed an organization's mission and goals, and to acknowledge what more can be done to improve.

The New Jersey Motor Vehicle Commission (MVC) did all this and more when our organization's 100th Anniversary arrived in early 2006. While it is difficult to comprehend how constant change has been for this organization, especially in the several years since FIX DMV was initiated, tremendous, positive and well-documented change continues to take our organization to a new level.

This last year has been no exception. And the positive changes continue.

Most recently, MVC undertook a major, necessary internal realignment. The goal of this restructuring was to develop a more efficient and adaptable organization that better serves the needs of both customers and staff. This realignment, along with a variety of other Commission-wide upgrades, improvements and changes that you can read about in this report, made 2006 another busy and productive year.

I hope you find this 2006 Annual Report and Service Assessment informative. Thank you for your continued support.

Respectfully,

Sharon A. Harrington  
Chief Administrator

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## FISCAL RESPONSIBILITY

The New Jersey Motor Vehicle Commission (MVC) plans, develops and runs a structured organization that serves New Jersey residents in a fiscally responsible and ethical manner. MVC continues to utilize sound fiscal policies throughout all facets of its organization.

### REVENUES

#### Base Budget

The Motor Vehicle Security and Customer Service Act, P.L. 2003, c.13 established a stable funding source for the Motor Vehicle Commission in response to issues raised by the Fix DMV Commission (Fix DMV). The Act requires MVC to receive a 37.4% proportional split of 68 revenue categories. In FY 2006, MVC received \$205.5 million from these fees and anticipates receipt of \$209.2 million in FY 2007.

Beyond these fees, the Act also established a \$6 fee for the digital photograph on any new or renewed driver license and a \$7 security surcharge for any new or renewed motor vehicle registration. Senior citizens and handicapped individuals are exempt from this security surcharge. The \$7 security surcharge will sunset in FY 2013 – 10 years after enactment of the law. In FY 2006, MVC received \$59.4 million from these fees, and anticipates collecting \$57.8 million in FY 2007.

The combination of these fees, anticipated to be \$267 million in FY 2007, forms the basis for the MVC operating budget.

Salaries and fringe benefits are expected to increase in FY 2007 because of contractual salary increases and increased staffing in information technology, school bus inspections, the Contact Center, business license compliance and administrative services. This hiring is consistent with Fix DMV initiatives, which called for a modern, customer service-oriented agency that integrates technology with security and meets customer expectations.

MVC will reimburse Treasury at the fringe benefit rate of 32.8% in FY 2007. Fringe benefit costs include pension and health benefits, payroll taxes and accounts for sick and vacation allotments. Overtime for MVC employees is used primarily at the 45 motor vehicle agencies, which provide one late night and regular Saturday hours each week.

In FY 2007, MVC anticipates spending \$16.7 million on technology improvements, including purchasing and upgrading software and Information Technology (IT) equipment, and on the development of new technological solutions through professional services. These improvements are Fix DMV initiatives. MVC has budgeted \$5.6 million for the continued support of MVC systems through the Office of Information

Technology (OIT). Outside professional services overseen by OIT, which are one-time projects and not considered routine, are included in this budget category. The FY 2007 Budget projects \$4.7 million for these initiatives, which include the Motor Carrier Safety Improvement Act (MCSIA), the Graduated Driver License (GDL) program and other IT initiative costs.

Also included in this category are computer software and software licenses, equipment maintenance, new personal computers and necessary technology upgrades for employees.

While the Motor Vehicle Commission is implementing automated systems to improve services, efficiencies are also being pursued. A total reduction of \$3.4 million has been accomplished in the information technology budget by efforts to delay the replenishment cycle of personal computers, freezing additional changes to the existing comprehensive system, and eliminating old SNA lines not necessary in vehicle inspection lanes.

MVC has budgeted \$10.6 million for office supplies, data processing supplies, printing, photocopying, copy machine rental, gasoline and other smaller items in this category, of which 40%, or \$4.6 million, is specifically dedicated to manufacturing license plates, a Department of Corrections function. Combined, MVC issues more than 1.6 million passenger, commercial, bus, specialty and vanity license plates annually.

The remaining \$6.0 million will fund other initiatives, including a new, leased warehouse facility to provide enhanced agency, Regional Service Center and Trenton Office Complex service. Funding has been allocated for printing forms, dealer decals, program notifications, two legislatively required reports and other items. Included in this category are supplies for the Digital Driver License program.

MVC will continue to incur costs for specific outside professional or technical skills in FY 2007, as called for in the Fix DMV Report. In recent years, these services have allowed MVC to initiate many new and exciting technology projects. Initiatives to be completed in FY 2007 include updating MVC's agency business process to include credit card processing, implementation of a general ledger revenue tracking system, improved Internet services and enhancing public communication efforts. Ongoing expenditures include the Law Enforcement Agency Security Enhancement (LEASE) program, which funds a law enforcement presence in 32 of our 45 agencies, a partnership with the State Police on document fraud investigations and online registration costs.

Rent, telephone and postage costs are Treasury-managed central accounts charged to MVC. These charges will total \$14.7 million in FY 2007. Automated mailroom equipment purchased during FY 2006 will allow for a savings in FY 2007 of \$760,000 in the current budget based on reduced salaries and overtime related to the improved speed and accuracy of the equipment. Additional efforts to minimize the weight of mail inserts will result in postage savings of \$600,000.



Safe, clean and comfortable facilities are a necessity as we serve as the public face of state government. The Fix DMV Commission concluded this in its final report. To that end, MVC has embarked on a facilities modernization initiative to provide enhanced lighting, painting and renovation of bathrooms to serve New Jersey's more than six million drivers, and numerous other business customers. MVC has budgeted about \$1.6 million for this effort at leased and owned sites.

Buildings and grounds maintenance and repair are an important part of MVC's operations. This work, for which MVC has budgeted \$1.8 million, includes boiler, heating and air conditioning systems maintenance, as well as facility water supply, snow removal, paving and plumbing. Additionally, MVC is participating in a government effort to reduce the use and number of state-owned vehicles. During FY 2006, a total of 12% of the Motor Vehicle Commission fleet was returned to the Department of Treasury with an additional 10% reduction planned in FY 2007.

In FY 2007, it is anticipated that Inspection Advisories will be implemented. This proposal is intended to be a statewide program that will improve the convenience and efficiency of the vehicle inspection program, without compromising motorist safety. Certain inspection criteria that currently result in a failed vehicle inspection should, through regulation, be designated as "Advisory-only" items. Issuing advisories rather than failing the vehicles allows owners to make the necessary repair without having to present the vehicle for re-inspection. This initiative would result in an anticipated budget savings of approximately \$3.525 million to the state.

## NJMVC Summary of Resources and Expenditures for Fiscal Year Ending

**JUNE 30, 2006**

### Resources

MVC Base Budget	\$ 205,450,956
Fees	59,390,810
FY 2005 Reappropriation	78,016,415
MVC Trust Fund Eligible Capital Proceeds	19,228,670
MVC Trust Fund Eligible Capital Proceeds - Prior Years	-
Commercial Vehicle Enforcement Fund	8,036,859
Security Responsibility	14,043,786
Motorcycle Safety Education Program	455,590
Bus Inspections - School and Commercial	2,012,277
Grant Awards	1,683,885
<b>Total Resources</b>	<b>\$ 388,319,247</b>

### Operating Expenditures

Salary & Fringe	\$ 132,683,549
Materials and Supplies	9,671,005
Services Other Than Personal	31,290,436
Maintenance and Fixed Charges	7,311,564
Claims & Indirect	8,118,370
Additions, Improvements, Equipment	6,196,934
<i>Special Purpose:</i>	
Vehicle Inspection Program	71,014,048
<b>Subtotal Operating Expenditures</b>	<b>\$ 266,285,906</b>

### MVC Trust Fund Capital Projects

Infrastructure	\$ 269,501
System and Applications	8,730,870
eMVC	945,976
Supporting Technologies and Process	709,781
Facilities	6,871,692
Other	1,700,850
<b>Subtotal MVC Trust Fund Capital Projects</b>	<b>\$ 19,228,670</b>

### Other Fund Supported Expenditures

Commercial Vehicle Enforcement Fund	\$ 4,262,953
Bus Inspections - School and Commercial	5,040,612
Motorcycle Safety Education Program	221,528
Security Responsibility	14,043,786
<b>Subtotal Other Expenditures</b>	<b>\$ 23,568,879</b>

<b>Grant Award Expenditures</b>	<b>\$ 1,683,885</b>
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<b>Total Expenditures</b>	<b>\$ 310,767,340</b>
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<b>Total Resources</b>	<b>\$ 388,319,247</b>
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<b>Total Expenditures</b>	<b>\$ 310,767,340</b>
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<b>Surplus / (Deficit)</b>	<b>\$ 77,551,907</b>
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**NJMVC Annual Budget for Fiscal Year Ending**

**JUNE 30, 2007**

<b>Resources</b>	
MVC Base Budget	\$ 209,203,000
Fees	57,785,000
FY 2006 Reappropriation	77,551,907
MVC Trust Fund Eligible Capital Proceeds	37,531,000
MVC Trust Fund Eligible Capital Proceeds - Prior Years	498,000
Commercial Vehicle Enforcement Fund	8,043,000
Security Responsibility	14,040,000
Motorcycle Safety Education Program	538,000
Bus Inspections - School and Commercial	1,900,000
Grant Awards	1,950,000
<b>Total Resources</b>	<b>\$ 409,039,907</b>
<b>Operating Expenditures</b>	
Salary & Fringe	\$ 133,336,000
Materials and Supplies	10,555,900
Services Other Than Personal	34,804,100
Maintenance and Fixed Charges	7,725,000
Claims & Indirect	2,848,000
Additions, Improvements, Equipment	3,899,000
<i>Special Purpose:</i>	
Vehicle Inspection Program	78,116,000
<b>Subtotal Operating Expenditures</b>	<b>\$ 271,284,000</b>
<b>MVC Trust Fund Capital Projects</b>	
Infrastructure	\$ 3,329,000
System and Applications	4,643,000
eMVC	1,300,000
Supporting Technologies and Process	1,000,000
Facilities	25,383,000
Other	1,876,000
<b>Subtotal MVC Trust Fund Capital Projects</b>	<b>\$ 37,531,000</b>
<b>Other Fund Supported Expenditures</b>	
Commercial Vehicle Enforcement Fund	\$ 4,613,000
Bus Inspections - School and Commercial	5,283,000
Motorcycle Safety Education Program	389,000
Security Responsibility	14,040,000
<b>Subtotal Other Expenditures</b>	<b>\$ 24,325,000</b>
<b>Total Expenditures</b>	<b>\$ 333,140,000</b>
<b>Total Resources</b>	<b>\$ 409,039,907</b>
<b>Total Expenditures</b>	<b>\$ 333,140,000</b>
<b>Surplus / (Deficit)</b>	<b>\$ 75,899,907</b>

**NJMVC Projected Annual Budget for Fiscal Year Ending**

**JUNE 30, 2008**

<b>Resources</b>	
MVC Base Budget	\$ 198,663,000
Fees	54,209,000
FY 2006 Reappropriation	75,899,907
MVC Trust Fund Eligible Capital Proceeds	32,058,000
MVC Trust Fund Eligible Capital Proceeds - Prior Years	-
Commercial Vehicle Enforcement Fund	8,604,000
Security Responsibility	14,321,000
Motorcycle Safety Education Program	389,000
Bus Inspections - School and Commercial	2,000,000
Grant Awards	1,800,000
<b>Total Resources</b>	<b>\$ 367,182,718</b>
<b>Operating Expenditures</b>	
Salary & Fringe	\$ 145,291,000
Materials and Supplies	9,000,000
Services Other Than Personal	32,268,000
Maintenance and Fixed Charges	8,200,000
Claims & Indirect	500,000
Additions, Improvements, Equipment	4,150,000
<i>Special Purpose:</i>	
Vehicle Inspection Program	74,500,000
<b>Subtotal Operating Expenditures</b>	<b>\$ 273,909,000</b>
<b>MVC Trust Fund Capital Projects</b>	
Infrastructure	\$ 250,000
System and Applications	15,713,000
eMVC	-
Supporting Technologies and Process	1,500,000
Facilities	14,595,000
Other	-
<b>Subtotal MVC Trust Fund Capital Projects</b>	<b>\$ 32,058,000</b>
<b>Other Fund Supported Expenditures</b>	
Commercial Vehicle Enforcement Fund	\$ 5,120,000
Bus Inspections - School and Commercial	5,389,000
Motorcycle Safety Education Program	389,000
Security Responsibility	14,321,000
<b>Subtotal Other Expenditures</b>	<b>\$ 25,219,000</b>
<b>Total Expenditures</b>	<b>\$ 331,186,000</b>
<b>Total Resources</b>	<b>\$ 387,943,907</b>
<b>Total Expenditures</b>	<b>\$ 331,186,000</b>
<b>Surplus / (Deficit)</b>	<b>\$ 56,757,907</b>



## **COMMISSION-WIDE REALIGNMENT... A BETTER WAY TO DO BUSINESS**

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In 2006, the New Jersey Motor Vehicle Commission (MVC) underwent a major reorganization of its operating and administrative support divisions. The realignment correlates to Governor Jon Corzine's call for "Efficiency, Ethics and Excellence" in government. It allows MVC to achieve remaining FIX DMV Commission report goals.

The main focus of the realignment was a restructuring of management into three main areas: Executive, Finance & Administration, and Policy & Operations.

Today, MVC is better able to serve its external and internal customers, putting the organization closer to realizing each goal outlined in the FIX DMV Commission Report; and, the overall goal of becoming an exceptional organization.

To realign the organization, the management tier was restructured. All changes allow for increased coordination and oversight, and the result will be improved service for all who conduct business at and within the MVC.

Today, MVC's management tier contains three main areas:

- Executive
  - Chair/Chief Administrator
  - Deputy Chief Administrator
  - Assistant Chief Administrator Finance & Administration
  - Assistant Chief Administrator Policy & Operations
  - Office of Equal Employment Opportunity/Affirmative Action
  - Security, Investigations & Internal Audit
  - Legal, Regulatory & Legislative Affairs
  - Communications
  
- Finance & Administration
  - Information Technology
  - Financial Management
  - Facilities & Support Services
  - Human Resources
  
- Policy & Operations
  - Business & Government Operations
  - Compliance & Safety
  - Inspection Services
  - Motor Vehicle Agency Services
  - Policy & Planning

Under MVC's organizational realignment, work units were assigned to a division based on their function and customer types. For example, all functions related to systems support are now assigned to the Division of Information Technology; initial and renewal customer service transactions and testing for license, title and registration are assigned to the Division of Motor Vehicle Agency Services; and, all programs and processes dealing with business customers have been merged and now reside in the Division of Business & Government Operations.

While the realignment consolidated services and transferred some functions among divisions, individual jobs did not change.

From the beginning, MVC communicated these changes to all employees, holding an employee focus group beforehand to ask: How do you want to hear about the realignment? Through this and other processes, MVC developed a realignment-specific Communication Action Plan, which included announcements and answered FAQs in the bi-monthly FYI newsletter, through e-mail communications and the employee intranet.

MVC also held meetings to explain key points to managers and supervisors, who in turn shared information with their direct reports.



## **A BREAKDOWN OF THE “NEW” MVC**

### **THE DIVISIONS**

#### **Facilities & Support Services**

Once paired with employee relations in the former Division of Administration, the new Facilities & Support Services now has a more narrow focus: To be the backbone operation of MVC, such as through facilities management, mail and courier services, warehouse management and records management.

#### **Financial Management**

MVC's Division of Financial Management ensures the fiscal integrity of the Commission through sound budgeting, accounting and procurement principles. MVC collects more than \$1 billion in revenues for the State and operates on a statutorily mandated proportion of those dollars collected. This structure requires a vigilant staff to account for the revenues and expenditures. MVC has established a Grants Office to work with operating divisions. Securing federal funding for MVC initiatives is its primary goal.

#### **Human Resources**

The reorganized Division of Human Resources addresses every aspect of MVC's staffing needs. Formed from units once contained in former Human Resources and Administration Offices, the new HR oversees everything from Employee Relations and New Hires to Recruitment, Certifications and Payroll Distribution.

#### **Information Technology**

IT still functions as the primary leader on MVC's technological front, along with the recent addition of the Agency Helpline, which allows the organization's 45 offices and four Regional Service Centers to obtain important technical assistance throughout the business day.

#### **Policy & Planning**

Continuing its efforts to help MVC be a productive, efficient state government organization, Policy & Planning maintains involvement with every Commission division. In addition to helping implement new programs and mandates, this division looks for new and innovative ways to streamline MVC's business practices while addressing the organization's primary goals of safety, security and customer service through dynamic, long-range planning.

#### **Communications**

Communications continues to provide both internal and external communications expertise for the entire organization. Overseeing media relations, publications, public outreach and events, and Internet/intranet development, the division plays a critical role in shaping a clear and consistent MVC message. In addition, Communications fills a valuable need in customer service through its Customer Advocacy unit, which responds professionally to mail and e-mail correspondence. The recently added General Information Center capably manages MVC's busiest customer telephone line, General Information.

#### **Legal, Regulatory & Legislative Affairs**

The Division of Legal, Regulatory and Legislative Affairs addresses diverse issues ranging from correspondence, internal and external requests for information, litigation, regulatory promulgation, analysis and advocacy of legislative initiatives, legal decisions, filings, subpoenas, settlements, motions, orders, notices, generally touching on and advising in all subjects related to every MVC area, issue and matter. Additionally, and among other responsibilities, the unit strives in each of these endeavors to adequately and professionally address all of MVC's new and ongoing legal needs, ensuring that all necessary statutory and regulatory requisites identified or imposed are fulfilled within prescribed or reasonable time frames.

#### **Security, Investigations & Internal Audit**

More than three years ago, MVC embarked on correcting security deficiencies by proactively addressing security risks. Chief among the changes were a restructuring of the organization's security function and creating the position of Director of Security, Investigations and Internal Audit. Today, this division is responsible for overseeing aggressive fraud detection, improving physical security through advanced technology and instituting effective investigative processes and internal controls. The units under the Director include the Security and Investigations, Internal Audit, Internal Monitoring, Document Fraud, Title Record and Business License Investigations. All work within these units is interrelated, allowing MVC to have a high level of professional oversight in all security matters.



### Motor Vehicle Agency Services

Adding MVC's Driver Testing function to the existing Agency Operations arm of the organization as part of the realignment has produced the all-encompassing Motor Vehicle Agency Services. As the face of MVC, and in many instances, a customer's first interaction with state government, Agency Services is focused on the day-to-day operation of all Agencies and Regional Service Centers. In addition to handling license, registration and title transactions, the division is also responsible for administering the law and knowledge examinations, vision screening and road test appointment scheduling for driver license applicants and others, such as those wishing to add an endorsement to their existing license.

### Business & Government

Established as a primary point of contact for business and government partners, the Business & Government Unit coordinates a variety of motor vehicle services for the commercial trucking industry, as well as the licensing of new and used vehicle dealers, private inspection facilities (PIFs), and driving schools. The unit also maintains essential MVC data and responds to business, government, and public requests for motor vehicle information. In addition, the Business & Government Unit images and indexes MVC documents from various sources and performs reviews on a daily basis.

### Compliance & Safety

With the elimination of its business services-related functions, the Driver Management & Regulatory Affairs Division became Compliance & Safety. This division encompasses MVC's four Regional Service Centers, as well covering suspensions and restorations, surcharges, and driver reviews. Compliance and Safety is also responsible for coordinating MVC's Commercial Driver License (CDL) program.

### Inspection Services

Formed from the old Driver and Vehicle Testing Division, Inspection Services focuses strictly on vehicle testing. From MVC's Enhanced Inspection and Maintenance Program to commercial and school bus inspections, this new division is geared specifically toward ensuring that only safe, in-compliance vehicles are traveling New Jersey roadways.

## THE IMPORTANCE OF EMPLOYEE DEVELOPMENT

MVC is committed to developing and sustaining a high quality work force. To that end, MVC has implemented improvements that enhance MVC's work force and the individual MVC employee.

### CAREER DAY

This annual event brings representatives from New Jersey colleges and universities, MVC's internal operating units and employers from around the state to one place: MVC headquarters in Trenton. Career Day allows interested MVC employees a day to explore career advancement opportunities.

### TUITION REIMBURSEMENT

This Career Development Program provides tuition reimbursement for full-time civil servants who are seeking to finish or start a college degree. Enrollment is on a bi-annual basis and requires employees to demonstrate, in writing, how courses will benefit themselves and MVC. Reimbursement is allocated based on grades students earn.

### NEW EMPLOYEE ORIENTATION

In addition to essential document fraud and ethics training, MVC offers this two-day program to new employees, who learn about MVC's inner workings, as well as complete various forms required for employment. Included in this orientation is mandatory training that all new state employees must complete. This program, introduced in August 2006, is the result of consolidating previous recruitment and orientation processes.

### MANAGING A CUSTOMER SERVICE ORGANIZATION

This course, developed by MVC professionals, allows the Commission's focus on customer service to blossom outside the training room. It is a course designed specifically for managers and supervisors. Training was offered in Summer 2006 and was completed in August. A similar training class focusing on customer service for employees will be offered in the near future.

### WHAT'S NEXT?

Curricula development for two specific training courses: Driver History and Agency Transaction is in the final stages. MVC will soon begin recruiting for these classes, which are modeled on daily transactions at motor vehicle agencies. They are intended as an in-depth review of the agency business process for both routine and complex transaction types. Specialized training like this will increase employees' knowledge and skills. The result? Well-served customers and improved document handling.



## THE STATE OF MVC FACILITIES

MVC's promise to motorists is safe, clean and comfortable facilities. Throughout the state, improvements have already been made. More will be made as MVC adds to its Record of Achievements.

### ◆ Renovations Completed

Washington, Toms River, Somerville, Trenton Office Complex

### ◆ To be Renovated

Bayonne, Newton, Salem

### ◆ Cosmetic Renovations Completed

Eatontown, Bakers Basin, Rahway, Wayne, Wallington, Wyckoff, Medford, Morristown (new paint, wall coverings, lighting, ceiling tiles, etc.)

### ◆ Moving

Newton, Salem, Englewood to Teaneck, South Plainfield, Matawan to Hazlet, East Orange

### ◆ Moves Completed

Cardiff, Haddon Heights to Runnemede, Williamstown to Turnersville, Warehouse

### ◆ New Agency Planned

Paterson

### ◆ New Agency (to Replace Leased Space) on existing State-owned land

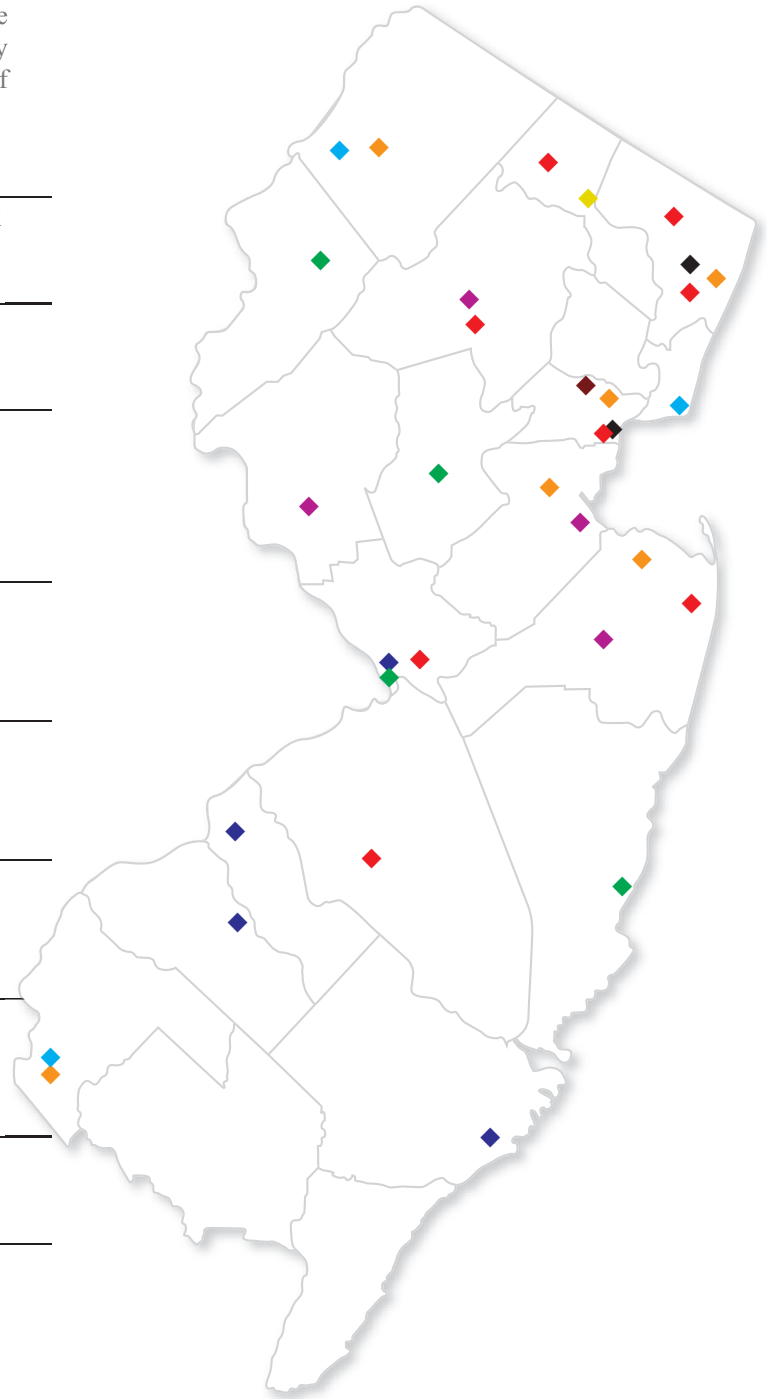
East Brunswick to South Brunswick, Flemington, Freehold, Randolph

### ◆ New Agency Building on State-owned Land

Rahway, Lodi

### ◆ VIS (Inspection facility) Window replacement

Montclair





## **ENHANCED WAREHOUSE MANAGEMENT**

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The New Jersey Motor Vehicle Commission (MVC) warehouse is the hub for all publication distribution from within MVC to school districts, other state, local and county government entities, and numerous other end users.

In every organization that produces and distributes publications, an efficiently managed warehouse is required to achieve success in customer satisfaction (internally and externally), cost control and overall operation.

Today, all warehouse functions are performed manually. This includes receiving, shipping, inventory and reporting. MVC has more than 1,000 forms (serialized and un-serialized), office supplies, serialized plates and decals, computers, furniture and miscellaneous items, which are sent to the MVC Trenton Office Complex, Agencies, Inspection Stations, Driver Testing Centers, schools, police departments, in- and out-of-state state agencies, the public and any other organization that may require MVC publications, forms, manuals and other warehouse material.

MVC is instituting a new Warehouse Management System (WMS) that will increase efficiency through increased productivity. MVC will replace its existing manual inventory control process with a more comprehensive off-the-shelf, component-based system that does not require expensive customization. This new WMS will provide the core functionality for all MVC and warehouse operations, including order management, receiving, stocking, replenishment, picking and productivity. The system will integrate Radio Frequency (RF) and bar-coding technologies, shipping systems and other warehouse automation equipment to control the order entry, inventory control and purchase order functions.

This enhanced system will incorporate a paperless item tracking system, timely order fulfillment, accurate validation of all warehouse activities and an automated inventory control process. The WMS' inventory control function will provide accurate and immediate information on the quantity, location, condition, status and history of any item in the warehouse. It will also include up-to-the-minute replenishment and re-order notification, as well as a full audit report of every product moved through the warehouse. A first-in, first-out feature will insure proper stock rotation, taking into account serialized inventory and expiration dates.

## **A SPEEDY (AND COST-EFFICIENT) MAIL DELIVERY**

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MVC moved into the 21st Century of mail processing in early 2006. Through the first seven months of 2006, MVC has demonstrated an estimated savings of nearly \$370,000, while sorting 4.6 million pieces of outgoing mail. With savings just shy of the initial investment in the system, MVC will more than recoup the cost of the equipment by the end of the calendar year. In the coming year, postage savings, generated by the sorting system, will allow MVC to recoup additional costs associated with mail processing equipment purchases. Additionally, MVC has achieved greater efficiency with the help of three new, high-speed inserting machines that expedite mailings. This equipment provides greater flexibility in how MVC performs everyday processes in allowing more opportunity to insert informational flyers and handle more documents.

## **BETTER TECHNOLOGY ENSURES PROPER DOCUMENT PRESERVATION**

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This year, MVC installed a new, state-of-the-art system to capture and store digital images of customer transactions. New scanners, servers and software have replaced MVC's decade-old and failure-prone system. The new equipment was acquired with a three-year, on-site warranty that ensures service and maintenance. With the new system came improved image quality, the end of system failures and more secure microfilm records. The new servers process approximately 1.2 million images monthly, including violation notices, registration, license and title transactions.



## AGENCY ARREST CHART

(key)

<b>A</b> Total	<b>C</b> Counterfeiting (Knowingly exhibit or possess, tampering w/ records, forgery)	<b>E</b> Other	<b>G</b> Warrants	<b>I</b> Disorderly Conduct	<b>K</b> Trespassing	<b>M</b> Robbery
<b>B</b> Official Misconduct (Theft, Bribery)	<b>D</b> Identity Theft	<b>F</b> Drug Possession	<b>H</b> Assault	<b>J</b> Deportation	<b>L</b> Receiving Stolen Property	

(10/1/05 - 8/11/06)

AGENCY	A	B	C	D	E	F	G	H	I	J	K	L	M
1. Bakers Basin	3	1	1	1									
2. Bayonne													
3. Bridgeton	18		13		3				1		1		
4. Camden	14	1	8		4				1				
5. Cardiff	19	1	16						1			1	
6. Cherry Hill	3		1	1						1			
7. East Brunswick	43	2	23	2		1	14		1				
8. East Orange	89		89										
9. Eatontown	20	2	17		1								
10. Edison	4	1	3										
11. Elizabeth	9		7	2									
12. Englewood	9		8		1								
13. Flemington	2		2										
14. Freehold	7	1	5		1								
15. Irvington	14		14		1								
16. Jersey City	9		8										
17. Lakewood	28		27							1			
18. Lodi	9		7	1			1						
19. Manahawkin	11		11										
20. Matawan	8		7				1						
21. Medford	1		1										
22. Morristown	4		2	2									
23. Mt. Holly	8		4	1			2	1					
24. North Bergen	3		3										
<b>PAGE SUBTOTALS</b>	<b>335</b>	<b>9</b>	<b>277</b>	<b>10</b>	<b>11</b>	<b>1</b>	<b>18</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>

(chart continued on next page)



<b>AGENCY</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>
25. Newton	4		4										
26. Oakland	7		7										
27. Rahway	9	2	4	1	1								
28. Randolph	3		2	1									
29. Rio Grande	3		2	1									
30. Runnemede (Haddon Heights Included)	8		3	1	1		1		1			1	
31. South Plainfield	7		2	4					1				
32. Salem	2		1		1								
33. Somerville	28		20	5			2						
34. Springfield	37		36				1						
35. Toms River	5		5										
36. Trenton	8		7	1									
37. Vineland	7		7										
38. West Deptford	6	1	5										
39. Wallington	9		8						1				
40. Washington	4		3	1									
41. Wayne Regional	25		20		1		3	1					
42. Wayne 46	12		11				1						
43. Williamstown	3		3										
44. Wyckoff	2		2										
45. CRF INVESTIGATION													
46. Other	16	1	8		1							1	
47. Trenton Office Complex	3	2			1								
48. PARSONS/ BRIDGETON	2	2											

<b>PAGE SUBTOTALS</b>	<b>210</b>	<b>8</b>	<b>160</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
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<b>ARREST TOTALS</b>	<b>545</b>	<b>17</b>	<b>437</b>	<b>25</b>	<b>18</b>	<b>1</b>	<b>27</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>0</b>
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## LEASE PROGRAM PARTICIPANTS

Agency Sequence	Sheriff / Police Department
Bayonne	Bayonne Police Department
Bridgeton	Bridgeton Police Department
Camden	Camden City Police Department
Cardiff	Egg Harbor Township Police Department
Cherry Hill	Cherry Hill Police Department
East Brunswick	East Brunswick Police Department
Eatontown	Eatontown Police Department
Elizabeth	Police Department
Englewood	Englewood Police Department
Flemington	Raritan Township Police Department
Irvington	Irvington Police Department
Lodi	Lodi Police Department
Manahawkin	Stafford Township Police Department
Medford	Medford Police Department
Mt. Holly	Mt. Holly Police Department
Newark	Newark Special Police
Newton	Sussex County Sheriff's Office
North Bergen	North Bergen Police Department
Oakland	Oakland Police Department
Runnemede	Runnemede Police Department
Salem (Mannington Twp)	Salem City Police Department
Somerville	Somerset County Sheriff
Springfield	Police Department (verbal)
Toms River (Dover Twp)	Dover Township Police Department
Turnersville	Washington Township Police Department
Wallington	Wallington Police Department
Washington	Washington Police Department
Wayne 23	Wayne Police Department
Wayne 46	Wayne Police Department
Wayne Regional	Wayne Police Department
West Deptford	West Deptford Township Police Department

## MVC AND THE AUTO DEALER

State regulations governing motor vehicle dealer licensing were amended in March 2006.

The changes impacted all areas of selling, buying and trading-in motor vehicles. MVC maintained an open line of communication with dealers throughout the process. MVC's Compliance & Safety Division works closely with new and existing dealers to ensure compliant business practices. This includes enforcing established regulations and denying applications to substandard dealer locations.

Today, MVC is putting the final touches on a new *Motor Vehicle Dealer Guidelines* publication that will serve as the main reference tool for all motor vehicle dealers licensed in New Jersey. This publication will outline rules, regulations and procedures to obtain a dealer license and maintain a compliant business. Moving forward, MVC sees the dealer guide as an ongoing publication that will be updated as needed.

## AFFORDABILITY AND FAIRNESS

The well-publicized work of the MVC Fairness & Affordability Task Force continues. Having delivered its final report to Governor Corzine in February, Chief Administrator and Task Force Chair Sharon Harrington and other members of the Task Force appeared before the Senate Transportation Committee to highlight some of the group's recommendations. In its final report, the Task Force made a number of recommendations, some of which the MVC has implemented, including establishing additional payment plans for surcharges and improved notification processes. MVC is working to address other recommendations and will advocate necessary legislative changes to existing law.



## **RE-ENGINEERING MEDICAL REVIEW**

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MVC's Medical Review Unit is an integral yet little known part of MVC operations. Regardless, this unit contributes heavily to road safety in New Jersey. Responsible for evaluating individuals identified by doctors, family members or courts as having physical or mental traits that could produce unsafe driving situations, the unit recently took an in-depth look at its processes. The goal was to improve its work methods. The unit required restructuring.

To address the situation, Medical Review workflow was mapped to identify key decision points, document procedures and practices. A plan to restructure the work process was developed and implemented, which eliminated an existing six-week backlog and a nearly 100 percent productivity increase. This success was a blend of updated work methods that focused on individual responsibility, better use of technology and an emphasis on consultation between team members to resolve complex decisions.

## **INTERNATIONAL REGISTRATION PLAN (IRP) SOFTWARE**

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Committed to improving motor carrier safety, MVC continues to support the International Registration Program (IRP), in which New Jersey, like other states and jurisdictions in Canada and Mexico, facilitates the sharing of commercial carrier and vehicle information, as well as the collection of commercial motor vehicle registration fees.

Looking to streamline how MVC works with its business customers, the Commission has started the bidding process for new software that will enhance carrier registration processing efficiency.

This will include the modernization of MVC's overweight/overdimensional permitting system. New software will support federal commercial vehicle, driver and carrier safety monitoring systems.

With a better system in place, MVC can provide enhanced service, including more payment options such as Electronic Funds Transfer (EFT) and draw down payments.

## **4 MILLION STEPS DOWN THE DIGITAL PATH**

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The Motor Vehicle Commission (MVC) has come a long way since implementing its effective digital driver license program in January 2004. In fact, MVC marked a major milestone in May, issuing Digital Driver License (DDL) number four million. This milestone highlights MVC's continuing efforts to enhance security, improve customer service and upgrade technology throughout the organization. With nearly 70 percent of New Jersey motorists now possessing the security enhanced ID, MVC is well on its way to licensing the state's more than six million drivers by July 2008.

## **ENSURING ALL AROUND SAFE DRIVERS**

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For drivers experienced or otherwise, safety is the Motor Vehicle Commission's bottom line. This concern starts before a driver's first days behind the wheel and extends to the state's older population, which has decades of driving experience.

At every step of drivers' careers, MVC is addressing these varying levels of experience.

### **LOOKING OUT FOR OLDER DRIVERS**

This year, MVC took a leadership role in older driver training when it had the honor of being selected to participate in the American Medical Association's (AMA) Older Driver Training of Trainers Conference. As one of only four states selected from dozens of applicants, MVC joined its partner, the Kessler Institute for Rehabilitation, for a two-day conference covering a variety of older driver issues that will be shared with physicians and other New Jersey medical professionals.

The Training of Trainers was the AMA's second annual conference to address "Older Driver Training," which educates and teaches state and private motor vehicle organizations and the medical community to not only identify and address safety concerns associated with older drivers, but also share that training with others who work with older drivers.



## **EDUCATING YOUNG DRIVERS**

Simply put: Young driver safety is an increasing and ongoing concern. So MVC's Safety Advisory Council has made it a priority to address issues related to young drivers behind the wheel for the first time. An ongoing cooperative effort to reduce motor vehicle-related injuries and deaths among young drivers and their passengers exists between MVC, the New Jersey Division of Highway Traffic Safety, the Department of Education, the New Jersey State Safety Council and the College of New Jersey/Bridgewater Driving School. The group determined that to achieve that goal, a total safety program makeover was necessary, including the creation of new initiatives and materials developed with the support and input of driver education instructors throughout the State.

MVC recognizes that the foundation for safe driving is built with school-based driver education. Last spring, driving instructors had an opportunity to provide valuable insight at a Driver Education Forum. Their comments and recommendations will be used to develop and update new and existing MVC materials such as the New Jersey Driver Manual, and to establish new programs aimed at young drivers.

## **A PG RATING – PARENTAL GUIDANCE NECESSARY**

This month, MVC released the all-new *Safe Driving: A Parent's Guide to Teaching Teens*, a publication created with the Division of Highway Traffic Safety. The purpose of the publication is to get parents of new drivers involved before their child ever sits behind the wheel. Packed full of important motor vehicle safety information, the guide provides parents with an excellent tool to better prepare their children for a lifetime of safe driving. The guide will be distributed by motor vehicle agencies statewide with every permit. School districts may also contact MVC to obtain copies of the guide for distribution.

## **KEEP THE CUSTOMER MOVING**

Easy, time-efficient transactions are our promise to the state's drivers. Some initiatives this year to bring enhanced customer service to our facilities includes:

### **PLASTIC INSTEAD OF PAPER – MVC BY CREDIT CARD**

Customers often asked, so MVC answered the call. In April, MVC "piloted" a credit card payment program at our Toms River Agency. Before that, MVC transactions could be completed with cash, check or money order. With such an excellent customer response in Toms River, the pilot program has now been expanded to several more Agencies, as well as the Eatontown Regional Service Center. MVC will look to continue the pilot in the coming months extending it statewide through a rollout that is now in development.

### **LESSENING THE WAIT**

MVC's Agency Waiting Time project is a management tool that analyzes customer wait times at agencies and Regional Service Centers across the state. Due for completion this fall, MVC believes further development could turn this tool into a valuable resource for customers before they travel to MVC to conduct a transaction. This project is just one more way that MVC is enhancing customer service.

### **POINT OF SERVICE**

Over the last year, MVC has worked to develop an RFP for a new Point of Service (POS) system. When implemented, POS will provide MVC with improved financial reconciliation capabilities, allowing the organization to better prevent theft, expand auditing tools, enhance reporting accuracy and decrease transaction time. MVC anticipates an RFP award by the end of 2006. On that timeline, work would begin in the first quarter of 2007.

## **INSPECTION OF THE FUTURE**

The Motor Vehicle Commission (MVC) and the Department of Environmental Protection (DEP) oversee New Jersey's hybrid motor vehicle safety and emissions program. This program consists of 31 central inspection facilities (CIF) operated by a vendor whose contract will expire in the next year. In addition, there are approximately 1,327 private inspection facilities (PIF) located throughout the state.



New Jersey has steadfastly maintained an open public process while deciding the design of the next generation of the enhanced inspection and maintenance program. MVC continues to work with its consultant to complete a review of the inspection and maintenance program. Together, we are developing potential options for the next generation enhanced inspection process. Safety and efficiency is our guide. All stakeholders, including the repair industry, equipment vendors, labor unions, health organizations, environmental groups, new and used automobile dealers and the motoring public have participated in stakeholder meetings held by MACTEC, the consultant guiding this effort.

In addition, MVC continues to receive e-mail suggestions from the public. Simultaneously, DEP is working with the federal Environmental Protection Agency (EPA) to maintain compliance with the current State Implementation Plan (SIP), as well as to develop cost effective methods for obtaining SIP credits for EPA's next set of air pollution reduction requirements.

## **BRINGING MVC HOME, THE CUSTOMER'S HOME**

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This year, New Jersey and Texas were the best e-government states in the country, according to Brown University's annual e-government analysis.

Conducted by researchers at Brown University's Taubman Center for Public Policy, the study evaluated more than 1,500 government Web sites around the country for various features, including online publications, databases, audio clips, video clips, foreign language content or language translation services, privacy and security policies, online services and readability.

MVC's ongoing efforts to make MVC information and services available at the touch of a button contributed to New Jersey's high marks. As a vital resource for the state, [www.njmvc.gov](http://www.njmvc.gov) provides customers and business partners with a quick, convenient self-service option for getting MVC information and completing various transactions. With more than 10,000 unique visitors using the MVC Web site each month, we took great care and preparation in rolling out a new, improved Web site in June. The updated site features a new look and feel, and content more easily found and searched.

Throughout the six-month Web redesign, the objectives were to:

- encourage customers and business partners to use [njmvc.gov](http://njmvc.gov) for "self service" information and transactions;
- prepare customers for in-person visits and meeting the requirements of the 6 Point Identification program;
- make the site rich in content;
- provide a pleasant experience

For MVC, the Web improvements mean lower costs, fewer visitors at agencies and decreased call volume for the Contact Center. Providing consistent messages and transaction handling is the key to customer satisfaction.

The upgraded site is educating people about the 6 Point Identification and license renewal processes. In July 2006, nearly 27,000 people downloaded the 6 Point ID brochure. The ID page itself was viewed over 100,000 times by 69,000 visitors with the Document Selector being used 84,000 times. These numbers are nearly double those experienced with the old Web site design. Additionally, 25 percent more customers are clicking beyond the homepage compared to Web traffic prior to the release of the revamped site.

Transformation of MVC's Web site is a critical component to maintaining a customer-friendly and efficient organization. Providing as many essential motor vehicle services on the Web as possible is our goal. MVC will continue to look for new ways for customers to use [njmvc.gov](http://njmvc.gov) for motor vehicle needs.

## **KEEPING IN TOUCH WITH EACH OTHER**

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@MVC, the employee intranet, keeps MVC employees well-informed. News, policies, opportunities and happenings throughout the organization are easily found. MVC staff has access to daily motor vehicle-related news clips, feature stories, employee development programs and other valuable information that maintains an open line of communication. We will continue to take full advantage of the intranet as a means to inform and communicate with all MVC employees. Future developments, such as a comprehensive employee directory, improved design and more frequent updates of pertinent information, will only increase the usability of the site. Today, @MVC takes an in-depth look at a motor vehicle issue, features an MVC employee or group, or provides another perspective on the business of the day.



## MATRX

“MATRX,” MVC’s most broad-based and long-term project, is the major component of this organization’s drive to fully modernize and economize. Both internal processes and customer transactions will benefit greatly from “MATRX,” an acronym for Motor Vehicle Automated Transaction system. Modern computer components will replace MVC’s existing more-than-20-year-old systems, which today process core business transactions, such as licenses, registrations and titles. MATRX is MVC’s next generation computer system.

We are moving forward quickly to complete MATRX, the organization’s most important long-term project, which will incorporate important everyday improvements, such as a relational database, an increase in Web-based services, e-mail integration and much more.

Since MVC last reported on progress associated with this project, a management oversight RFP (request for proposal) has been awarded. Currently, the state’s Office of Information Technology – MVC’s partner in this project – along with several MVC operating areas are reviewing a draft RFP.

MVC will present the draft RFP to the state’s Purchase Bureau.

MVC received comments and suggestions throughout the process. After feedback has been included in the RFP, the Purchase Bureau will finalize the RFP and will release it to vendors for bidding.

MVC expects this process to begin as early as mid-October. Throughout the bidding process and the remainder of the project, MVC’s consultant, Mathtech Inc., will provide project management oversight services.

Meanwhile, MVC has been building server infrastructure and hiring technical specialists to begin building a pilot database and applications. MVC’s intention is to have a functioning MATRX database running with data flowing between the old and new database, before a vendor is chosen.

Additionally, MVC will conduct business process analysis meetings this winter with various MVC business units to document existing business processes, and to strategize on new and improved processes.

## REGULATORY CHANGES

The New Jersey Motor Vehicle Commission considered a few notable regulatory changes since we last reported on the organization. They are as follows:

### Safety Inspection Advisories

This proposal, introduced at the Commission’s May meeting, would, if adopted, deem 18 minor motor vehicle deficiencies as an advisory matter rather than a cause for inspection rejection. Before 1999, the deficiencies - such as a broken odometer or moisture in a headlight - were not subject to rejection. Motorists, under the proposal, would again be responsible for repairing the item, or risk a law enforcement citation.

A public hearing was held in July, written comments were accepted until the end of August. This process requires that once MVC’s regulatory staff reviews all submissions, they will present the information to the full Commission for review.

### S Endorsement

The deadline for all school bus drivers to obtain an S Endorsement - for transporting school students to and from school - on their Commercial Driver Licenses (CDL) arrived September 30, 2006. This endorsement is mandated under the Motor Carrier Safety Improvement Act (MCSIA), which requires all school bus drivers to obtain an S endorsement on their Commercial Driver License (CDL), in addition to the P (passenger) endorsement they currently have. MVC has publicized this federal requirement since 2004. As of August, more than 30,000 school bus drivers had been tested. More than 20,000 S Endorsements have been issued.

### COMMISSION MEMBERS OF THE NEW JERSEY MOTOR VEHICLE COMMISSION

**Sharon A. Harrington** - Chair, Chief Administrator

**Stephen S. Scaturro** - Vice Chair

**Grisselle Camacho-Pagan** - Commission Member

**Pamela S. Fischer** - Commission Member

**Laurette K. Asante** - Commission Member

**Kris Kolluri** - Transportation Commissioner

**Bradley I. Abelow** - State Treasurer

**Stuart Rabner** - Attorney General