



STATE OF NEW JERSEY  
REFORM OF THE MOTOR VEHICLE AGENCY SYSTEM

ATTORNEY GENERAL'S LIBRARY

DEC 29 1981

THE REPORT OF THE  
MOTOR VEHICLE AGENCY EVALUATION TASK FORCE

New Jersey State Library

DECEMBER 1981

BRENDAN T. BYRNE, GOVERNOR  
JAMES R. ZAZZALI, ATTORNEY GENERAL  
JOAN H. WISKOWSKI, DIRECTOR, DIVISION OF MOTOR VEHICLES

# News

FOR IMMEDIATE RELEASE

December 28, 1981



JAMES R. ZAZZALI  
ATTORNEY GENERAL

Attorney General James R. Zazzali announced today that he has accepted the report of the task force created to study the motor vehicle agency system and make recommendations for changes in its operation.

The task force recommended:

- DMV should de-politicize the process for selecting motor vehicle agents.
- Agents should be retained through the competitive bid process and should have a contract for a set period of time.
- All local motor vehicle agencies should be privately operated except for the six agencies located in the State owned facilities at Lodi, Newark, Wayne, Rahway, Eatontown, and Bakers Basin.
- The agencies in those six State owned facilities should be operated by the State as part of regional DMV full service centers.
- Completion of the Agency Automation Program should have a high priority.
- DMV should develop an automated information system and the associated procedures and internal controls for monitoring the inventories of sensitive documents, license plates, and the reporting of State revenues collected by the agencies.
- The State should cease the practice of leasing facilities for agencies.
- DMV should emphasize a program of error prevention and detection at the agency level. DMV should continue to charge agents for errors.
- The compensation plan for agents should be simple and should include not only volume but also customer services factors.
- DMV must make a long term commitment to training and employee development for DMV employees, agents, and agency employees.

Other administrative and organizational recommendations are listed in the text of the report.

The recommendations are contained in the report of the Motor Vehicle Agency Evaluation Task Force, a group appointed on April 22, 1981 to conduct a comprehensive analysis of the agency system.

In announcing the release of the report, Attorney General Zazzali said, "I hope this analysis of the agency system can be the definitive study that will provide the basis for agreement on the ultimate reforms of the agency system. Certainly, it should give the incoming Kean Administration sufficient material on which to make final decisions on such reforms.

"I am making copies available to both Governor-Elect Kean and Attorney General-designate Kimmelman. In fairness to the incoming administration no action will be taken to implement any change in the agency system at this time."

Zazzali indicated that while there are a number of alternatives to be considered in terms of how the agencies should be run, and variations which can be developed on the basic theme of competitive bidding, the most important objective is to depoliticize the agency system.

Zazzali said that it is imperative that the system as it has has developed over the past 75 years has simply not worked well enough to serve the public interest. "If government officials ever hope to win public approval of their actions then we must truly deliver what we promise. I do not mean to condemn the political system, but in the case of the Motor Vehicle agency system at least, political influence and interference have worked to the detriment of the public good. That interference must end.

"Experience has demonstrated that the status quo is intolerable. Although some agencies provide good service, at others the service is poor," Zazzali said.

The Attorney General noted that the reforms of the agency system began in 1978 as a cooperative effort between then-Attorney General John J. Degnan and Public Advocate Stanley Van Ness. Since then, many reforms have already been implemented at little or no cost to the State under current Motor Vehicles Director Joan H. Wiskowski.

In conveying the report to the Attorney General, Wiskowski said, "We are pleased and proud of the improvements we have been able to bring about at the Division during the last year toward improving the delivery of service to the public. I believe the adoption of this Task Force's recommendations would fulfill the promise we made in May, to bring about lasting reform of the Motor Vehicle Agency System. The implementation of these recommendations will ensure and acknowledge the right to citizens to receive prompt, courteous and efficient service."

Zazzali noted that "It has been the conclusion of all those who have studied the agency system that nothing short of a complete overhaul will result in the reforms necessary to truly serve the motoring public, millions of whom must deal with motor vehicle agents annually."

Members of the Motor Vehicles Agency Evaluation Task Force are: Patrick R. Brannigan, Task Force Chairman, Deputy Director, Division of Motor Vehicles; Donald J. Bianco, Director, Division of Systems and Communications; John W. Gleeson, Director, Division of Citizens Complaints, Department of the Public Advocate; Anne B. Iannone, President, N. J. Motor Vehicle Agents' Association; James M. Keating, Jr., Deputy Attorney General; Dr. Anthony Neidhart, Director, Public Administration Institute, Fairleigh Dickinson University; Ingrid W. Reed, Assistant Dean, Woodrow Wilson School, Princeton University and Charles E. Walton, President New Jersey Automobile Dealers Association.

A copy of the 70-page report that includes a detailed discussion of the recommendations is attached to this press release.





## State of New Jersey

### DEPARTMENT OF LAW AND PUBLIC SAFETY DIVISION OF MOTOR VEHICLES

25 SOUTH MONTGOMERY STREET  
TRENTON, NEW JERSEY 08666

JAMES R. ZAZZALI  
ATTORNEY GENERAL

JOAN H. WISKOWSKI  
DIRECTOR

December 23, 1981

Honorable James R. Zazzali  
Attorney General  
Department of Law & Public Safety  
State House Annex  
Trenton, New Jersey 08625

Dear Attorney General Zazzali:

I am pleased to transmit to you the final report of the Motor Vehicle Agency Evaluation Task Force. This Task Force was established in April, 1981, to evaluate the Motor Vehicle Agency System and recommend whether the structure of the system should be modified or changed. The Agency Evaluation Task Force has examined the policy question of who should run the agencies and what other related changes should be implemented toward bringing about lasting reform.

This report represents an extensive and careful review of information developed by the Task Force. The Task Force also used previous studies of the Agency System as a frame of reference in their deliberations. As you are aware, the Task Force consisted of individuals within and outside state government to ensure a citizen perspective in the final recommendations. The Task Force, individually and collectively deserve our appreciation for a job well done.

We are pleased and proud of the improvements we have been able to bring about at the Division during the last year toward improving the delivery of service to the public. I believe the adoption of this Task Force's recommendations would fulfill the promise we made in May, to bring about lasting reform of the Motor Vehicle Agency System. The implementation of these recommendations will ensure and acknowledge the right of citizens to receive prompt, courteous and efficient service.

I want to personally thank you and former Attorney General John J. Degnan for your continued support of this Task Force and for the various administrative and legislative initiatives we have taken in the Division of Motor Vehicles. The transition to this new approach will require a continuity of support from the incoming administration. We hope that the document submitted herewith will be convincing as a definitive statement of direction on this issue and we can move forward toward the reform which is long overdue.

Sincerely,

Joan H. Wiskowski, Director



## State of New Jersey

### DEPARTMENT OF LAW AND PUBLIC SAFETY DIVISION OF MOTOR VEHICLES

25 SOUTH MONTGOMERY STREET  
TRENTON, NEW JERSEY 08666

JAMES R. ZAZZALI  
ATTORNEY GENERAL

JOAN H. WISKOWSKI  
DIRECTOR

December 23, 1981

Director Joan H. Wiskowski  
Division of Motor Vehicles  
25 South Montgomery Street  
Trenton, New Jersey 08666

Dear Director Wiskowski:

On behalf of the Agency Evaluation Task Force members, I am pleased to transmit to you the Task Force Report "Reform of the Motor Vehicle Agency System".

During the long and careful deliberations, the Task Force members discussed many different alternate management structures including a totally private system, a totally State operated system and a dual or diversified system. The Task Force concluded that the problems facing the agency system were not insoluble. Rather the Task Force felt that DMV should apply proven management principles and techniques to reform the current system.

With the completion of this Task Force with its comprehensive recommendations, the Division of Motor Vehicles now has an opportunity to demonstrate to the public that government can work creatively and effectively to reform itself as needs and environments change.

Sincerely,

*Patrick R. Brannigan*  
Patrick R. Brannigan, Chairman  
Agency Evaluation Task Force



STATE OF NEW JERSEY  
REFORM OF THE MOTOR VEHICLE AGENCY SYSTEM

THE REPORT OF THE  
MOTOR VEHICLE AGENCY EVALUATION TASK FORCE

DECEMBER 1981

BRENDAN T. BYRNE, GOVERNOR  
JAMES R. ZAZZALI, ATTORNEY GENERAL  
JOAN H. WISKOWSKI, DIRECTOR, DIVISION OF MOTOR VEHICLES

*New Jersey State Library*

MOTOR VEHICLE AGENCY EVALUATION TASK FORCE

MEMBERS

Patrick R. Brannigan, Task Force Chairman  
Deputy Director, Division of Motor Vehicles  
Department of Law and Public Safety

Donald J. Bianco, Director  
Division of Systems and Communications  
Department of Law and Public Safety

John W. Gleeson, Director  
Division of Citizens Complaints  
Department of the Public Advocate

Anne B. Iannone, President  
N.J. Motor Vehicle Agents' Association

James M. Keating, Jr., Deputy Attorney General  
Office of the Attorney General  
Department of Law and Public Safety

Dr. Anthony Neidhart, Director  
Public Administration Institute  
Fairleigh Dickinson University

Ingrid W. Reed, Assistant Dean  
Woodrow Wilson School  
Princeton University

Charles E. Walton, President  
New Jersey Automobile Dealers Association

STAFF

Doris M. Dirlam  
Barbara L. Lawrence  
Angela R. Leary  
Leslie G. London  
David Reed, (Intern)

We wish to acknowledge the contributions made during the course of this study by:

Edward Besko, Bureau of Agencies

Patricia Casally, Licensing & Registration, DMV

Ralph DeQuinzio, Bureau of Internal Audit, DMV

Mary Ann Janusz, Office of the Attorney General

George Kambis, Bureau of Agencies

Carolyn Mascal, Division of Citizens Complaints

John Mendez, Agent, Jersey City #2, M.V. Agency

Ann Schneider, Bureau of Agencies

Rudolph L. Torlini, Acting Assistant Director  
Licensing & Registration, DMV

Special thanks is given to the staff of the Woodrow Wilson School, Princeton University, and James M. Bean and Robert Farrow of Price Waterhouse and Company staff for their assistance throughout the work of the Task Force.



## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	i
<u>Chapter I: BACKGROUND</u> .....	1
Criteria for Evaluating Various Agency Structures .....	15
De-Politicize a Private System .....	16
Regional DMV Full Service Centers .....	17
Reasons for Contracting with Private Vendors .....	18
Reasons for Retaining Seven State Operated Agencies .....	19
<u>Chapter II: CUSTOMER SERVICES</u> .....	21
Availability of Service .....	21
Customer Waiting Time .....	22
Courtesy in Agencies .....	24
Accuracy of Documents .....	25
Performance Standards for Agents .....	27
<u>Chapter III: BUREAU OF AGENCIES</u> .....	29
Structure of the Bureau of Agencies .....	29
The Need for Improved Technical Assistance to Agents .....	31
The Need for Improved Training .....	32
Agency Automation Program .....	33
Summary of Price Waterhouse Findings on Deficiency of Agency Revenue and Document Controls .....	34
Importance of Agency Automation .....	36

## TABLE OF CONTENTS

Worker Productivity .....	39
Agency Telephone Service .....	40
<u>Chapter IV: COSTS FOR OPERATING THE AGENCY SYSTEM</u> .....	44
Summary of Findings on Costs of Operating the Agency System .....	49
<u>Chapter V: INTEGRITY AND ETHICS</u> .....	54
<u>Chapter VI: ALTERNATE MANAGEMENT STRUCTURES</u> .....	57
State Operated Agency System .....	59
Number of State Employees Required to Operate the Local Agency System .....	61
General Characteristics of a State Operated System .....	65
A Private Vendor Agency System .....	67
General Characteristics of a Private System .....	69
Characteristics of a Private System with Agents Selected Through a Bidding Procedure .....	70
Characteristics of a System with Politically Appointed Agents .....	71
Characteristics of a Diversified System .....	72
The Primary Recommendation of the Agency Evaluation Task Force .....	73

EXECUTIVE SUMMARY  
OF THE REPORT  
FROM THE MOTOR VEHICLE AGENCY EVALUATION TASK FORCE

Report Background

The Division of Motor Vehicles (DMV) has over twenty million one-on-one contacts with citizens each year. No other State agency has more contact with the public than the DMV. This high degree of public contact requires the DMV to strive for excellence in rendering services on a prompt, efficient, effective and courteous basis.

New Jersey Motor Vehicle Law, NJSA 39:3-3, requires the Director of the DMV to designate at least one person in each county for each 300,000 inhabitants or fraction thereof to be an agent for the registering of motor vehicles, issuing registration certificates and licensing of drivers. Traditionally, these agents have been appointed by the Director upon the recommendation of the Governor's Office and county and State political leaders. There are currently fifty motor vehicle agencies.

The State operates ten of these agencies while the other forty are managed by private agents.

The Public Advocate in 1978 and 1979 conducted studies of the DMV's operations which identified and were critical of DMV customer services, management problems in the agencies and the private local agency system.

In response to the 1978 Public Advocate Report, Attorney General John J. Degnan, in conjunction with Commissioner Van Ness and Director Waddington, recommended that, in the spirit of cooperation, an inter-departmental Motor Vehicles Service Delivery Task Force begin an in-depth analysis of the Public Advocate's report and other problems concerning the operation of the DMV and its private agency system. That Task Force whose members represented the Attorney General, the Public Advocate, the Division of Motor Vehicles, the Division of Consumer Affairs and the Bureau of the Budget conducted a comprehensive review of the DMV and the agency system and on November 30, 1979, recommended to Attorney General Degnan that:

1. The present system of privately operated, staffed and managed local motor vehicle agencies should become fully operated and staffed by the State of New Jersey under the direct control, management and supervision of the DMV;
2. The DMV establish, update and strictly enforce reasonable standards for performance by DMV personnel and/or local agency personnel, whether local agencies continue to be operated by private agents or come under the direct management and supervision of DMV. Further,

if the present system of privately operated agencies is to continue, local agents be required to enter into contractual obligations with DMV to provide whatever resources are necessary to improve service to the citizens of New Jersey;

3. Increased use be made of data processing systems that would allow computer printed documents to be given to citizens at each agency at the time they apply;
4. Decentralized DMV hearings be conducted for uncontested matters as quickly as the developing DMV computerized record system allows;
5. Increased mandatory, comprehensive and on-going training programs be established for all employees assigned to local agencies;
6. An ombudsman/inspector general unit be created within the DMV Director's Office;
7. Support be given for DMV efforts to improve services through the model agency concept, simplification of forms, opening of system-wide full service windows and expansion of telephone answering services as well as increased customer service lines;
8. Consideration be given to enabling legislation to change the present annual private vehicle registration system to an optional two or three year registration program as with commercial trailer registrations;
9. There be both immediate telephone training for all employees, especially local agency personnel, and support for the New Jersey Bell Telephone study, which details a varied response to equipment and training to ameliorate those criticisms detailed in the Public Advocate report; and
10. A new procedure be established for the dissemination to the public of DMV information by incorporating various DMV addresses and unit telephone numbers which citizens may need for information concerning DMV matters in already sent renewal mailings.

In accepting these Task Force Recommendations, Attorney General Degnan noted that the recommendations of the 1979 Task Force should not only be carefully considered and implemented but should be tested and challenged, as appropriate, to insure their continued viability in the future.

Upon receipt of the 1979 Task Force Recommendations, former Director Waddington commenced the process of implementing several of the recommendations.

However, on April 11, 1980, the Assembly Judiciary, Law, Public Safety and Defense Committee submitted a report to the Speaker of the General Assembly which opposed the recommendation for the planned State takeover of the motor vehicle agencies.

After consideration of several alternative means of testing the 1979 Task Force recommendations, especially the conflict in opinion which developed opposing and supporting a State takeover, Attorney General Degnan asked Director Joan H. Wiskowski to establish this Task Force to conduct a definitive study of the agency system and related DMV matters. Attorney General Degnan also asked Director Wiskowski to appoint to this Task Force public members to obtain a citizen perspective on the problems still facing DMV.

Upon assuming office in March, 1981, Attorney General James R. Zazzali reviewed the mandates to be given to the Task Force and not only endorsed its creation, on April 16, 1981, but supported the various administrative initiatives that were undertaken following the 1979 Task Force recommendation and those additional initiatives of Director Wiskowski.

Moreover, as part of its comprehensive master plan study of DMV, Director Wiskowski asked that Price Waterhouse and Company provide comment to this Task Force during its deliberations. Those comments are referenced, as appropriate, throughout this report.

This Agency Evaluation Task Force initially concentrated its efforts on three critical areas:

1. Quality of Customer Service;
2. Cost of Operation; and
3. Integrity of systems and personnel.

During its analysis, the Task Force has found that the DMV has implemented substantial organizational and operational improvements during the last 15 months. Furthermore, as this Task Force recommended solutions to problems that could be immediately initiated, Director Wiskowski did so as a part of the ongoing DMV management improvement program. These improvements have resulted in tighter management controls and a divisionwide emphasis on improved customer service.

#### Alternate Management Structures

In 1979, the Motor Vehicle Service Delivery Task Force researched the organizational structures used by other states to provide motor vehicle field services. The Task Force found that New Jersey was not alone in having a system which combined State oversight, State operation and private vendors in variant combinations. The research also showed that no one structure stands out as the best or most accepted model.



The current Task Force analyzed three potential organizational structures for the New Jersey Motor Vehicle Agency System:

- a. State operated system;
- b. Private vendor system; and
- c. Diversified management system (combined private and State operation).

The Task Force gave careful consideration to the benefits of each of the different organizational structures. Chapter VI of the report outlines in detail the characteristics, benefits and problems of each of the structures.

PRIMARY CONCLUSIONS ON CRITERIA FOR EVALUATING AN  
APPROPRIATE ORGANIZATIONAL STRUCTURE FOR AGENCIES:

In studying the various ways in which the DMV could reorganize the agency system, the Task Force concluded that any reformed system must:

1. Provide convenient and courteous service for citizens;
2. Assure the accuracy of documents and the integrity of systems and funds;
3. Have management controls which assure the accountability to the public;
4. Provide cost-effective use of personnel, materials and facilities;
5. Provide maximum opportunity for the motivation of employees;
6. Reduce the potential for waste; and
7. Reduce the potential for unwarranted political influence in the selection and evaluation of agents.

PRIMARY RECOMMENDATION OF THE TASK FORCE:

The Task Force compared the 10 State agencies to the 40 private agencies and did not find that the State agencies provided better service or cost less to operate. In fact, in the pilot time studies conducted at seven agencies, the Task Force found the two least productive agencies to be State operated.

In summary, the Task Force could not find sufficient evidence to warrant a State takeover of the local agencies. Rather, the Task Force found that the public interest would be better served by improving managerial controls and customer services without adding to the size of the State bureaucracy.

The Task Force recommends that the DMV adopt a diversified management system under which all local motor vehicle agencies would be privately operated except for the six agencies located in State owned facilities at Bakers Basin, Eatontown, Lodi, Newark, Rahway and Wayne.

The Task Force recommends that the agencies in those State owned facilities be operated by the State as part of a new concept of regional DMV full service centers. The DMV should consider the creation of other regional centers in appropriate locations in South Jersey.

The Task Force recommends that rather than selecting agents through a political process, the private agents be selected through a competitive process based upon specifications which emphasize convenient service to the public, security of funds and documents, prompt deposit of State monies into State accounts, cost-effective operations and appropriate business qualifications of the bidder.

#### FUTURE DIRECTION FOR AGENCY SYSTEM:

The most difficult part of changing or reforming an organization is not identifying problems or even making the decision to change the organization. Rather, the most difficult aspect of changing an organization is the lasting commitment and perseverance needed to implement the change.

The Task Force found that the management of the agency system is not an insoluble problem. The DMV and State government should apply proven management principles and techniques to reform the current system. There is no "quick fix" for the long-standing problems of the agency system. The DMV and State government should view the management of the agency system as an opportunity to demonstrate to the public that government can work creatively and effectively to reform itself as need and environments change.

## SUMMARY OF MAJOR RECOMMENDATIONS

### POLICY RECOMMENDATIONS:

- \* DMV should de-politicize the process for selecting motor vehicle agents.
- \* Agents should be retained through the competitive bid process and should have a contract for a set period of time.
- \* All local motor vehicle agencies should be privately operated except for the six agencies located in the State owned facilities at Lodi, Newark, Wayne, Rahway, Eatontown, and Bakers Basin.
- \* The agencies in those six State owned facilities should be operated by the State as part of a regional DMV full service center.
- \* Completion of the Agency Automation Program should have a high priority.
- \* DMV should develop an automated information system and the associated procedures and internal controls for monitoring the inventories of sensitive documents, license plates, and the reporting of State revenues collected by the agencies.
- \* The State should cease the practice of leasing facilities for private agencies. The agencies should be responsible for the facilities in which they are located.
- \* DMV should emphasize a program of error prevention and detection at the agency level. DMV should continue to charge agents for errors.
- \* The compensation plan for agents should be simple and should include not only volume, but also customer services factors.

- \* DMV must make a long term commitment to training and employee development for DMV employees, agents, and agency employees.

ADMINISTRATIVE RECOMMENDATIONS:

- \* DMV should take administrative leadership and where necessary legislative action to reduce the complexity of transactions to speed customer service and reduce the potential for errors.
- \* DMV must vigorously enforce the newly adopted performance standards.
- \* DMV should provide expanded hours at agencies. DMV should investigate the benefits of operating some or all agencies on a Tuesday to Saturday schedule.
- \* DMV should maintain strong accounting and personnel management systems and procedures to assure integrity with minimal day-to-day direction from Trenton Headquarters.
- \* DMV should strictly enforce the recently promulgated Code of Ethics.
- \* DMV should train agency employees on all aspects of agency operations including customer services, Codes of Ethics, and work methods.
- \* DMV should utilize the automated management information systems to develop key indicators of the need for executive action, system modification or reallocation of resources.
- \* The Bureau of Agencies should monitor the complaint procedure adopted as part of the Performance Standards.
- \* DMV's 20 minute waiting time standard should be enforced at all agencies.

- \* Time studies should be undertaken on a regular basis to determine whether the individual agencies are meeting the 20 minute service standard.
- \* DMV should meet quarterly with representatives from the Office of Citizens Complaints (OCC) in the Department of the Public Advocate to discuss those DMV problems which citizens have reported to OCC.

ORGANIZATIONAL RECOMMENDATIONS:

- \* All telephone inquiries to local agencies should be answered at Trenton Headquarters.
- \* The Bureau of Agencies should no longer serve as a clearing house for Division-wide activities.
- \* DMV should continue the re-organization of the Bureau of Agencies to strengthen supervision and technical support of local agencies.
- \* DMV must expand the number of people assigned to monitor the performance of agencies.
- \* The Bureau of Agencies should develop a staff trained in scientific management who could be capable of working with automated systems and conducting productivity studies and projects.
- \* DMV should fully staff the Office of Internal Audit.
- \* The Office of Ombudsman should be made a permanent part of the DMV.



I. B A C K G R O U N D

## I. BACKGROUND

The Division of Motor Vehicles (DMV) has the responsibility for assuring safe roadways in New Jersey through licensing drivers, registering and inspecting vehicles, and a variety of rehabilitative and educational programs. In addition, the DMV is the largest non-tax source of revenue for the State of New Jersey. The DMV employs over 2,100 people and provides services at 104 locations. Each year, the DMV has approximately 20 million one-on-one contacts with citizens. No other State agency has more contact with the public than the DMV. The impressions that many citizens have of the effectiveness of State government are, to a considerable extent, based on their individual experiences with the DMV. This high degree of public contact obligates the DMV to strive for excellence in rendering services on a prompt, courteous and cost effective basis.

This Task Force has focused on the DMV's local agencies which were established to provide convenient, accessible service centers for the driving public. The local agencies handle more than 7.5 million of the DMV's 20 million annual contacts. Unfortunately, there have been serious, long-standing management problems in the agencies.<sup>1</sup> This Task Force has addressed these management problems and presents this report and recommendations in the hope that the DMV

<sup>1</sup>Report of the Motor Vehicle Service Delivery Task Force, November 30, 1979, page 5.

with legislative and executive support will be able to implement lasting reform of this vital governmental service. Each of the last four Governors has attempted to improve the agency system. In the last four years, five different groups have studied the agency system. This Task Force did not seek to duplicate other past studies, but rather, to use them as a frame of reference for the Task Force analysis. The following historical framework will place the recommendations of this Task Force in perspective.

#### HISTORICAL BACKGROUND:

The New Jersey Motor Vehicle Law, Title 39 of the revised statutes, requires the Director of the DMV to appoint at least one agent in each county. Title 39 reads:

39:3-3. Registration and licensing agents; fees. The director shall designate at least 1 person in each county for each 300,000 inhabitants or fraction thereof to be his agent for the registering of motor vehicles, issuing registration certificates and licensing of drivers, subject to the requirements of this subtitle and to any rules and regulations the director imposes. The agent shall so act until his authority is revoked by the director.

The agents also collect the sales tax on motor vehicles, motorboats and snowmobiles which are sold between individuals. Traditionally, these agents have been appointed by the Director on the recommendation of County and State political party leadership. These agents have not been State employees, but rather have been private business entrepreneurs earning commissions. Beginning in 1979, the State took over the operation of nine agencies as the agents

resigned, died or were removed for unsatisfactory performance. Currently, the State operates 10 of the 50 agencies. Employees in these State operated agencies are subject to the same rules and practices as all other State employees. In the State operated agencies, State employees carry out the same motor vehicle functions as the private agents. However, a private agent has additional administrative responsibilities for staffing the agency, paying salaries, and reconciling any business shortages. State employees have not been held responsible for replacing shortages.

New Jersey has maintained this system of appointing agents for 75 years, since 1906, when DMV maintained three full-time agencies in Camden, Jersey City and Newark and 15 part-time agencies throughout the State. At one point in the early 1950s, the DMV had 175 field agencies. In the mid-1950s, after major changes in central processing, the DMV substantially reduced the number of agencies. During the administrations of Governor Robert B. Meyner and Governor Richard J. Hughes, the State began to gradually take over the operation of all agencies. Governor William T. Cahill reversed this policy in 1970 after a study proposed franchising the local system to a single State-wide commercial operator. That system would have allowed for accountability by a single entrepreneur who would have had responsibility for the management, control and supervision of the local agencies. The DMV contacted several large companies in the

course of that study and preliminary discussions were actually held with Sears Roebuck and Company. Cost factors, at that time, mandated continuation of the present system.<sup>2</sup>

In 1977, the Department of the Public Advocate, Office of Citizen Complaints, analyzed several thousand complaints it had received about the quality of service delivery at both the local motor vehicle agencies and the Trenton headquarters. In addition, the Public Advocate conducted an independent survey of the agencies and the DMV telephone systems. The Public Advocate issued two reports, one on February 10, 1978 and the second on October 10, 1979. Both reports found serious problems in service delivery and identified five major problems:

1. Discourteous treatment of citizens;
2. Inadequate assistance provided to customers;
3. Lack of managerial control by DMV over local agencies;
4. Inadequate systems to handle high volume of transactions; and
5. Poor telephone accessibility at both agencies and the DMV Headquarters.

After receiving the Public Advocate's February 1978 Report, Attorney General Degnan convened a series of meetings with Stanley C. Van Ness, Public Advocate and John Waddington, Director of the DMV, to discuss how the DMV could improve service to the public.



As a result of those meetings, Attorney General John J. Degnan, recommended that, in the spirit of cooperation, an inter-departmental Motor Vehicles Service Delivery Task Force begin an in-depth analysis of the Public Advocate's report and other problems concerning the operation of the DMV and its private agency system. That Task Force whose members represented the Attorney General, the Public Advocate, the Division of Motor Vehicles, the Division of Consumer Affairs and the Bureau of the Budget conducted a comprehensive review of the DMV and the agency system and on November 30, 1979, recommended to Attorney General Degnan that:

1. The present system of privately operated, staffed and managed local motor vehicle agencies should become fully operated and staffed by the State of New Jersey under the direct control, management and supervision of the DMV;
2. The DMV establish, update and strictly enforce reasonable standards for performance by DMV personnel and/or local agency personnel, whether local agencies continue to be operated by private agents or come under the direct management and supervision of DMV. Further, if the present system of privately operated agencies is to continue, local agents be required to enter into contractual obligations with DMV to provide whatever resources are necessary to improve service to the citizens of New Jersey;
3. Increased use be made of data processing systems that would allow computer printed documents to be given to citizens at each agency at the time they apply;

4. Decentralized DMV hearings be conducted for uncontested matters as quickly as the developing DMV computerized record system allows;
5. Increased mandatory, comprehensive and on-going training programs be established for all employees assigned to local agencies;
6. An ombudsman/inspector general unit be created within the DMV Director's Office.
7. Support be given for DMV efforts to improve services through the model agency concept, simplification of forms, opening of system-wide full service windows and expansion of telephone answering services as well as increased customer service lines.
8. Consideration be given to enabling legislation to change the present annual private vehicle registration system to an optional two or three year registration program as with commercial trailer registrations.
9. There be both immediate telephone training for all employees, especially local agency personnel, and support for the New Jersey Bell Telephone study, which details a varied response to equipment and training to ameliorate those criticisms detailed in the Public Advocate report.
10. A new procedure be established for the dissemination to the public of DMV information by incorporating various DMV addresses and unit.

telephone numbers which citizens may need for information concerning DMV matters in already sent renewal mailings.

In accepting these Task Force Recommendations, Attorney General Degnan noted that the recommendations of the 1979 Task Force should not only be carefully considered and implemented but should be tested and challenged, as appropriate, to insure their continued viability in the future.

Upon receipt of the 1979 Task Force recommendations, former Director Waddington commenced the process of implementing several of the recommendations.

However, on April 11, 1980, Martin A. Herman, Chairman of the Assembly Judiciary, Law, Public Safety and Defense Committee submitted a report to the Speaker of the General Assembly which opposed the recommendation for the planned State takeover of the motor vehicle agencies. The Committee claimed that:

1. The Attorney General did not have the legal authority to proceed with the planned State takeover of the motor vehicle agencies; and
2. "The vitally necessary upgrading of the agency system can be done without adding further to an already troubled State bureaucracy."

The Committee in recommending against a possible State takeover concluded that '...compared with the administrative jungle-nightmare generally acknowledged and associated with the State motor vehicle operation in Trenton, citizens would be

much better off improving the present system rather than turning it over to the Trenton bureaucracy."

After consideration of several alternative means of testing the 1979 Task Force recommendations, especially the conflict in opinion which developed opposing and supporting a State takeover, Attorney General Degnan asked Director Joan H. Wiskowski to establish this Task Force to conduct a definitive study of the agency system and related DMV matters. Attorney General Degnan also asked Director Wiskowski to appoint to this Task Force public members to obtain a citizen perspective on the problems still facing DMV.

Upon assuming office in March, 1981, Attorney General James R. Zazzali reviewed the mandates to be given to the Task Force and not only endorsed its creation, on April 16, 1981, but supported the various administrative initiatives that were undertaken following the 1979 Task Force recommendation and those additional initiatives of Director Wiskowski.

Moreover, as part of its comprehensive master plan study of DMV, Director Wiskowski asked that Price Waterhouse and Company provide comment to this Task Force during its deliberations. Those comments are referenced, as appropriate, throughout this report.

This Agency Evaluation Task Force initially concentrated its efforts on three critical areas:

1. Qualify of Customer Service;

2. Cost of Operation; and
3. Integrity of systems and personnel.

During its analysis, the Task Force has found that the DMV has implemented substantial organizational and operational improvements during the last 15 months. Furthermore, as this Task Force recommended solutions to problems that could be immediately initiated, Director Wiskowski did so as a part of the ongoing DMV management improvement program. These improvements have resulted in tighter management controls and a divisionwide emphasis on improved customer service.

#### STATUS OF THE DIVISION OF MOTOR VEHICLES:

The DMV is presently an organization in transition. The Public Advocate Reports and the 1979 Task Force and Assembly Committee recommendations, highlighted the need to improve the DMV's organization, operations and customer services. In August, 1980, Governor Brendan Byrne appointed Joan H. Wiskowski to be Director of the DMV. Director Wiskowski appointed a new management team and established goals to:

1. Improve accessibility and responsiveness to the public;
2. Increase the DMV's productivity;
3. Improve the accuracy and integrity of documents and data;

4. Improve compliance with State and Federal statutes and regulations; and
5. Improve the opportunity for employee career development.

During the last 15 months, the DMV has implemented substantial organizational and operational improvements on a Division-wide basis. Tighter management controls have been established and a "top down" emphasis on customer services has been mandated. Examples of Director Wiskowski's initiatives to improve management and customer services include:

1. The issuance of duplicate driver licenses at 20 locations throughout the State and the scheduling of driver conferences at three locations. Previously, the services were only available at the DMV's Trenton Headquarters;
2. Establishment of an Ombudsman, a citizen advocate within the DMV who works to ensure that the Division as a whole is fully responsive to and accessible by the public;
3. Implementation of new telephone systems to reduce the number of busy signals and to handle an increased number of calls from the public;

4. Improved written communications with the public through elimination of unnecessary forms and a redesign in "plain english" of the most frequently used forms;
5. Posting bi-lingual instructional signs at agencies and placing pens in all agencies;
6. Development of customer service standards for local agents;
7. Creation of a Bureau of Accounting and a reorganization of the Bureau of Agencies from bookkeeping, accounting and auditing towards customer service, technical assistance and program evaluation;
8. Implementation of a plan to reduce by 750,000 the number of transactions during the busiest month, March. Presently, the Motor Vehicle Law requires renewal of all commercial vehicle registrations (985,000) in the month of March. In addition, 750,000 passenger registrations and driver licenses are renewed in March. By staggering the passenger registrations and license renewals throughout the other 11 months of the year, the DMV can greatly reduce the traditionally long lines at agencies in the month of March. These long lines and the subsequent backlogs at the DMV Headquarters have been one of the most serious customer service problems in State government. Transfer of the passenger vehicle registrations from the month

of March to other months will also enable the Bureau of Vehicle Inspection to establish a special "in-terminal" program for school buses and trucks during the month of March.

9. Implementation of an automated agency processing system;
10. Development of a comprehensive system for evaluating agency operations including periodic in-house and contracted customer surveys and a computerized evaluation of agent errors;
11. Creation of an Office of Internal Audit;
12. Establishment of a Management by Objectives Program; and
13. Preparation of a long-range Master Plan for the Division.

#### OTHER REPORTS RELATED TO MOTOR VEHICLE AGENCIES

Since this Task Force began its work in April, 1981, the DMV has commissioned four additional reports related to agency matters. The DMV retained Price Waterhouse and Company to assist in preparing a long-range Master Plan for the Division. The Price Waterhouse project staff reviewed this Task Force's findings and conducted an independent analysis of the agency cash management and accounting systems. The Price Waterhouse recommendations are summarized in Chapter III. The DMV Ombudsman conducted extensive field visits to all motor vehicle agencies to analyze customer



services and agency operations. The Ombudsman made recommendations on ways in which to improve the agency system including:

1. The placement of pens and forms on the counters in the agency as a means to reduce delays in waiting in line to obtain forms to complete business;
2. Posting large instructional signs in English and Spanish that give detailed step-by-step procedures to assist in the completion of forms;
3. Providing adequate accommodations, e.g., telephones and restroom facilities with access for the handicapped;
4. Conducting unannounced evaluations of the local agencies on an ongoing basis; and
5. Establishing a complaint procedure for the public.

Since the issuance of the report on June 29, 1981, the DMV has been implementing the Ombudsman's recommendations and the Ombudsman has continued to review agency operations.

In addition, the DMV commissioned two polls by the Eagleton Institute of Politics at Rutgers University to determine citizens' perceptions of the motor vehicle agency system. The results of the first poll showed that New Jersey citizens know virtually nothing about the present organizational structure of motor vehicle agencies. The respondents perceived

the provision of motor vehicle regulatory services as a proper function of State government, and expressed a preference for State operation of the system.

The second Eagleton survey concentrated on service. The Eagleton Institute found that approximately 71% of the respondents were "very" or "somewhat" satisfied with the service they received in the agencies. The amount of time people spent waiting to transact their business was the key determinant of the degree of customer satisfaction (the shorter the wait, the more satisfied the customer). Eagleton also reported that agency employees were perceived to be business-like, but not especially courteous.

FUTURE DIRECTION FOR AGENCY SYSTEM:

The most difficult part of changing or reforming an organization is not identifying problems or even making the decision to change the organization. Rather, the most difficult aspect of changing an organization occurs during the implementation stage. Lasting change requires commitment and perseverance. The Task Force members have found many indicators that the current management of the DMV has made a commitment to reform the agency system.

During its analysis of the DMV's efforts to reorganize the Bureau of Agencies, improve management and provide better services, the Task Force concluded that the problems of the

agency system could not be solved merely by a State takeover of the local agencies or by removing politically sponsored agents. There is no "quick fix" for problems of such long duration. A State takeover by itself would appear to enable greater accountability. The solution or series of solutions, must address not only the structure of the agency system, but the issues of control, costs, convenience to the public, and security of funds and documents.

Because of its high volume of citizen contacts, the DMV should become a focal point for management, innovation and experimentation. The agency system should become a laboratory in which the DMV applies state-of-the-art technology and management systems to logistical and operational needs. If the DMV can reduce its long lines and errors, and if the DMV can process documents quickly and treat people politely, then the public's confidence in all of State government will increase. Rather than viewing the agency system as a problem, the DMV and State government should look upon the system as an opportunity to demonstrate to the public that government can work creatively and effectively to reform itself as needs and environments change.

CONCLUSIONS ON CRITERIA FOR EVALUATING THE APPROPRIATENESS  
OF VARIOUS AGENCY ORGANIZATIONAL STRUCTURES:

In studying the various ways in which the DMV could reorganize the agency system, the Task Force concluded

that any reformed system must:

1. Provide convenient and courteous service for citizens;
2. Assure the accuracy of documents and the integrity of systems and funds;
3. Have management controls which would assure accountability to the public;
4. Provide cost-effective use of personnel, materials and facilities;
5. Provide maximum opportunity for the motivation of employees;
6. Reduce the potential for waste; and
7. Reduce the potential for unwarranted political influence in the selection and evaluation of agents.

The organizational decision which the DMV will make to reform the agency system must address not only these internal organizational criteria but also the public perception of agency problems. Specifically, the DMV must de-politicize the process for selecting agents and the operations of the agency system.

The Task Force recommends that the DMV adopt a diversified management system under which all local motor vehicle agencies would be privately operated except for the six agencies located in the State owned facilities at Bakers Basin, Eatontown, Lodi, Newark, Rahway and Wayne.

METHOD FOR SELECTING PRIVATE AGENCIES:

The Task Force recommends that rather than selecting agents through a political process, the private agents be selected through a competitive bid process based upon specifications which emphasize convenient service to the public, security of funds and documents, prompt deposit of State monies into State accounts, cost-effective operations and appropriate business qualifications of the bidder.

REGIONAL DMV FULL-SERVICE CENTERS:

The agencies in those State owned facilities should be operated by the State as part of a regional DMV full-service center.

Currently, in addition to agencies, those six facilities house Driver Qualification Centers and Vehicle Inspection Stations. The DMV should appoint a single manager to supervise and manage all activities at each of these six centers. In addition, these individuals should have overall supervisory responsibility for all private agencies located within a determined region.

The Task Force found that the current 10 State operated agencies lack adequate supervision and management. Unification of the managerial chain of command at the centers also will allow DMV to shift staff among the driver testing

centers, the inspection stations and the agencies to meet peak workloads within the various units.

REASONS FOR CONTRACTING WITH PRIVATE VENDORS:

The subsequent chapters in this Task Force Report outline in great detail the research findings of the Task Force. The reasons for recommending a diversified management system can be summarized as follows:

1. The Task Force found no indication that the customer services provided by the 10 State operated agencies were any better or worse than the customer services provided in the private agencies;
2. The Task Force estimated that the State expended \$.15 more per transaction in State operated agencies than in privately operated agencies;
3. If the State were to take over operation of all local agencies, the DMV would need 350 State employees or 288 more than the present number of employees operating the 10 State agencies.
4. A contract system would provide the DMV with adequate control of the licensing and registration process without the need for the State to lease agency office space.

In summary, the Task Force could not find sufficient evidence to warrant a State takeover of the local agencies.

Rather, the Task Force found that the public interest would be better served by improving managerial controls and customer services without adding to the size of the State bureaucracy. The proposed diversified system could accomplish this goal.

REASONS FOR RETAINING SEVEN STATE OPERATED AGENCIES:

The State should continue to operate the one agency located at the DMV Headquarters and the six agencies located in the regional full service centers for the following reasons:

1. By retaining some State agencies, the State retains the capability to conduct motor vehicle business in the event the contractor cannot or refuses to perform the service;
2. By retaining some State agencies, the State has a yardstick against which the DMV can measure the performance of the private sector agencies. Vice versa, the State has a yardstick with which to measure the performance of the State operated agencies. If the service by the contractors becomes less cost effective than the State's own operation, then the State can reduce the size of the contract area or increase the size of the area served by the State operated agency;
3. Since these agencies are located inside State buildings, most customers already assume the agency employees are State employees;

4. In State operated agencies, the DMV would have maximum flexibility to determine work hours to meet immediate regional needs; and
5. By retaining some State agencies, the State would have a laboratory to test new systems and procedures.



II. CUSTOMER SERVICES

## II. CUSTOMER SERVICES

Any organization which deals with people must emphasize quality customer services. This Task Force and the previous groups which have studied the motor vehicle local agency system, have all stressed this fact. The quality of customer services can be determined by measuring performance against four criteria:

1. Availability of service;
2. Speed with which the service is provided;
3. Courtesy to customers; and
4. Accuracy of the work produced.

The Eagleton and the DMV Ombudsman Reports found significant customer service improvements at the local agencies since the issuance of the Public Advocate Reports and the 1979 Motor Vehicle Service Delivery Task Force. This Task Force, while evaluating the agency system against the four criteria found a number of basic issues which need to be further addressed.

### A. AVAILABILITY OF SERVICE:

At the present time, it is often costly for citizens to do business with the DMV. Many people must take time off from work in order to do business at one of the DMV's offices. The Task Force believes that hours at a motor vehicle agency should be expanded to serve citizens beyond traditional business hours i.e., 9:00 a.m. - 5:00 p.m. When the Task Force began its work, the regular hours of

operation for agencies were 8:30 to 4:30, Monday through Friday, with all agencies except the State operated agencies in Newark and Trenton remaining open until 6:00 p.m. one day per week. On October 1, 1981, the DMV changed hours to 8:00 a.m. to 4:00 p.m. with the once per week evening hours remaining. The Director of the DMV ordered this change for two reasons: (1) These opening hours correspond with the business hours of the Driver Qualification Centers which are adjacent to six of the largest agencies; (2) Earlier hours provide a means for citizens to transact business before their normal working hours. The Task Force approves this effort, but believes that there is still a need for additional hours, particularly during peak periods and on Saturdays.

RECOMMENDATION ON AVAILABILITY OF SERVICE:

- \* The Division should expand agency hours by opening on Saturdays. In addition, DMV should experiment with a variety of formats for additional hours; for example, a five-day work week from Tuesday to Saturday might provide better access for those people whose working hours do not coincide with the DMV's present schedule.

B. LENGTH OF CUSTOMERS WAITING TIME:

The Eagleton Report documented the fact that the most important determinant of the level of customer satisfaction was the length of time spent in the agency while waiting to be served. The Task Force evaluated the feasibility of a five minute target time for the completion of a transaction in an agency. The Task Force concluded that the five minute

standard was unrealistic and instead recommends 20 minutes as a reasonable goal for both customers and agents. The Task Force realized that not all transactions can be completed in 20 minutes. However, the 20 minute standard is achievable in most cases.

The Task Force conducted a study in seven agencies to determine the speed of service under the current system. In recording the actual length of stay for each customer, the Task Force found significant differences among the agencies. In the agencies studied, the one with the slowest service was the State operated agency at Wayne. On the day of the study, 53% of the Wayne customers waited over 20 minutes to complete their business. The best times were recorded in the privately operated agency at Cherry Hill, where only 8% of the customers took over 20 minutes. Overall, 25% of the total number of customers at the seven agencies took over 20 minutes to complete their transactions. (See Appendix A for details of this study).

TASK FORCE RECOMMENDATIONS ON CUSTOMER WAITING TIME:

- \* The 20 minute waiting time standard should be met at least 90% of the time.
- \* Time studies of the type conducted by the Task Force should be undertaken on a regular basis to determine whether the individual agencies are meeting this standard.
- \* The DMV should take administrative actions to reduce the complexity of transactions to speed

customer service and reduce the potential for errors. For example, the eight weight classes for passenger vehicle registrations should be reduced to one class. Such a change would require legislation. Creation of a single passenger vehicle weight class would simplify transactions and reduce the time customers must wait to complete a registration transaction. The change to a single passenger classification should also reduce the number of telephone calls to agencies. DMV records indicate that 38% of calls to agencies concern the cost of registrations.

- \* The DMV should provide periodic skills and attitudinal training for agency employees.

#### C. COURTESY IN AGENCIES:

The Task Force has found indicators of significant improvement in courtesy levels at local agencies. This progress has been confirmed by the 1981 Eagleton Poll and the Ombudsman Report which all indicate improved levels of courtesy in the agencies over the conditions described in the Public Advocate's 1978 report.

The Task Force believes that citizens have a right to expect courteous treatment and the DMV has a responsibility to guarantee courteous treatment to agency customers. The DMV should assist agents in maintaining adequate courtesy levels including mechanisms for customers to voice their complaints and to resolve problems. The Performance Standards outline a mechanism for resolution of those complaints which cannot be resolved at the individual agencies. The DMV Ombudsman provides a further "fail-safe" route for customers who are unable to resolve their problems at the local agency or the Bureau of Agencies.

# TASK FORCE RECOMMENDATIONS ON COURTESY IN AGENCIES:

- \* The Office of the Ombudsman should be a regularly budgeted unit within the DMV.
- \* The Bureau of Agencies should expand the customer service and attitudinal training for agency employees. The Task Force supports funding for this training.
- \* The Bureau of Agencies should monitor the complaint procedure adopted as part of the Performance Standards. This Bureau should also follow-up on all customer complaints received to diagnose problem areas and assist individual agencies in making any necessary alterations in procedures.
- \* DMV should meet quarterly with representatives from the Office of Citizens Complaints (OCC) in the Department of the Public Advocate to discuss those DMV problems which citizens have reported to OCC.

## D. ACCURACY OF DOCUMENTS PREPARED AT AGENCIES:

The pressure to complete complex transactions, as quickly as possible, creates an environment conducive to human error. The Task Force staff with the assistance of the Division of Systems and Communications, completed a comparative analysis of error rates at manual and automated agencies. For the purpose of the Task Force review, staff labeled as error documents any agency generated document which required some type of manually processing rather than routine machine processing. Under this definition, 25% of all agency generated documents contained errors. The largest category of errors involved scan cards which for one reason or other could not be machine read. Causes of these scan errors include: strike overs, out of block typing, mutilated cards, illegible printing and data agreement errors.

Elimination of errors and accuracy of documents is important not only as a convenience to customers but as a cost saving to taxpayers as well. The Task Force staff estimated that the annual personnel cost for correcting errors documents completed at agencies is in excess of \$100,000.

Complete implementation of the automated system will substantially reduce errors on all documents. For example, the automated system eliminates all errors on SCAN cards, the major category of errors on documents. In addition, the system is programmed to check for operator errors. For example, in the manual system a worker must type without error all the necessary information in its proper space on each original document. The only checks for accuracy at a manual agency are the workers' visual reviews of their own work. In the automated system, a worker is aided by the program which only allows certain characters (alpha or numeric) in designated fields. In addition, on some transactions, the program requires information to be entered twice at different times. In these cases, the system automatically checks one against the other to ensure accuracy. Also, the operator is able to correct errors on the video screen without retyping the document. The automated system also calculates all fees while in the manual system workers are required to make all calculations themselves.

Further reduction in errors could be achieved by improving supervision and simplifying transactions.

As mentioned previously, reduction of the weight classes from eight categories to one category is one simplification the State should implement as soon as possible. Eliminating the need for agency employees to calculate refunds whenever an individual transfers registration from a higher weight class to a lower weight class vehicle would reduce errors.

#### TASK FORCE RECOMMENDATIONS ON ACCURACY OF DOCUMENTS:

- \* The Task Force endorses the DMV policy of charging agents for data errors and for processing documents which cannot be read by the DMV/SAC SCAN machine. Under the DMV's policy, agents are charged for all errors above an allowable rate. In manually operated agencies, the error threshold is one percent. In automated agencies, the agents are charged for all errors.
- \* In State operated agencies, the DMV cannot charge the State employees for errors. However, the DMV should consider accuracy and error rates as one of the important measures used in evaluating the performance of supervisors and employees of State operated agencies.
- \* The DMV should emphasize a program of error prevention and detection at the agency level. The previous emphasis on after-the-fact correction of errors at Trenton Headquarters should be redirected to preventing errors at the point of sale in the agencies.

#### PERFORMANCE STANDARDS FOR AGENTS:

The DMV in cooperation with the Motor Vehicle Agents Association developed practical performance standards which are based upon the following four criteria: availability of service; timeliness of service; courtesy; and accuracy of documents prepared.



In May, 1981, the DMV distributed these standards to all agents. On September 17, 1981, the DMV formally promulgated final standards effective October 1, 1981. The Agents Association accepted and adopted these standards which are found in Appendix B.

The adoption of these standards by the agents and the DMV is a significant step forward. The Task Force found the previous lack of written standards or expectations to be a major problem for both the DMV and the agents. Without uniform written standards, the DMV had difficulty in taking disciplinary action against agents. At the same time, agents were unsure of what actions they could take as managers and what support they could expect from DMV. The Task Force found that the problems caused by the lack of performance standards were compounded by a cumbersome and inadequate procedural manual. The Bureau of Agencies is currently producing a revised manual to be available to agents in early 1982.

TASK FORCE RECOMMENDATIONS ON PERFORMANCE STANDARDS:

- \* The DMV must provide training so that agents understand the performance standards;
- \* The DMV must vigorously enforce the newly adopted performance standards;
- \* The DMV must expand the number of people assigned to monitor the performance of agencies.

III. BUREAU OF AGENCIES:

OPERATIONS AND STRUCTURE

### III. BUREAU OF AGENCIES: OPERATIONS AND STRUCTURE

The Bureau of Agencies has responsibility for supervising and providing technical assistance to the agencies. Currently, this Bureau has an authorized level of 66 positions in the Trenton Headquarters and 62 (plus 6 hourly) positions in the 10 State operated agencies. Only 11 of these 134 positions are at the professional level. All of the other 123 positions are clerical. This staffing arrangement reflects the previous orientation of this Bureau which was one of accounting for revenue collected and record keeping.

In the past, the Bureau's ability to meet its responsibility to service agencies was compromised by the Bureau's role as a clearing house for activities which crossed many functional lines within the DMV. For example, the Bureau of Agencies maintained the license plate inventory, processed refunds and maintained revenue ledgers for the entire Division. In actuality, the Bureau of Agencies served as the accounting service for all revenues collected. The DMV is in the process of consolidating like functions to eliminate duplication and to facilitate productivity. For example, all revenue collection is being consolidated within the Bureau of Accounting recently established by the Division and approved by the Department of Civil Service.

Prior to September 1981, the Bureau of Agencies had been divided into six functional units: Quality Control, Audit and Accounting, Ledgers, Agency Services, Refunds and Customer Service. Three of these units (Quality Control, Audit and Accounting, and Ledgers) have significant overlap of responsibilities. This overlap has resulted in duplicative efforts and delays in processing work. A consolidation plan for the Quality Control and Audit Units is being developed to enable the Bureau to better manage work flow. Under this plan, the Ledger Unit, which manually maintains records on all Division revenue, will be transferred to the Bureau of Accounting.

The Price Waterhouse consultants preparing the Master Plan for the DMV have reviewed these fiscal and organizational issues. A Summary of the Price Waterhouse recommendations is found on page 31.

#### TASK FORCE RECOMMENDATIONS ON RE-ORGANIZING THE

##### BUREAU OF AGENCIES:

- \* The Bureau of Agencies should no longer serve as a clearing house for Division-wide activities.
- \* The re-organization of the Bureau to focus on supervision and support of local agencies should be continued and formalized with the Department of Civil Service and the Secretary of State.

THE NEED FOR IMPROVED TECHNICAL ASSISTANCE TO AGENTS:

In September 1981, the Bureau of Agencies created the Agency Services Section to provide improved technical assistance to agencies and to evaluate the performance of agents. The section has four field representatives and three in-house staff members. The in-house staff process agents' expense payments, order supplies and maintain social security records.

Since 1967, the DMV has collected social security payments for the agents. For social security purposes the agents are considered State employees. This practice is unnecessary and wasteful. Elimination of this practice would save the DMV in excess of \$12,000 each year.

Prior to the recent reorganization, the four field representatives reported directly to the Bureau Chief but functioned relatively autonomously. Direction from Trenton primarily took the form of requests to deliver supplies to agencies in emergencies. The DMV failed to effectively utilize field representatives to monitor and control the quality of agency services. Field representatives now will be used as agency "trouble shooters." They will monitor and evaluate agency operations concentrating on customer service, complaint follow-up, and error control. Although creation of an Agency Services Unit represents progress, the current configuration of the Agency Service Unit is inadequate.

TASK FORCE RECOMMENDATIONS ON TECHNICAL ASSISTANCETO AGENTS:

- \* The DMV should initiate action to cease processing agents' social security payments.
- \* The DMV must provide adequate staffing to provide increased technical assistance to local agencies.

EMPLOYEE TRAINING AND DEVELOPMENT:

Most of the staff in the Bureau of Agencies are long-term career employees. In the past, employees often remained in a single position for many years with little upward mobility. In three of the six units, clerical employees acted as supervisors but without the necessary training to enable them to satisfactorily perform as supervisors. Consequently, these units operated below maximum efficiency. The lack of training and employee development has limited the scope of most employees' knowledge to the specific function they performed. So many Bureau of Agencies staff members have had such limited experience that the DMV has little flexibility in reorganizing and expanding the mission of the Bureau. The Task Force believes that, in the past, the DMV has failed to make a substantial commitment to the training and organizational development which is needed if the Bureau is to successfully meet its redefined goals.

TASK FORCE RECOMMENDATION ON EMPLOYEE TRAINING AND  
DEVELOPMENT:

- \* Since the training and organizational development inadequacies have existed for many years, a permanent long term commitment must be made to training and employee development.

TASK FORCE FINDINGS ON AUTOMATION OF AGENCY PROCESS:

The Agency Automation Project has been substantially delayed by difficulties in securing State leases for relocated agencies. The Automation Project would have been completed by December 1, 1981, if the State had been able to find office facilities and secure leases for those agencies which need to be relocated. The problems caused by the State controlling the leases for agency facilities, specifically the long delays in securing the leases, far outweigh the benefits derived. The Task Force has concluded that the State could adequately protect its interest through contractual agreements with agents without the need for State controlled leases. The automated system was designed to: reduce the time between customers' visits to agencies and the date they receive their final documents from Trenton; to reduce the error rate on documents to improve agency reporting. The DMV and the Division of Systems and Communications achieved these goals. However, maximum benefit of the automated system will come only when all agencies are automated.

TASK FORCE RECOMMENDATIONS ON THE AUTOMATION OF AGENCIES:

- \* The State should cease the practice of leasing facilities for agencies. Obtaining adequate facilities should be the responsibility of the agent. The DMV should specify standards and guidelines for space.
- \* Completion of the Agency Automation Program should be the highest priority for the Bureau of Agencies.
- \* The DMV must develop for the Bureau of Agencies automated management information systems that provide key indicators of the need for executive action, system modification or reallocation of resources.

SUMMARY OF PRICE WATERHOUSE FINDINGS ON AGENCY REVENUEAND DOCUMENT CONTROLS:

As part of its effort to develop a long range Master Plan for the DMV, Price Waterhouse and Company reviewed the agency revenue and accounting systems. Price Waterhouse will be making formal recommendations to the DMV in January 1982. The following is a summary of the findings and recommendations on agencies.

The 50 DMV agency locations currently provide a wide range of licensing, titling, and registration services to the citizens of New Jersey, spanning almost the entire range of services provided at the Division's offices in Trenton. A variety of forms, license plates and office supplies are required in the performance of these services. Thirty-four separate office supplies and forms are furnished to locations for use in conducting their business. An



additional, 22 separate serial numbered forms are maintained at each agency with each individual item in the 22 categories tracked by a unique serial number associated with the item (e.g. plate number, certificate of ownership number, registration number). The current method of controlling the consignment of office supplies and serially numbered items to the 50 agency locations is through return receipt of a signed acceptance ticket from the agency and subsequent manual posting to an inventory ledger at the agency. Likewise, inventories of these items at the agency location are adjusted by manual entries into the inventory ledger which are transcribed from the daily Agency Items Issued Report. The volume of manual postings inevitably causes inaccurate data and lengthy delays in performing the monthly reconciliation of the DMV ledger inventory to agency physical inventory reports. As of December 10, 1981, the Ledger Section had not completed the August, 1981 posting and reconciliation activities.

A similar, though perhaps more serious, problem exists with regard to tracking the receipt and forwarding of state funds by the agencies. Daily sales totals for the various kinds of transactions, as reported by the agencies on their daily summary reports, are manually posted to oversized ledgers, in which monthly totals are accumulated. The daily summary reports are accepted as

an accurate reflection of the days' activity, and, since the only mechanism for verifying the correctness of the report is through reconciliation of the office supplies, forms, and serial numbered stock inventory at each agency, audits of the reports on a timely basis are all but impossible. The net effect of this situation is that large sums of State funds are received on a daily basis by each of the 50 agency locations, with little assurance that the receipts are promptly reported and deposited. Of the total DMV Fiscal Year 1981 revenue of \$311 million, the local agencies collected \$186 million or 60%.

Price Waterhouse recommends that the DMV develop an automated information system and the associated procedures and internal controls for monitoring the inventories of sensitive documents, license plates, and the reporting of State revenues received by agencies.

IMPORTANCE OF AGENCY AUTOMATION:

Implementation of the Price Waterhouse recommendation is dependent upon the automation of all agency offices and the redesign of the forms currently used to provide registration, certificate of ownership, and driver license documents. In order to insure the timely automation of agencies, Price Waterhouse supports the Motor Vehicle Agency Evaluation Task Force recommendation that the State discontinue the practice of leasing facilities for agencies

Price Waterhouse concluded that the discontinuance of this leasing policy would enable the prompt installation of computer equipment at those agencies which must be relocated.

The completion of the agency automation project will permit the timely collection and processing of accurate data relating to agency revenue and document inventories. The element of accuracy can be achieved by the use of controls in the minicomputer programs to be installed at the agencies. The element of timeliness can be achieved by the collection of agency information each night through the electronic transmission of data from the agencies to the Systems and Communications data center.

The completion of the agency automation project will also permit licensing and registration forms to be redesigned and simplified. The number of forms can be significantly reduced in addition to increasing the control over these forms.

The redesigned forms will provide the capability for effectively monitoring agency transactions by associating each transaction with a particular multi-function form. The amount of State revenue can be accurately reconciled to the number of forms used each day and a dollar amount can be associated with each completed form. The documents will be packaged as a continuous form, and a unique serial number will be associated with each document, providing an automatic audit trail. The capability would exist to

easily determine if all state revenue has been received by performing a simple reconciliation of daily revenues deposited in the bank with daily document usage at the agency.

#### EQUIPMENT REQUIREMENTS:

The implementation of these controls can be accomplished through the utilization of existing Systems and Communications computer resources. The majority of the data processing requirements are concentrated during the early morning hours between 1:00 and 6:00 a.m., immediately following the collection of data from the agencies. Demands on computer center resources are normally at a minimum during this time.

The implementation of these controls may require the addition of a random access file storage device in order to maintain agency revenues and deposit data and to maintain agency forms control data. The cost of this additional storage device would be approximately \$16,000.

#### PROJECTED BENEFITS:

The timely depositing of State revenue received through the motor vehicle system will result in significant monetary benefit to the State Treasury, in terms of interest lost on undeposited money. On the average, \$500,000 is received and deposited each day as a result

of agency operations. Because of inadequate controls over the deposit of revenue, a significant portion of this amount is not deposited on the day of receipt by the agency. The implementation of an automated system of controls over revenues and documents would result in an estimated savings of \$100,000 to the State of New Jersey.

#### TASK FORCE RECOMMENDATION ON CONTROL OVER AGENCY REVENUE

##### AND DOCUMENTS:

- \* As recommended by Price Waterhouse and Company, the DMV should develop an automated information system and the associated procedures and internal controls for monitoring the inventories of sensitive documents, license plates, and the reporting of state revenues received by agencies.

##### WORKER PRODUCTIVITY:

As a pilot project, the Task Force staff conducted an evaluation of employee productivity at four automated and three manual agencies. The results showed that in these seven agencies the speed with which agency employees process automated transactions is comparable to the speed of the manual system. However, the study also showed that the speed with which individual workers and agencies process transactions varies greatly.

In the Task Force analysis, the privately operated agency at Bakers Basin had the highest hourly production per worker. Bakers Basin employees averaged 52 items per hour. The State operated agency in Trenton had the lowest

hourly average of items produced per worker (32). This difference is attributed to a combination of inter-related factors: facility design, equipment layout and management expertise.

TASK FORCE RECOMMENDATIONS ON IMPROVED MANAGEMENT PRACTICES  
IN THE BUREAU OF AGENCIES:

- \* As a temporary measure and until the Bureau of Agencies obtains an analytic capability, the Bureau of Systems and Planning and the Internal Audit and Evaluation Unit should provide technical assistance for productivity related management improvements at the local agencies.
- \* The Bureau of Agencies should develop a staff trained in scientific management who could be capable of working with automated systems.

TASK FORCE FINDINGS ON BUREAU OF AGENCIES TELEPHONE SERVICE:

In response to the Public Advocate's report, DMV established a Customer Service Section which included installation of telephone answering devices in all agencies and initiation of a pilot telephone program to test the feasibility of answering customer inquiries at Trenton headquarters instead of at local agencies. Seven senior clerks staff the special unit. This section answers all telephone inquiries for 12 agencies. Between January 1981 and June 1981, this telephone unit answered 83,038 calls. Listed on the following page is a distribution of the calls received by type.

AGENCY TELEPHONE PILOT PROJECT

TELEPHONE CALLS BETWEEN JANUARY 1, 1981 AND JUNE 30, 1981

<u>TYPE OF CALL</u>	<u>NUMBER OF CALLS</u>	<u>PERCENTAGE OF CALLS</u>
Cost of Registration	31,795	38.3%
Title Checks	1,883	2.3%
Driver License	9,406	11.3%
Suspension & Restoration	1,718	2.1%
Certificate of Ownership	8,261	9.9%
Inspection Station	2,675	3.2%
Permit Information	7,656	9.2%
Special Plates	2,049	2.5%
Boats	1,730	2.1%
Duplicate Plates	2,227	2.7%
DQC Information	5,660	6.8%
Refunds	579	0.7%
Sales Tax	760	0.9%
Insurance	481	0.6%
Miscellaneous	<u>6,158</u>	<u>7.4%</u>
TOTAL	83,038	100.00%

To a certain extent, the Bureau of Agencies telephone unit has become a valuable general information number. This is an experience common to other DMV offices and frequently called DMV telephone numbers. Recently, the DMV conducted a survey of the Change of Address Unit telephone number (292-4580) for the period of July 14, 1981 and July 31, 1981. The survey found that of the 2,185 telephone calls coming into 292-4580, only 1,018 or less than one-half of the calls were directly related to change of address. The remaining phone calls dealt with other DMV matters. Monthly reports from the duplicate license and registration (292-6500) telephone unit on the type of call received during the period from January 1, 1981 through March 31, 1981 indicated a similar pattern.

TELEPHONE CALLS RECEIVED BY DUPLICATE

LICENSE AND REGISTRATION UNIT (292-6500)

<u>Month</u>	<u>Number of Calls</u>	<u>Percentage of Calls Unrelated to Duplicate Licenses or Registration</u>
January	51,850	36.7%
February	50,019	38.9%
March	61,634	39.0%



An internal DMV Task Force Chaired by the DMV Ombudsman has been studying Division-wide telephone needs. The Division of Telecommunications and Data Processing; Department of Treasury, and the New Jersey Bell Telephone Company have assisted in this study. DMV is planning to issue further recommendations to establish a centralized telephone information service.

TASK FORCE RECOMMENDATIONS ON TELEPHONE SERVICE:

- \* All agency telephone inquiries should be answered at Trenton headquarters.
- \* The DMV should conduct frequent training programs for all personnel who monitor the DMV's frequently called telephone numbers.
- \* The DMV should replace the current telephone equipment used for frequently called numbers with state-of-the-art equipment which would provide improved access to the public and increased management information for the DMV.

IV. C O S T

#### IV. COST

Contrary to expectations, the Task Force found no simple answer as to how much the agency system has cost or will cost to operate. The accounting systems, methods and timeliness of payment and record keeping make many comparisons between the two systems difficult. The analysis in this report is divided into two parts: Private Agencies and State Agencies.

##### 1. COST OF OPERATING PRIVATE AGENCIES:

The payment system for private agents has changed several times in recent years. From 1975 to 1979, agents were paid a straight commission. The rate was based on volume and the type of item processed (e.g., the commission rate for sales tax transactions was \$.40 while the rate for boat registrations was \$.32). Agents in State owned facilities received a lower commission rate than agents who leased facilities themselves because the State provided the space. The reduction represented a rent payment differential.

In 1979, the DMV initiated a revised payment plan under which the basic commission rate was adjusted and the following elements were added: (1) A \$120 per week (\$6420 per year) payment; (2) reimbursement for operating expenses (rent, fuel, electricity, telephone, cleaning and maintenance; and (3) a guaranteed minimum income of \$14,500 for agents who worked full-time. In 1981, the commission rate was again adjusted

to reflect rising costs, expanded hours and implementation of the performance standards. This rate is \$.60 for the first 100,000 items and \$.40 for all items over 100,000. The other components of the 1979 system remained the same.

The complexity of the compensation system is compounded by manual record keeping. All income and expense records are kept manually. Consequently, commission payments are estimated based on the previous year's volume because accurate current volume figures are not available to make monthly payments. The DMV requires agents to submit proof of expenditures in order to receive expense payments. Agents expense documentation are frequently late. For example, as of October 1, 1981, four agents had not submitted final statements for 1980.

#### 1980 COMMISSION AND EXPENSE PAYMENTS:

In 1980, the private agents processed 6,395,368 items. Total commission and expense payments made to agents amounted to \$3,132,432.00. Differences in volume and highly variable expenses produces great variation among agencies' income and expenditures. The following is a summary of agency income and expenditures for 1980. (The details of State payments and agency expenditures are found in Appendix D.)

<u>Number of Items x 1000</u>	<u>Number of Agencies</u>	<u>Average Commission &amp; Expense Payment</u>	<u>Average Report Expenditure</u>	<u>Average Net Income</u>
80-100	6	\$52,784	\$42,208	\$10,576
100-150	19	65,117	55,208	9,891
150-200	9	83,377	66,706	16,672
200-300	4	104,173	83,255	20,918

The Average Commission and Expense Payment is the average of the payments made to the agents in calendar year 1980. The Average Reported Expenditures is the average of the agents' business expenditures as reported to DMV by the agents. They have not been audited. After the expenses are audited, DMV determines whether or not a subsidy is paid, it will be included in the agents' 1981 income statement. The Average Net Income is the difference between the average commission and expense payments and the average reported expenditures. The four agencies (Dover, Newton, Pemberton and Wyckoff) that had not submitted their expense reports by October 1, 1981 are not included in this analysis.

Based on Task Force staff computations, eight agencies had 1980 net income exceeding \$20,000. They are as follows:

Jersey City #1	\$32,130	Morristown	\$23,164
Toms River	28,532	Bakers Basin	22,154
Eatontown	28,320	Union City	20,386
Springfield	24,921	Salem	20,204

Seventeen agencies had net incomes between \$10,000 and \$20,000. Eleven agencies had net incomes between \$0 and \$10,000. Two agencies, Rutherford and Rahway, had negative net incomes. The primary causes for variations in the net income are volume of business and efficiency of operations. Location of an agency affects both volume and type of transactions. For example, six agencies are located in

large motor vehicle complexes which include driver qualification centers and inspection stations and attract a higher proportion of driver permits and registration renewals than other agencies.

Some agencies, because of their location and/or entrepreneurial efforts, attract a large volume of auto dealer transactions. This work, which is usually delivered by the auto dealer and picked up later in the day, is attractive to agents because it gives the agent more control over the production process.

An agent's largest expense is salaries. The following analysis of agents' personnel costs is based on a sample of 19 of the 1980 Profit and Loss Statements submitted by agents. The average hourly wage for all private agencies' employees at these agencies was \$3.95. This average was only \$.85 above the 1980 minimum wage of \$3.10 per hour. (For more details see Appendix E.) These figures do not include any fringe benefits or bonuses which agents may or may not provide for their employees. The Motor Vehicle Agents' Association claims that low commission rates prevent agents from paying higher wages and benefits. In contrast, the 1980 average hourly wage at State operated agencies was \$5.03 plus fringe benefits amounting to approximately 15%.

The Task Force finds that low wages encourage high employee turnover and that high turnover tends to lower the quality of customer service. For example, in one private agency only six employees out of 21 on the payroll during the year worked all four quarters. In this agency, the average hourly wage in June, 1981, for the full-time employees was \$3.49. This average is only \$.14 above the 1981 minimum wage. The agent paid all new employees the minimum wage.

The recent 1981 commission rate adjustment should enable agents to alleviate this problem. The increase provided approximately \$15,000 per year to each agent. The Task Force believes substantial portions of this increase should be passed along to agency employees in the form of cost of living raises.

## 2. COSTS OF STATE OPERATED LOCAL AGENCIES:

In 1980, the State operated five agencies with State employees for the entire year. As in the private agencies, the cost to operate these agencies varies. In the State system the differing number of employees rather than commission payments account for most of the variance. A summary of 1980 operating costs for four State agencies is as follows:

<u>AGENCY</u>	<u>EXPENDITURE PER ITEM</u>
Howell	\$.69
New Brunswick	.53
Newark	.74
Wayne	.55



Trenton, because of its location in the DMV Headquarters, is a special case. Prior to September, 1981, the Trenton agency also administered the Special Plate Program. As a result, the Task Force did not include the Trenton costs in this analysis.

The Expenditure Per Item for New Brunswick and Howell reflect employee wages and benefits, facility costs and other operating expenses. Newark and Wayne are located in State owned facilities, therefore, there is no rent expense. Including an estimated rent for these facilities would increase the Expenditure Per Item to approximately \$.82 in Newark and \$.64 in Wayne. (For details see Appendix F).

Each State agency is supervised by a head clerk, rather than a professional supervisor or manager. The staff is composed of principal clerks and clerk typists. The number of employees in individual agencies depends on volume. The current wage for July, 1981 to December 31, 1981 for these employees is as follows:

	<u>PER HOUR WAGE RATE RANGE</u>		
Head Clerk	\$6.78	-	\$9.07
Principal Clerk	5.53	-	7.46
Senior Clerk	4.55	-	6.14
Clerk Typist	4.12	-	5.57

The State employee wage rate will increase 4% on January 1, 1982 and 7% on July 1, 1982 according to the State employees' contract. In 1980, the average hourly

wage rate for employees at the four State agencies was \$5.03. (For further details see Appendix G.) These figures do not include costs for the standard State employee fringe benefits such as health insurance.

SUMMARY OF FINDINGS ON COSTS OF OPERATING LOCAL AGENCY SYSTEMS:

A comparison of the management system in State and private operated agencies reveals strengths and weaknesses. The Task Force's primary finding is that the State cannot reduce the costs of operating the system merely by taking over operation of the local agencies. In fact, in 1980, the average cost for each item processed at a State operated agency was about \$.15 higher than the average cost per item in private agencies. The following is a list of other Task Force findings:

1. In the State operated agencies, the employees are paid a competitive wage and turnover is not a serious problem. However, the highest ranking employee in a State agency is a Head Clerk, a clerical title. Consequently, State operated agencies lack on-site professional supervision and management.
2. Overall, the privately operated agencies provide employees a lower wage and fewer benefits. This results in high turnover. However, the private agent usually provides on-site management although with varying degrees of professionalism and competence. In 1980, 33 agents worked full-time in agencies and 8 worked part-time.

3. A calendar accounting year is used in the private agency system and a July to June fiscal year is used in the State agencies. This is one of the factors that make accurate cost comparisons difficult.
4. In the past, the compensation plan for private agents did not provide incentives for investments in facilities. Consequently, some privately operated facilities had numerous problems including inadequate waiting areas, parking, air conditioning and heating. In 1979, the State began to assume responsibility for leasing all agency facilities. While the State leasing process provides adequate facilities, the process is slow and easily delayed. All State leases must be approved by the Division Director, Department Head, the Director of the Division of Purchase and Property, the State Treasurer, the Governor's Office, the President pro-tem of the Senate and the Speaker of the General Assembly. Completion of this process can take as long as a year. There are no alternatives to this lengthy process as long as the State leases the facilities for the agents.
5. Both the agents and the auditors in the Bureau of Agencies describe the current system for compensating agents as too complex and difficult to operate. The complexity of this system often results in confusion over the payment system and

delays in reimbursement. The delays, in turn, create cash flow problems for some agents.

6. The DMV Master Plan consultants are developing recommendations on improved Division-wide accounting systems.

TASK FORCE RECOMMENDATIONS ON COSTS OF OPERATING THE  
LOCAL AGENCY SYSTEM:

- \* The DMV's new Bureau of Accounting should establish a simplified accounting system to determine the actual costs of operating State and Private agencies.
- \* A simplified agents' compensation package should be developed. This simplified plan should consider eliminating the current practice of paying agents' expenses.
- \* Agents income should not be so closely tied to volume. Information and customer services also should be factors. Tying agents income directly to volume without a firm floor or ceiling allows some agents to make a high profit while some make very little or actually lose money. In addition to the minimum base salary for full-time agents, the DMV should establish an absolute cap or ceiling for agents.

V. I N T E G R I T Y   A N D   E T H I C S

## V. INTEGRITY AND ETHICS

The Division of Motor Vehicles is a large organization geographically dispersed throughout the State. The DMV operates a network of 50 agencies, 39 inspection stations, 20 Driver Qualification Centers, a warehouse, a maintenance shop and a headquarters complex. The DMV collects over 310 million dollars through this network. This complex organization requires a comprehensive accounting and auditing system to control Division personnel, fiscal and management transactions and equipment.

Prior to December 1980, the DMV had no active inventory of equipment and supplies. Prior to May 1981, the DMV had an inadequate internal audit capability. Following an internal review by Director Wiskowski, the DMV established a comprehensive inventory system and an Office of Internal Audit. Unfortunately, reviews by the Departments of Civil Service and Treasury have delayed full staffing of the Office of Internal Audit.

### CODE OF ETHICS:

The DMV employees are bound by the Code of Ethics promulgated on April 3, 1972. In the past, the DMV gave no similar guidance to private agents. On September 27, 1981,

the Agents' Association agreed to accept and abide by a slightly modified version of the DMV Code of Ethics (See Appendix H.) In addition, the Task Force developed principles to serve as specific practical suggestions or guidelines for agents and their employees.

#### SECURITY AND PRIVACY:

Security of the DMV's information is a major concern. Neither the manual or automated agencies allow direct access to the DMV files by agency employees. The second phase of the automation project will give agencies additional input and look-up capabilities. The DMV and the Division of Systems and Communications are giving careful consideration to the amount of information which will be available at the agencies in Phase II. The enforcement of the Code of Ethics and the principles listed below will help to assure the confidentiality and accuracy of the DMV files.

#### TASK FORCE RECOMMENDATIONS ON INTEGRITY AND ETHICS:

- \* Because the local agencies are geographically dispersed throughout the State, the Division of Motor Vehicles must maintain strong accounting and personnel management systems and procedures which will assure integrity with minimal day-to-day direction from Trenton headquarters. These systems and procedures should include not only external controls such as a Code of Ethics, but also internal motivators fostered and monitored by competent local agency managers.
- \* The DMV should carefully review and implement the Master Plan recommendations on accounting programs and systems for agency operations.

- \* The DMV should fully staff the Office of Internal Audit.
- \* The Bureau of Accounting should institute new accounting procedures which will provide the DMV management with adequate information on the estimating, collection and disbursement systems.
- \* The DMV should strictly enforce the recently promulgated Code of Ethics.
- \* All agency employees should abide by the following principles which enhance the Code:
  1. Employees shall serve equally and impartially clients, superiors and subordinates without regard to sex, age, race, ethnic, religious or political factors.
  2. Employees shall not subject the public or fellow employees to discourtesy, verbal abuse or unreasonably slow treatment.
  3. Employees shall not have an interest, financial or otherwise, direct or indirect, or undertake any employment or service which is in conflict with or would unduly influence the proper discharge of their official duties.
  4. Employees shall not accept any gift, favor, service or other thing of value in the discharge of their official duties.
  5. Employees shall avoid conduct which not only is in violation of the public trust, but which appears to violate such trust.
  6. Employees shall not disclose to any person, whether or not for financial gain, any information not generally available to members of the public which is acquired or received in the course of official duties. Employees shall not use such information for the purpose of financial gain.



VI. ALTERNATE MANAGEMENT STRUCTURES

## VI. ALTERNATE MANAGEMENT STRUCTURES

In 1979, the Motor Vehicle Service Delivery Task Force researched the organizational structures used by other States to provide motor vehicle field services. (See Appendix I). The Task Force found that New Jersey was not alone in having a system which combined State oversight, State operation and private vendors in varying combinations. The research also showed that no one structure stands out as the best or most accepted model.<sup>3</sup>

Since April, 1981 the current Task Force has analyzed three potential organizational structures for the New Jersey Motor Vehicle Agency system:

- a. State Operated System
- b. Private Vendor System
- c. Diversified Management System (combined Private and State operated)

The Task Force gave careful consideration to customer service needs, the costs of operation, the need to maintain high levels of integrity throughout the system and qualifications of personnel. During this analysis, the Task Force concluded that the DMV could best provide adequate agency services through a de-politicized private

<sup>3</sup> Report of the Motor Vehicle Service Delivery Task Force, November 30, 1979, page A-4.

system with State operated agencies in six State owned regional facilities. The following sections describe the three organizational structures considered by the Task Force.

A. STATE OPERATED MOTOR VEHICLE AGENCY SYSTEM

Presently, ten of the fifty agencies are State operated. Under a State operated system, all staff members would be State employees and all facilities would be owned or leased by the State. The State would have sole responsibility for the direction and daily operation of all agencies. All employees would be hired according to standard State personnel practices. Employees would receive salaries and benefits established and approved by the Department of Civil Service.

The State would have responsibility for all costs associated with operating the agency. Under this system, the State would be responsible for cash shortages and security of personnel and documents. This contrasts with the private system in which agents are responsible for document security and must reconcile all shortages from personal funds.

Some proponents of a State operated system point out that the State should take over all agencies since the State now receives whatever credit and/or criticism is leveled at the system without having effective operational control over the agencies. A State operated management structure would provide that effective control.

HOW WOULD STATE OPERATED AGENCIES BE STAFFED?

A State operated system would have important staffing options. For example, there would be two categories of employees at State agencies, clerical workers serving in the classified service, and a professional manager. Analysis by previous task forces of the costs for a State takeover did not include provisions for such professional management. Consequently, the costs projected for State operation by previous studies now appear to be too low. Provision for professional managers is important since this Task Force found the lack of on-site management in State operated agencies to be the major cause of low productivity and other customer service problems. The agency managers could be classified employees selected through a Civil Service examination or unclassified employees selected by the Director of the DMV.

The Task Force found the unclassified service to be more favorable since it provides the Director of the DMV with greater discretion in appointing the key employees who actually control the quality of service at the local agencies. Unclassified managers would also permit increased flexibility for DMV in motivating managers/agents. In addition, corrective action could be more easily undertaken against unclassified employees.

AGENCY FACILITIES UNDER A STATE OPERATED SYSTEM:

Under a State operated structure, the State would either own or lease all agency facilities. This would provide the Division of Motor Vehicles with increased control. But, as noted above, the process for obtaining leases is lengthy and has substantially delayed the completion of the current Agency Automation Project. Fortunately, the leasing delays only should be one time inconveniences occurring during the start-up of new agencies or the relocation of agencies. The Task Force found that the length of time the State takes to locate and lease facilities causes most serious operational problems for DMV.

SIZE OF AGENCY STAFFS:

In November 1979, the Division of Motor Vehicles estimated that a State operated system would require 252 full-time employees excluding those at the State operated agency in Trenton.

Since 1979, the Division has implemented a number of changes in the agency system which require more staffing. In addition, as mentioned above, the 1979 estimate did not provide for adequate managerial supervision of the local agencies. The Task Force staff estimates that the State would require approximately 350 employees to operate the current 50 agencies. At today's wage levels, this translates into an annual personnel cost of approximately \$4.5 million in salaries and benefits.

INDIRECT COSTS FOR STATE EMPLOYEES:

The addition of 350 employees to the State payroll would require additional personnel and budget services which would not be represented in the Bureau of Agencies' budget. Nevertheless, these are real costs. For example, the Task Force projects a need for at least two additional staff members for the DMV's Bureau of Personnel just to handle the routine personnel transactions, payroll and employee counseling. These indirect costs should be included in any tabulation of the cost of a State takeover.

ARE STATE OPERATED AGENCIES BETTER MANAGED AND MORE RESPONSIVE TO THE PUBLIC?

The Task Force staff has made a comparative analysis between the existing 10 state operated agencies and the 40 privately operated agencies. The staff was unable to observe any indications that the State operated agencies performed at a higher level of productivity or provided better service to the public than the private agencies. In fact, in the pilot time studies conducted at seven agencies, the Task Force found the two least productive agencies to be State operated. These Task Force findings are significant in relation to the results of the Eagleton Poll. A summary of the results of the Eagleton Poll follows.

RESULTS OF EAGLETON POLL:

In June, 1981, the Eagleton Poll, Rutgers University prepared a report on "New Jerseyans' Opinions About Control of Motor Vehicle Agencies: Knowledge, Preference and Rationale." The poll indicated that there is a widespread misconception about who runs motor vehicle agencies in New Jersey. 58% of the people polled thought that agencies are run by the State while 14% thought the agencies are operated by private companies. Another 14% knew that some agencies are managed by private companies while others are State operated. 13% said they did not know who runs the agencies.

The people polled by Eagleton expressed a preference to have motor vehicle agencies operated by State government. The preference for State-operated agencies was shared by agency users and non-users alike. Three-fourths of those who had not been to an agency within the past year preferred State control, as did two-thirds of those who had business with an agency.

Those expressing a clear preference for agencies to be either State or privately operated were asked, "What is the most important reason you feel (Government/Companies) should run these?" The Eagleton Poll combined the responses into nine substantive categories as shown in the following table.



REASONS GIVEN TO EAGLETON POLL FOR PREFERRING STATEOPERATED AGENCIES:

<u>REASON</u>	<u>PERCENT</u>
Better control over agencies/how laws are enforced	34%
Would do a better job/be more efficient	15%
Proper function of state government	13%
Stronger service orientation	8%
Agencies would be less political	5%
Cost of service would be cheaper	5%
Distrust of private companies	3%
Other (idiosyncratic)	6%
No reason given	<u>11%</u>
Total	100%

The reasons cited most often by those desiring agencies to be run by the State is that there would be better control over the agencies. Approximately 20% of the individuals polled thought that the State would do a better job, be more efficient and provide the service at a cheaper cost.

The Eagleton Poll summarized their findings by indicating that "New Jerseyans know virtually nothing about the present structure of how Motor Vehicle Agencies are operated in the State. Yet they express a strong

preference to have agencies run by the State. More than anything else, the rationale for this view is that regulation, coordination and the provision of Motor Vehicle services is simply a legitimate and proper function of State government."

GENERAL CHARACTERISTICS OF A STATE OPERATED SYSTEM:

1. In a completely State operated system the responsibility for the quality of service would not be shared.
2. The State should have more complete operating control over the agencies than under any other management structure.
3. The number of employees on the State payroll would increase. Although the type, quality or quantity of local DMV services would not change, the size of State government, measured in number of employees and probable costs would increase.
4. A State operated system would increase the routine work of the Department of Civil Service and other administrative units such as the Division of Pensions.
5. Titles, salaries and personnel practices would be uniform. All local motor vehicle employees would be paid the standard Civil Service approved salary.
6. Procedures could be more easily standardized than under any other management structure.
7. Employees could be shifted among agencies when necessary to ensure adequate staffing.
8. The State government approval system with various checks and balances would slow responses to specific needs for changes (e.g., the State leasing process).

ADDITIONAL CHARACTERISTICS OF A STATE OPERATED SYSTEMSTAFFED WITH CLASSIFIED EMPLOYEES:

1. Civil Service personnel practices might reduce the potential for undue political favoritism.
2. Civil Service regulations would limit the powers of the Director of the DMV to take personnel actions.
3. Civil Service would provide a standard state-wide mechanism for recruitment of personnel and a standard process for handling employee grievances.
4. The staff of the agencies would not be subject to change with administrations.

ADDITIONAL CHARACTERISTICS OF A STATE OPERATED SYSTEMSTAFFED WITH UNCLASSIFIED MANAGERS/AGENTS:

1. Appointment of unclassified managers would provide the Director of the DMV with flexibility in appointing and evaluating the agent/manager. This might enhance the Director's ability to motivate individual agents/managers.
2. Unclassified employees could introduce an element of politics into the State operated system.
3. Unclassified employees serve at the pleasure of the appointing authority and consequently might be subject to termination at the change of an administration.

B. PRIVATE VENDOR MOTOR VEHICLE AGENCY SYSTEM

A private vendor system would be one in which private entrepreneurs had responsibility for:

1. Hiring, paying, evaluating, and if necessary, firing employees;
2. Day-to-day management and security of the agency including documents, equipment, funds and personnel;
3. Prompt deposit of State funds; and
4. Reconciliation of all shortages.

Under a private vendor system the agents would either serve at the pleasure of the appointing authority or serve an established period of time under a contract which would delineate the responsibilities and obligations of both the agent and the DMV.

METHOD FOR APPOINTING OR SELECTING AGENTS:

There could be three basic methods for selecting and appointing agents in a private vendor system;

1. Appointment after a formal bidding procedure;
2. Selection by the Director of the DMV after a review of how well the individual candidates measure under established standards for qualification. This option could include a review of candidates by a Blue Ribbon Committee which would make recommendations to the Director.
3. Appointment of agents after review and nomination by political leaders as has been the method in the past.

AGENCY FACILITIES IN A PRIVATE SYSTEM:

A private vendor system provides more options concerning facilities than does a State operated system. Under a private vendor operated system there are four different options concerning facilities:

1. The agency could be located in a State owned facility;
2. The agency could be located in a State leased facility;
3. The agency could be located in space owned by the agent; and
4. The agency could be located in space leased by the agent.

As mentioned above, in 1980, the State began a process under which the State assumed the lease for all facilities in which agencies were located. Under a privately operated system, this policy could and should be changed so as not to exclude the possibility of agents retaining the responsibility for leasing agency facilities. If the agents do retain responsibility for leasing facilities, then the contract between the agent and the Division of Motor Vehicles could and should contain clear provisions providing the Division of Motor Vehicles with access to the agency facility whenever needed including during employee actions, weekends, holidays and evenings.

GENERAL CHARACTERISTICS OF A PRIVATE VENDOR SYSTEM

1. The number of employees on the State payroll would not increase and overall costs would probably be lower than in the State operated system.
2. The name of the vendor would be associated with the service in the agency providing an incentive for good service.
3. A profit motive would encourage productivity and efficiency. There is some potential that the profit motive could increase the tendency to lower costs at the expense of service. A performance contract could control or limit this type of problem.
4. The State would have less complete operating control of the agencies than in a State operated system, but would still retain control based on contract obligations or Performance Standards.
5. Procedures would not be uniform among agencies.
6. Personnel practices would vary among agencies. Employees might not be paid comparably with State workers or employees in other agencies.
7. Employees would work for essentially competing firms, therefore, they might not be easily shifted among other agencies to assist in meeting staffing needs. There is the potential for one vendor to operate more than one agency. This type of arrangement would provide for easy shifting of staff between agencies.

8. Agents are wholly liable for all documents and funds.
9. Experience with the the current private agency system shows that many agents hire relatives. This provides personal service unavailable from bureaucracies. However, it is seen as nepotism in conducting State business.
10. Agents would have more flexibility in staffing than a comparable State Agent/Manager, since individuals would not be hired from Civil Service lists.

CHARACTERISTICS OF A PRIVATE VENDOR SYSTEM IF THE AGENTS WERE TO BE SELECTED THROUGH A BIDDING PROCEDURE

1. Political influence would not be a factor in agent selection.
2. The general public would have an opportunity to apply to become agents.
3. Existing businesses which bid for an agency should be able to submit lower bids because they need to cover only the variable costs associated with an agency operation. The State and other private vendors need to cover both fixed and variable costs.
4. The contract periods could overlap administrations, thereby, avoiding system-wide terminations at times of an administration change.

CHARACTERISTICS OF A PRIVATE VENDOR SYSTEM WITH A BLUE RIBBON QUALIFICATIONS REVIEW COMMITTEE

1. There should be less political influence than in

a patronage appointment process but possibly more than under a bid system.

2. The general public would have the opportunity to apply for positions as agents.
3. There would be the opportunity for overlapping contract terms to prevent the complete turnover of agents at the end of an administration.

CHARACTERISTICS OF A PRIVATE VENDOR SYSTEM IF THE AGENTS  
WERE TO BE APPOINTED AS A RESULT OF POLITICAL RECOMMENDATIONS

1. Patronage appointments attempt to do a good job to bring credit to their patrons.
2. Agents appointed because of political influence are some times difficult to control because of that political influence.
3. Political appointees may change with administrations. Consequently, the DMV might incur high turnover costs and problems at the change of administrations.



C. DIVERSIFIED MANAGEMENT SYSTEM FOR OPERATING  
MOTOR VEHICLE AGENCIES

Under a diversified system, the DMV could select a specific management structure depending upon the local circumstances. For example, there are some remote areas of the State which might not justify operation of a full-time agency. In such regions, the DMV might contract with a vendor to provide the public with motor vehicle services on a part-time or limited basis.

A diversified management system would enable the DMV to utilize the advantages of both the State and vendor systems. The diversified management system would provide the State with various models which over a period of time could be tested and compared for quality of services and facilities, productivity of employees and costs for operating.

SPECIFIC GENERAL CHARACTERISTICS UNIQUE TO A DIVERSIFIED  
MANAGEMENT SYSTEM:

1. Flexibility of the diversified system is more cost-effective by allowing the DMV to select the method of service delivery best suited to local conditions.
2. New options could be experimented without making radical alterations in the DMV practices.
3. The complexity of the administration of the agency system would increase, but would not be unmanageable.

4. The DMV retains adequate managerial control through the performance contract between the agent and the DMV.

#### PRIMARY RECOMMENDATIONS OF THE AGENCY EVALUATION

##### TASK FORCE:

- \* The DMV should de-politicize the process for selecting motor vehicle agents.
- \* Agents should be retained through the competitive bid process and should have a contract for a set period of time.
- \* All local motor vehicle agencies should be privately operated except for the six agencies located in the State owned facilities at Bakers Basin, Eatontown, Lodi, Newark, Rahway and Wayne.
- \* The agencies in those six State owned facilities should be operated by the State as part of a new concept of regional DMV full service centers. The DMV should consider the creation of other regional centers in appropriate locations in South Jersey.

## APPENDIX

- A. WORK VOLUME ANALYSIS
- B. PERFORMANCE STANDARDS
- C. TIME STUDIES
- D. 1980 AGENT'S INCOME AND EXPENDITURES
- E. 1980 SALARY SUMMARY  
PRIVATE AGENCY EMPLOYEES
- F. 1980 EXPENDITURES FOR STATE  
OPERATED AGENCIES
- G. 1980 SALARY SUMMARY  
STATE OPERATED AGENCIES
- H. CODE OF ETHICS
- I. SUMMARY OF 1978 NATIONWIDE  
MOTOR VEHICLE AGENCY SYSTEM STUDY

## APPENDIX A

### WORK VOLUME ANALYSIS

## WORK VOLUME ANALYSIS

Methodology

The length of stay in the agency was recorded for each customer entering the agency during the entire work day. These recordings were made in each of four automated agencies and three manually operated agencies. As customers entered the agency, a card was given to them with the time of their arrival. They were asked to return it when they completed their business. When the customers exited, the cards were stamped with the time. The length of stay was recorded by arrival time in fifteen minute intervals for the entire day.

The length of stay was computed. Cards which recorded an elapsed time of less than 1\* minute were discarded. It was observed that in these cases, the customers did not conduct any business in the agency. Times for auto dealers who receive special service, were not included in the totals.

\*In the Trenton Agency cards with elapsed times of less than 2 minutes were discarded. The unique location of the Trenton Agency, in the DMV headquarters building, causes many people to mistakingly enter the agency prior to being directed elsewhere. This process frequently takes 2 minutes or longer.

FINDINGSI. 20 MINUTE STANDARD

The Performance Standards for agencies states that the total time of a customer's visit shall not exceed 20 minutes.

<u>AUTOMATED AGENCIES</u>	<u># OF CUSTOMERS SURVEYED</u>	<u>% OF 1980 AVERAGE DAILY VOLUME</u>
Bakers Basin	712	+19%
Rahway	672	+42
Trenton (S)	281	-13
<u>Wayne (S)</u>	<u>495</u>	-13
TOTAL	1705	

<u>MANUAL AGENCIES</u>	<u># OF CUSTOMERS SURVEYED</u>	<u>% OF 1980 AVERAGE DAILY VOLUME</u>
Camden	398	-22%
Cherry Hill	347	-2
<u>Howell (S)</u>	<u>420</u>	+72
TOTAL	1165	
GRAND TOTAL	3325	

<u>AUTOMATED AGENCIES</u>	<u># OF CUSTOMERS OVER 20 MINUTES</u>	<u>% OF CUSTOMERS OVER 20 MINUTES</u>
Bakers Basin	222	31%
Rahway	208	31
Trenton (S)	28	10
<u>Wayne</u>	<u>256</u>	<u>52</u>
TOTAL	714	42%

\* This column shows the relationship between an average business day on the day the survey was taken. A plus (+) indicates the 1980 average daily volume. A minus (-) indicates the percent below the 1980 average daily volume.

(S) State operated

<u>MANUAL AGENCIES</u>	<u># OF CUSTOMERS OVER 20 MINUTES</u>	<u>% OF CUSTOMERS OVER 20 MINUTES</u>
Camden	49	12%
Cherry Hill	27	8
<u>Howell (S)</u>	<u>53</u>	<u>13</u>
TOTAL	129	11%
GRAND TOTAL	843	25%

The average length of stay in the agency was substantially longer in the automated than in the manual agencies. All agencies were studied on days when the volume was expected to be heavy. However, in Trenton, Wayne, and Camden, the volume was significantly below average.

## II. AVERAGE LENGTH OF STAY

<u>AUTOMATED AGENCIES</u>	<u>MEAN</u>	<u>AVERAGE STAY IN LONGEST 15 MINUTE INTERVAL</u>	<u>TIME OF LONGEST ARRIVAL INTERVAL</u>
Bakers Basin	17 min	23 minutes	11:45 - 12:00 12:30 - 12:45 2:30 - 2:45 2:45 - 3:00
Rahway	17	35	1:45 - 2:00
Trenton (S)	12	29	1:30 - 1:45
Wayne (S)	25	46	12:15 - 12:30
<u>MANUAL AGENCIES</u>			
Camden	9	23	12:45 - 1:00
Cherry Hill	9	19	12:15-12:30
Howell (S)	11	19	3:45-4:00

(S) State Operated

III. ARRIVAL TIMES

<u>AUTOMATED AGENCIES</u>	<u>HIGHEST # OF ARRIVALS IN ONE 15 MINUTE INTERVAL</u>	<u>TIME OF HIGHEST ARRIVAL INTERVAL</u>
Bakers Basin	36	12:15-12:30
Rahway	37	11:30-11:45
Trenton (S)	18	10:00-10:15
Wayne (S)	32	8:30-8:45

<u>AUTOMATED AGENCIES</u>	<u>LOWEST # OF ARRIVALS IN ONE 15 MINUTE INTERVAL</u>	<u>TIME OF LOWEST ARRIVAL INTERVAL</u>
Bakers Basin	3	4:15-4:30
Rahway	9	4:15-4:30
Trenton (S)	2	3:15-3:30
Wayne (S)	5	4:15-4:30

<u>MANUAL AGENCIES</u>	<u>HIGHEST # OF ARRIVALS IN ONE 15 MINUTE INTERVAL</u>	<u>TIME OF HIGHEST ARRIVAL TIME</u>
Camden	25	2:15-2:30
Cherry Hill	18	1:45-2:00 2:15-2:30
Howell (S)	30	8:30-8:45

<u>MANUAL AGENCIES</u>	<u>LOWEST # OF ARRIVALS IN ONE 15 MIN. INTERVAL</u>	<u>TIME OF LOWEST ARRIVAL TIME</u>
Camden	3	3:15-3:30
Cherry Hill	5	9:30-9:45 4:15-4:30
Howell (S)	5	4:00-4:15

(S) State Operated



The day's mean length of stay was in all cases but one within the 20 minute standard. However, the average length of stay varied from a low of 9 minutes in Camden and Cherry Hill to a high of 25 in Wayne.

The interval with the longest average stay was in all but one case between 11:45 and 2:30. However, the interval with the highest number of arrivals was more dispersed throughout the day.

NUMBER OF CUSTOMERS ENTERING AGENCY

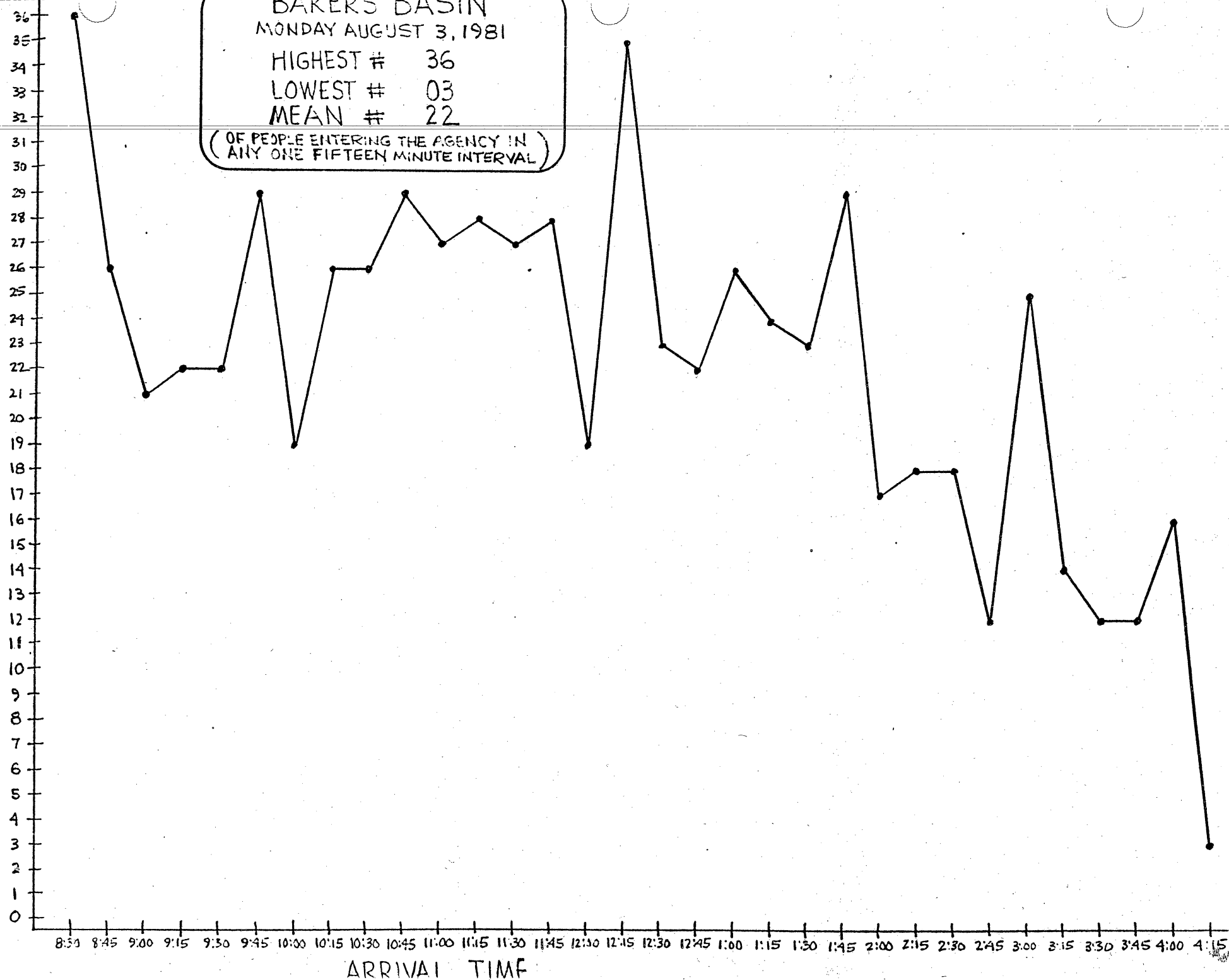
BAKERS BASIN  
MONDAY AUGUST 3, 1981

HIGHEST # 36

LOWEST # 03

MEAN # 22

(OF PEOPLE ENTERING THE AGENCY IN  
ANY ONE FIFTEEN MINUTE INTERVAL)



RAHWAY  
FRIDAY, JULY 31, 1981

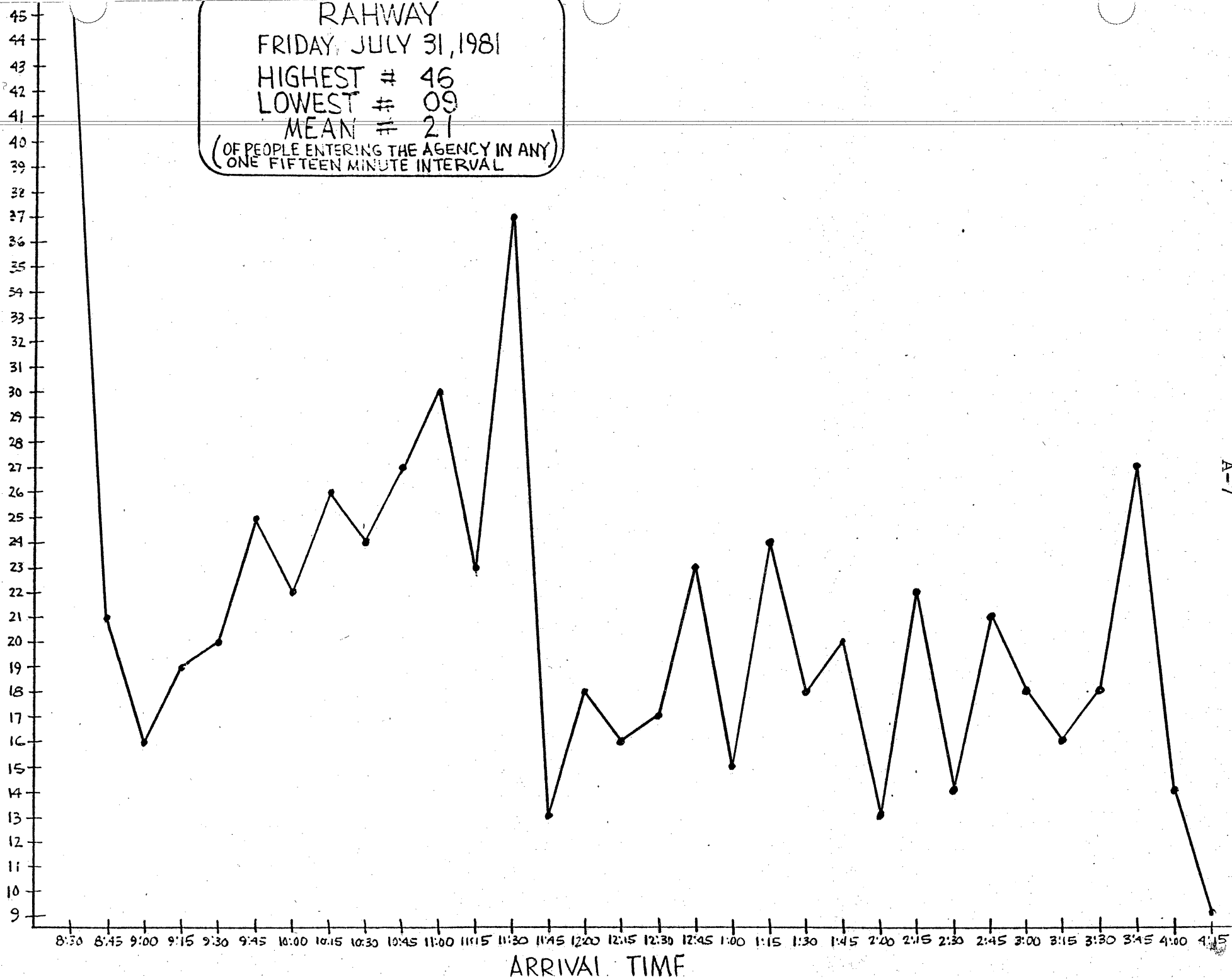
HIGHEST # 46

LOWEST # 09

MEAN # 21

(OF PEOPLE ENTERING THE AGENCY IN ANY  
ONE FIFTEEN MINUTE INTERVAL)

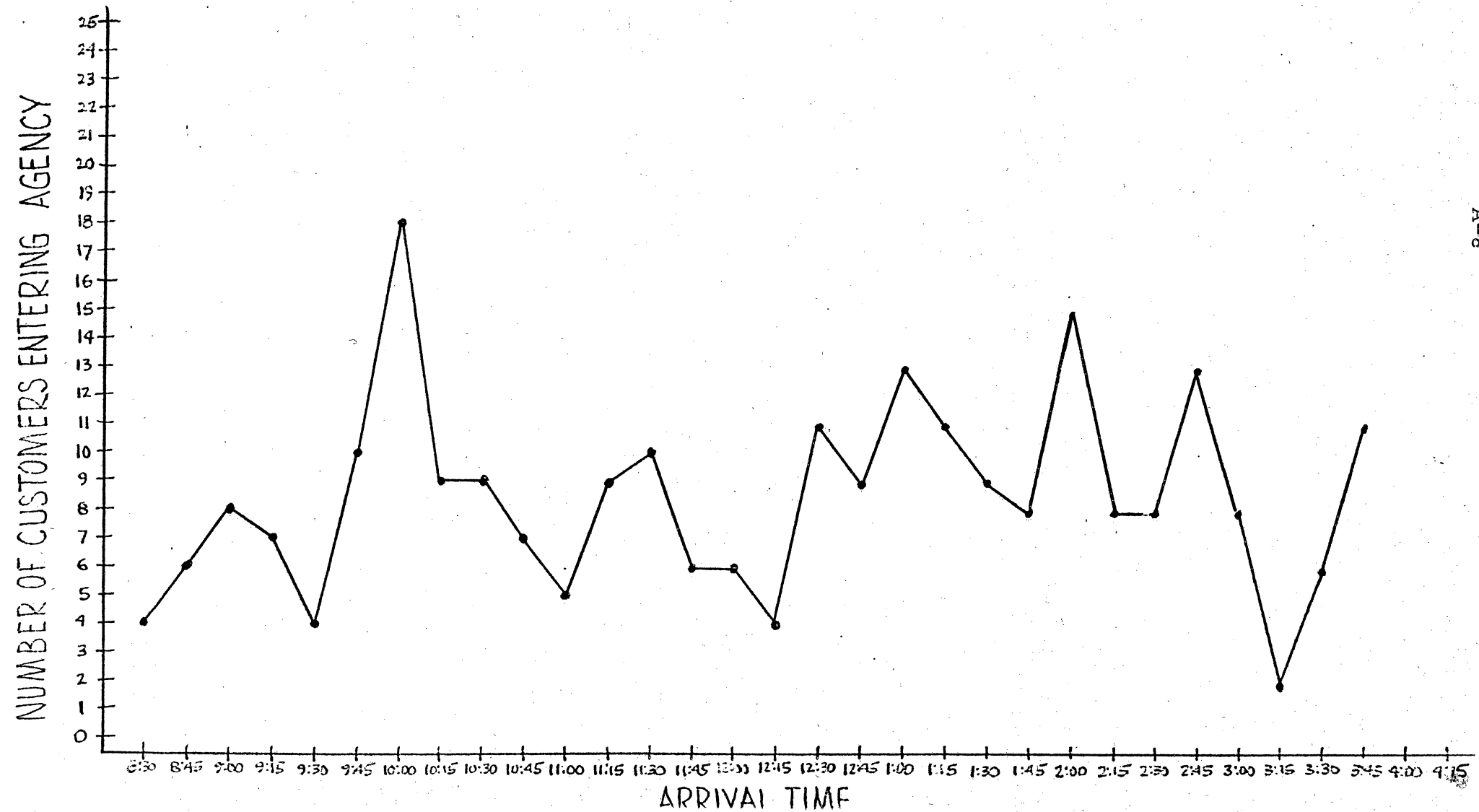
NUMBER OF CUSTOMERS ENTERING AGENCY



A-7

TRENTON  
FRIDAY JULY 10, 1981  
HIGHEST # 18  
LOWEST # 02  
MEAN # 08

(OF PEOPLE ENTERING THE AGENCY AT ANY)  
ONE FIFTEEN MINUTE INTERVAL



WAYNE  
TUESDAY AUGUST 4, 1981

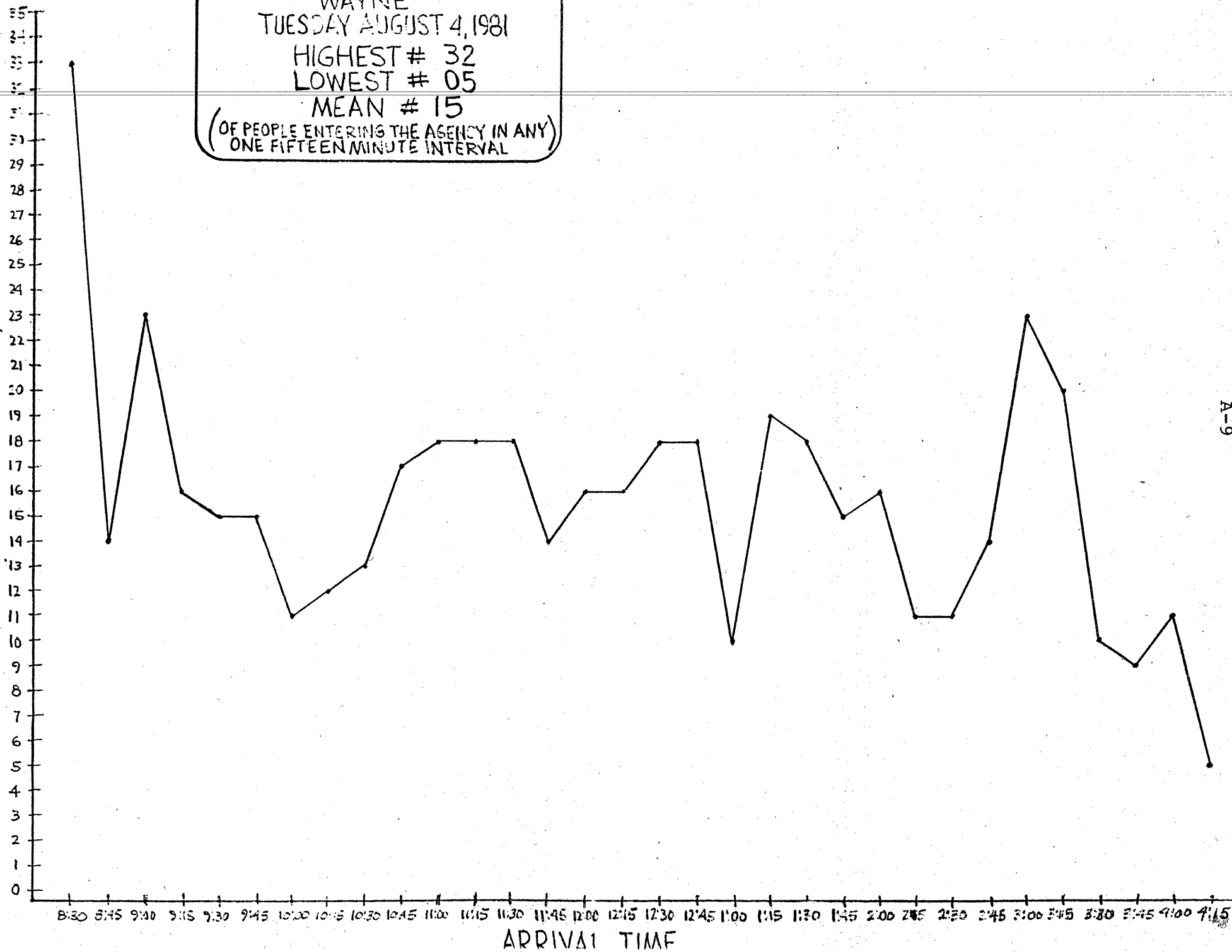
HIGHEST # 32

LOWEST # 05

MEAN # 15

(OF PEOPLE ENTERING THE AGENCY IN ANY  
ONE FIFTEEN MINUTE INTERVAL)

NUMBER OF CUSTOMERS ENTERING AGENCY



CAMDEN  
THURSDAY JULY 30, 1981

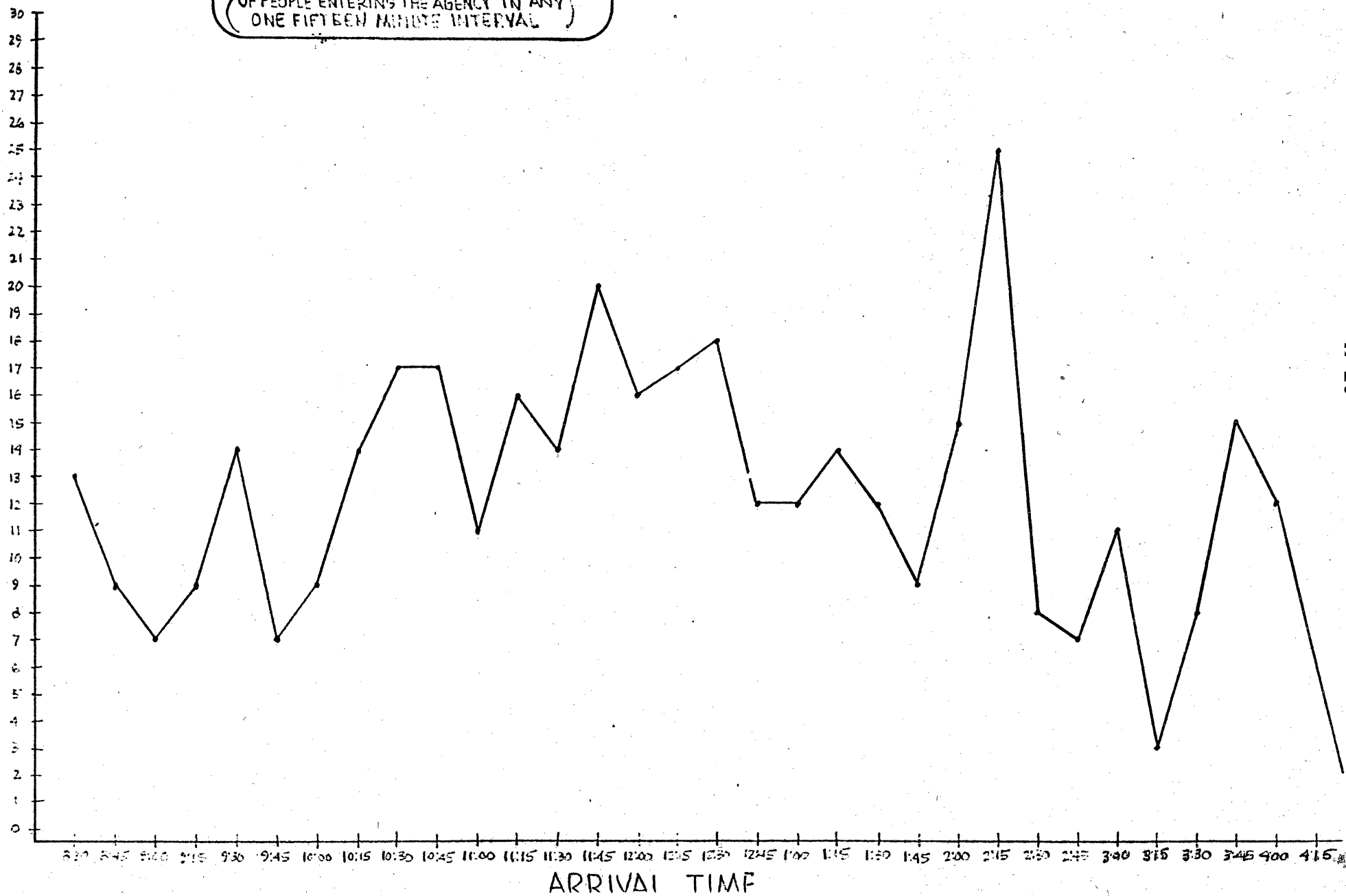
HIGHEST # 25

LOWEST # 04

MEAN # 12

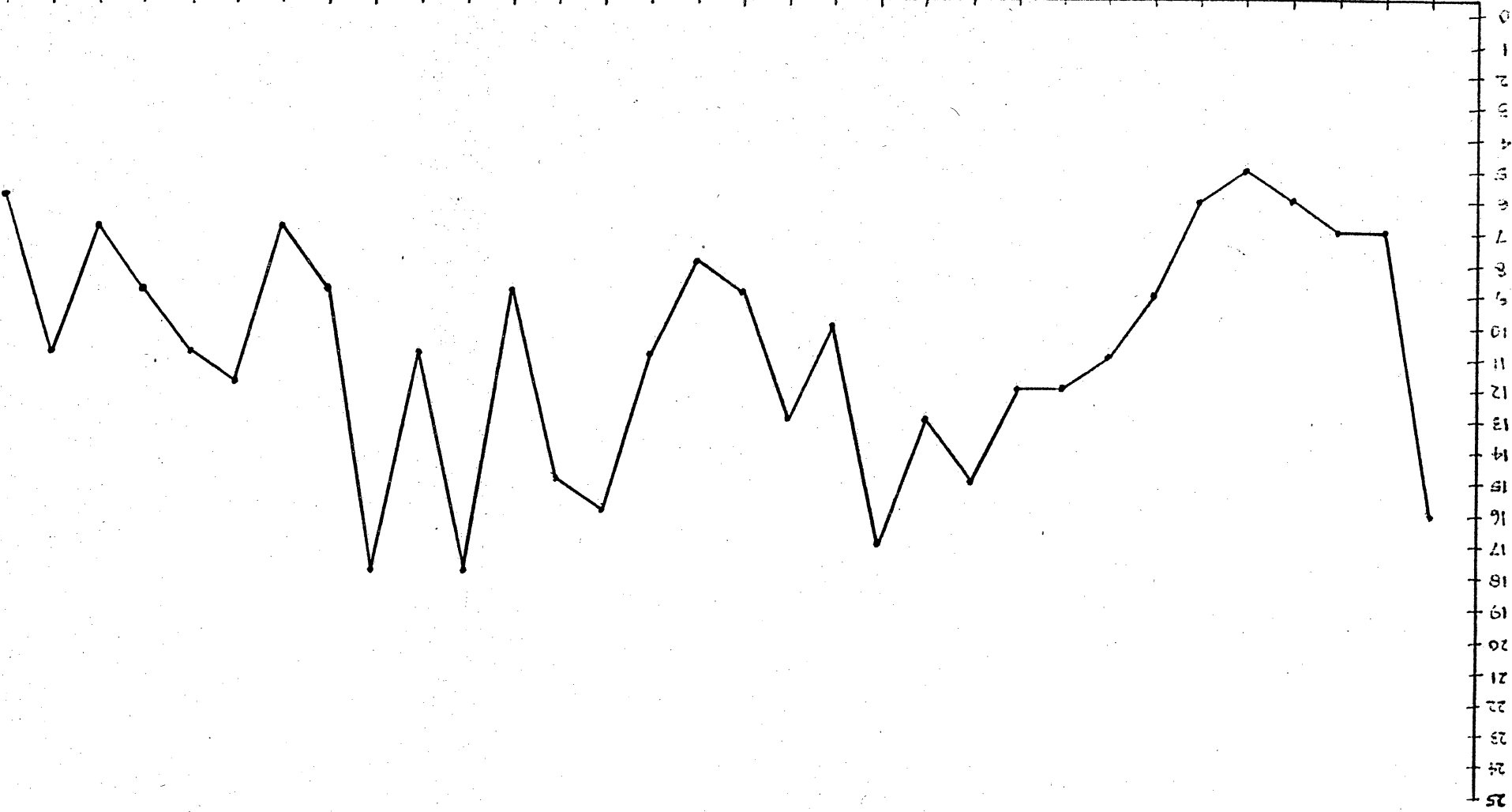
(OF PEOPLE ENTERING THE AGENCY IN ANY  
ONE FIFTEEN MINUTE INTERVAL)

NUMBER OF CUSTOMERS ENTERING AGENCY



A-10

# NUMBER OF CUSTOMERS ENTERING AGENCY



(OF PEOPLE ENTERING THE AGENCY IN  
ANY ONE FIFTEEN MINUTE INTERVAL)

MEAN # 11

LOWEST # 05

HIGHEST # 18

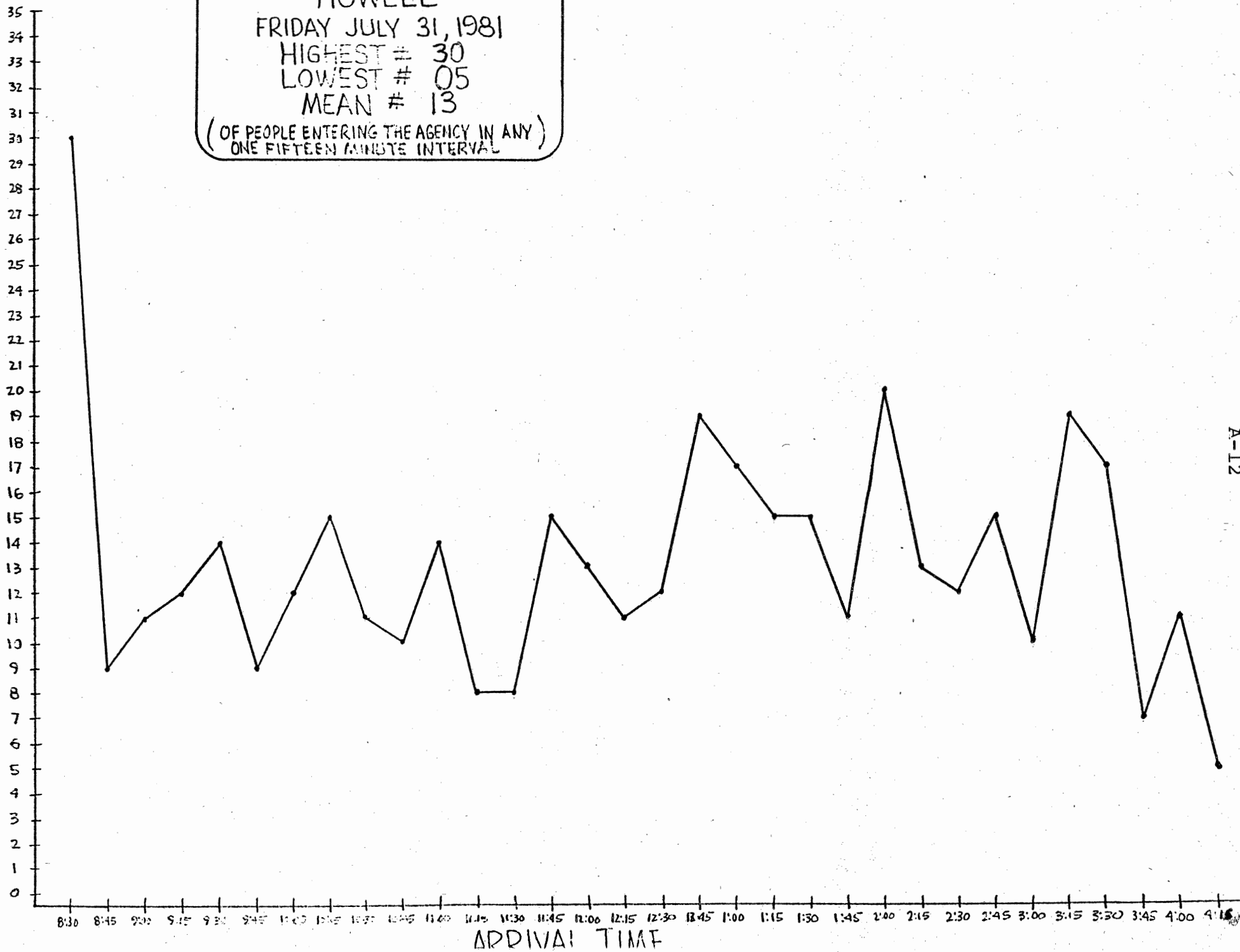
THURSDAY JULY 30, 1981

CHERRY HILL

NUMBER OF CUSTOMERS ENTERING AGENCY

HOWELL  
FRIDAY JULY 31, 1981  
HIGHEST # 30  
LOWEST # 05  
MEAN # 13

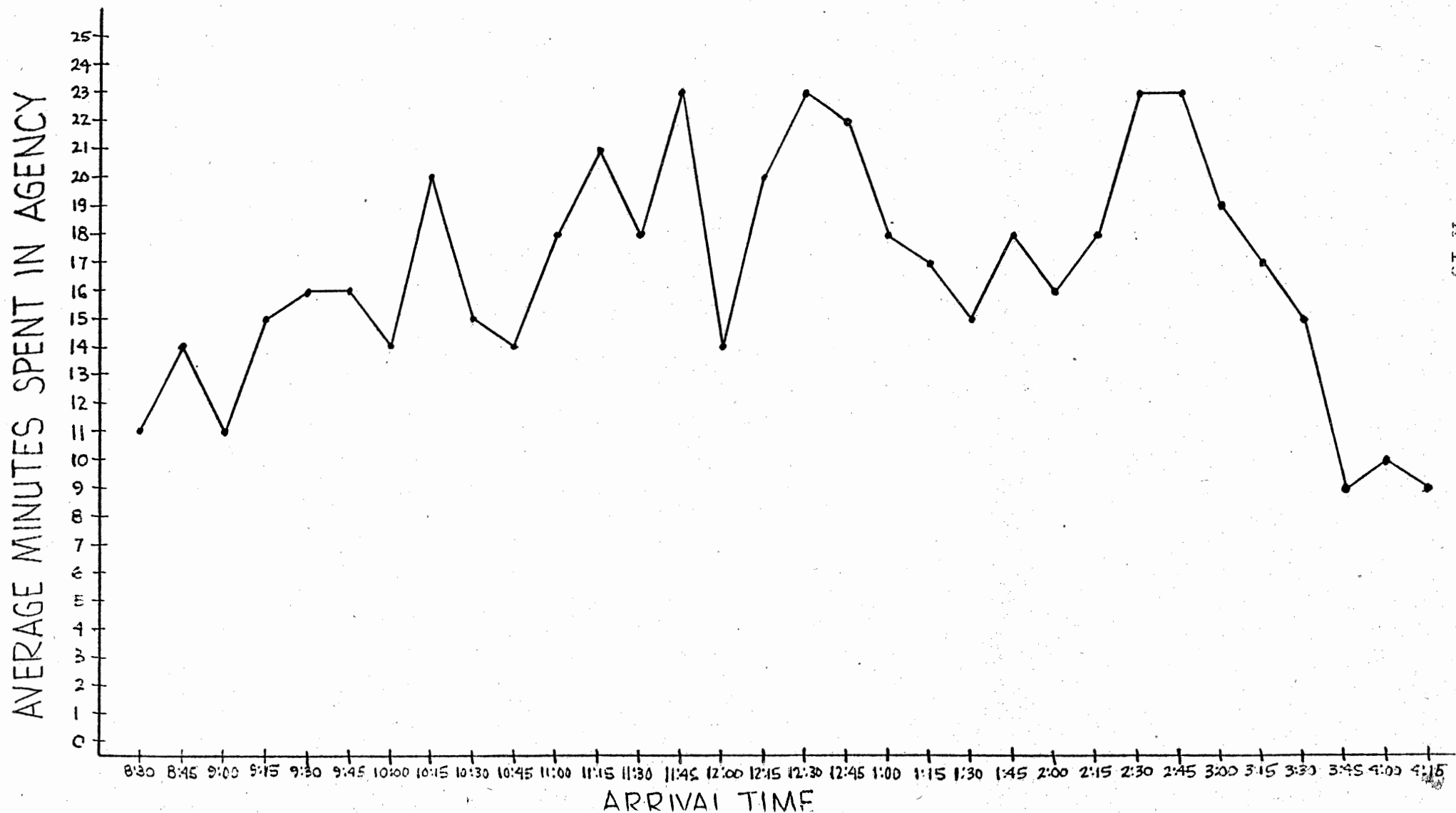
(OF PEOPLE ENTERING THE AGENCY IN ANY  
ONE FIFTEEN MINUTE INTERVAL)



A-12

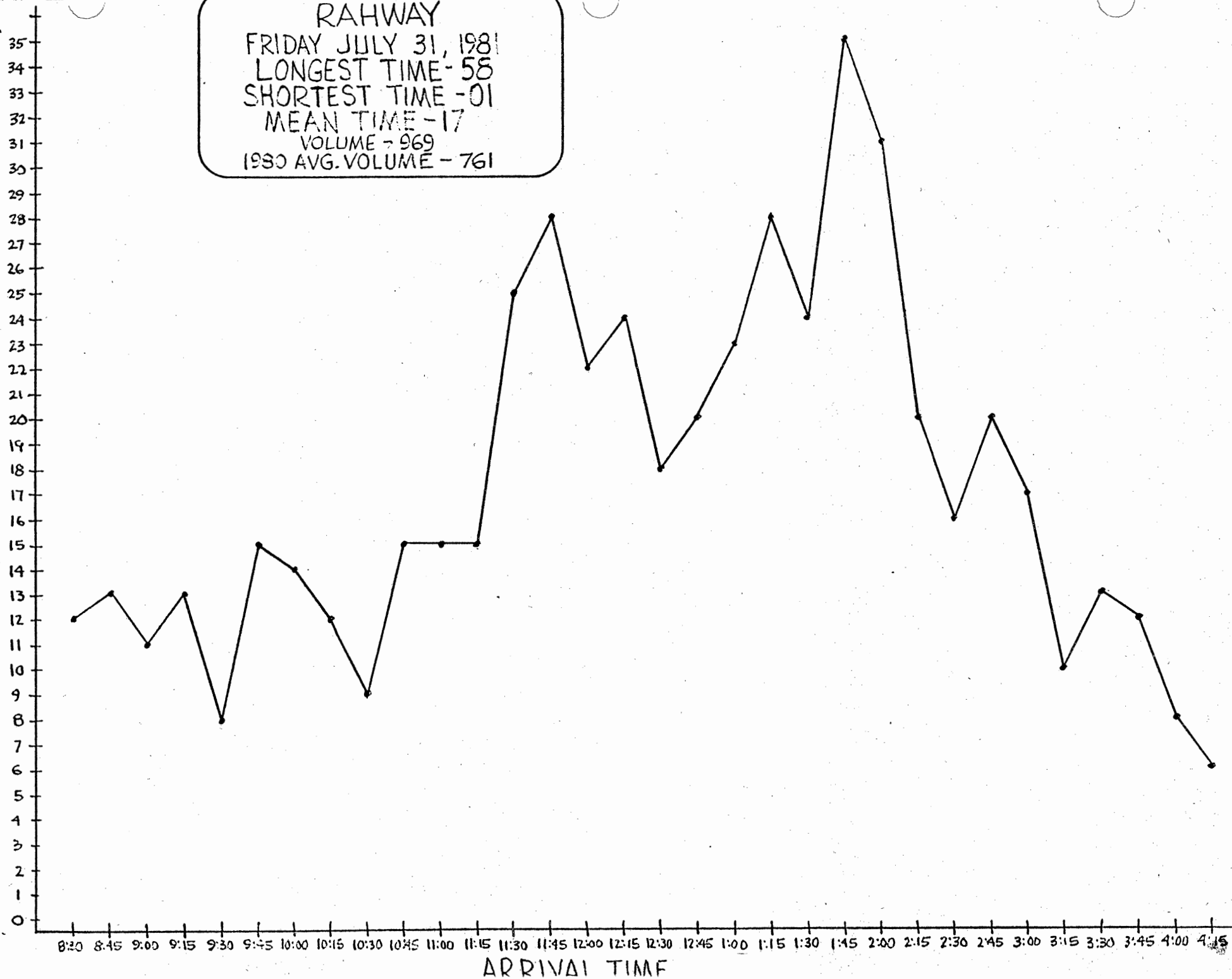


BAKERS BASIN  
MONDAY AUGUST 3, 1981  
LONGEST TIME-62  
SHORTEST TIME-01  
MEAN TIME-17  
VOLUME 1456  
1980 AVG. VOLUME -1219

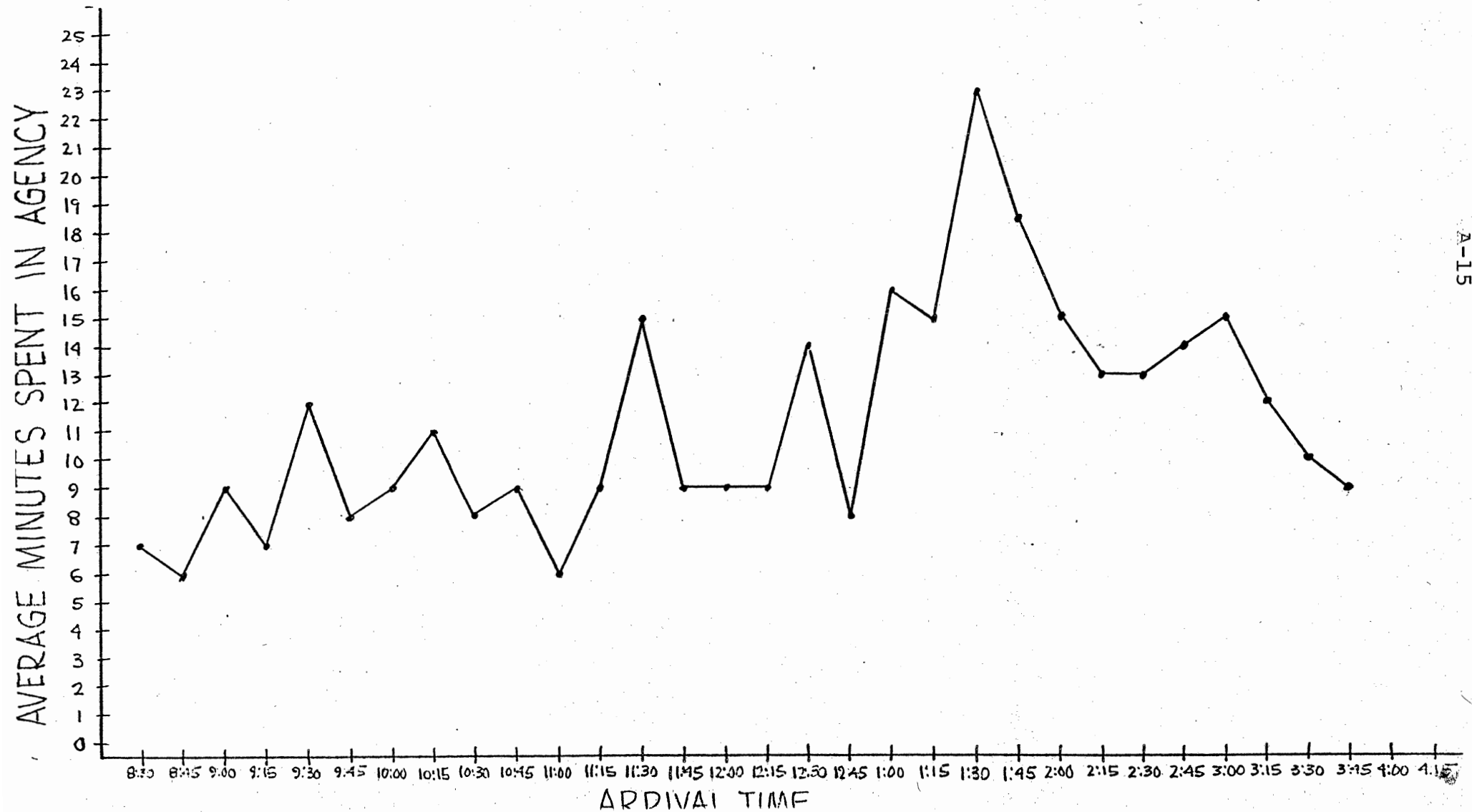


AVERAGE MINUTES SPENT IN AGENCY

RAHWAY  
FRIDAY JULY 31, 1981  
LONGEST TIME - 58  
SHORTEST TIME - 01  
MEAN TIME - 17  
VOLUME - 969  
1980 AVG. VOLUME - 761

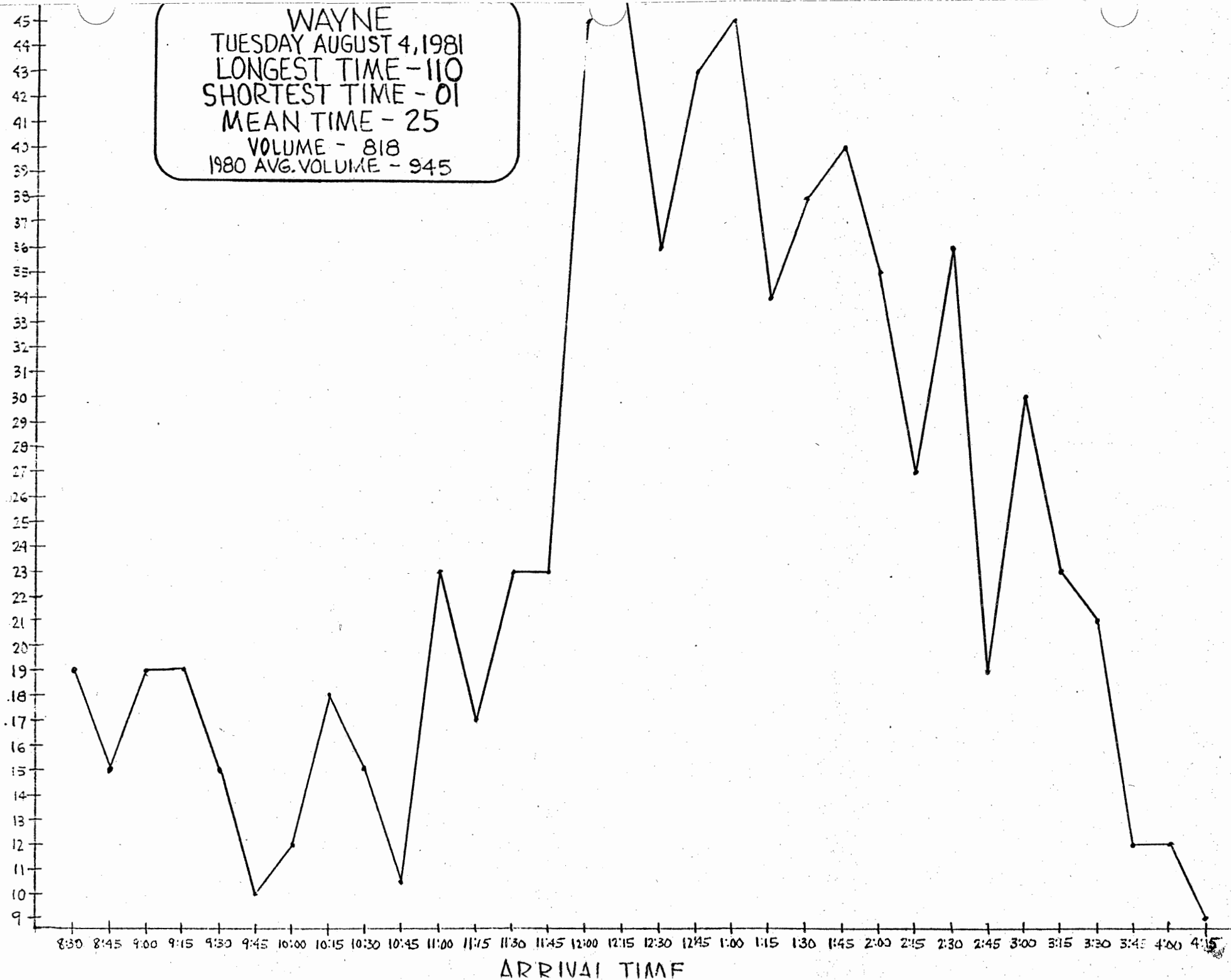


TRENTON  
FRIDAY JULY 10, 1981  
LONGEST TIME - 33  
SHORTEST TIME - 3  
MEAN TIME - 12  
VOLUME - 329  
1980 AVG. VOLUME - 576

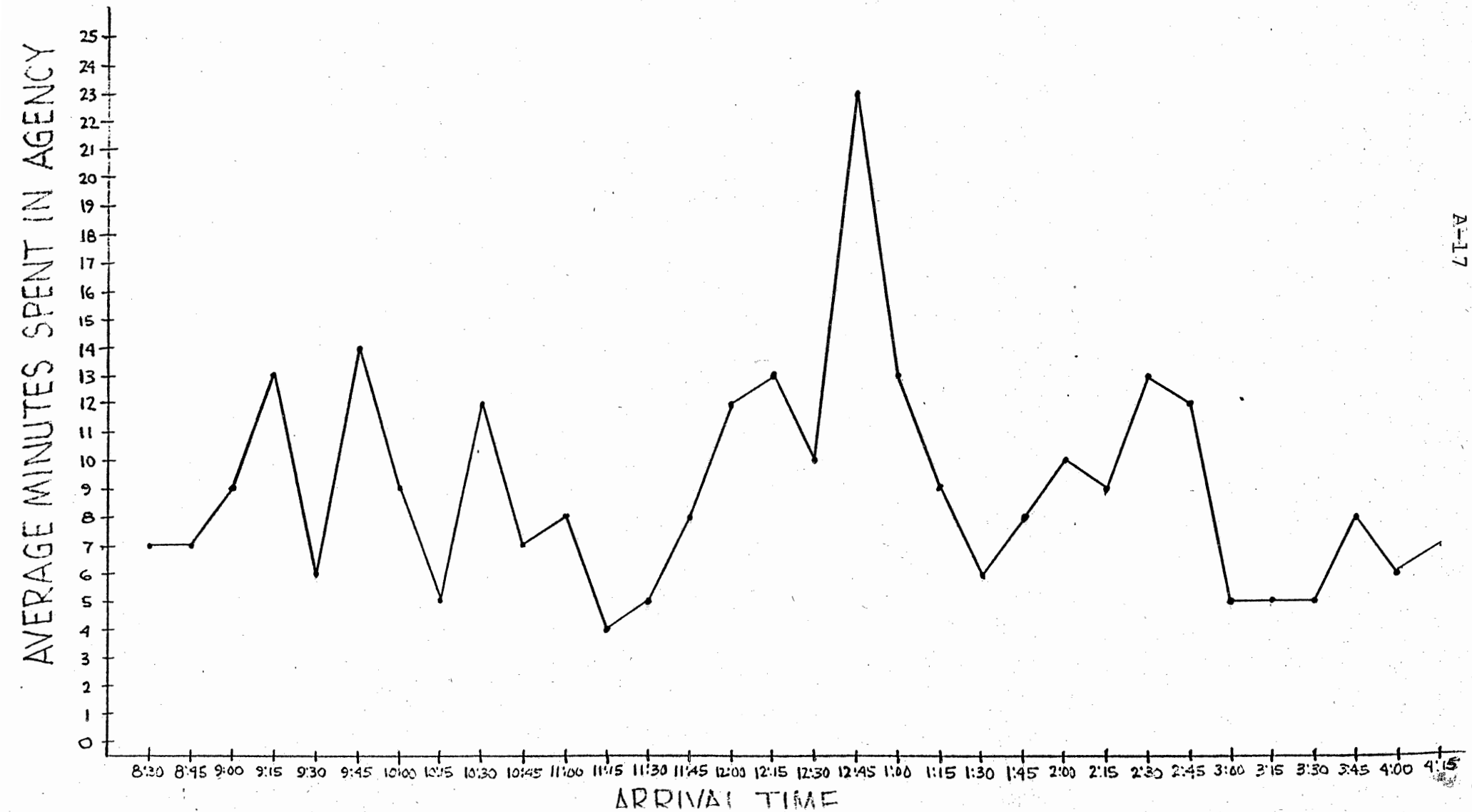


WAYNE  
TUESDAY AUGUST 4, 1981  
LONGEST TIME - 110  
SHORTEST TIME - 01  
MEAN TIME - 25  
VOLUME - 818  
1980 AVG. VOLUME - 945

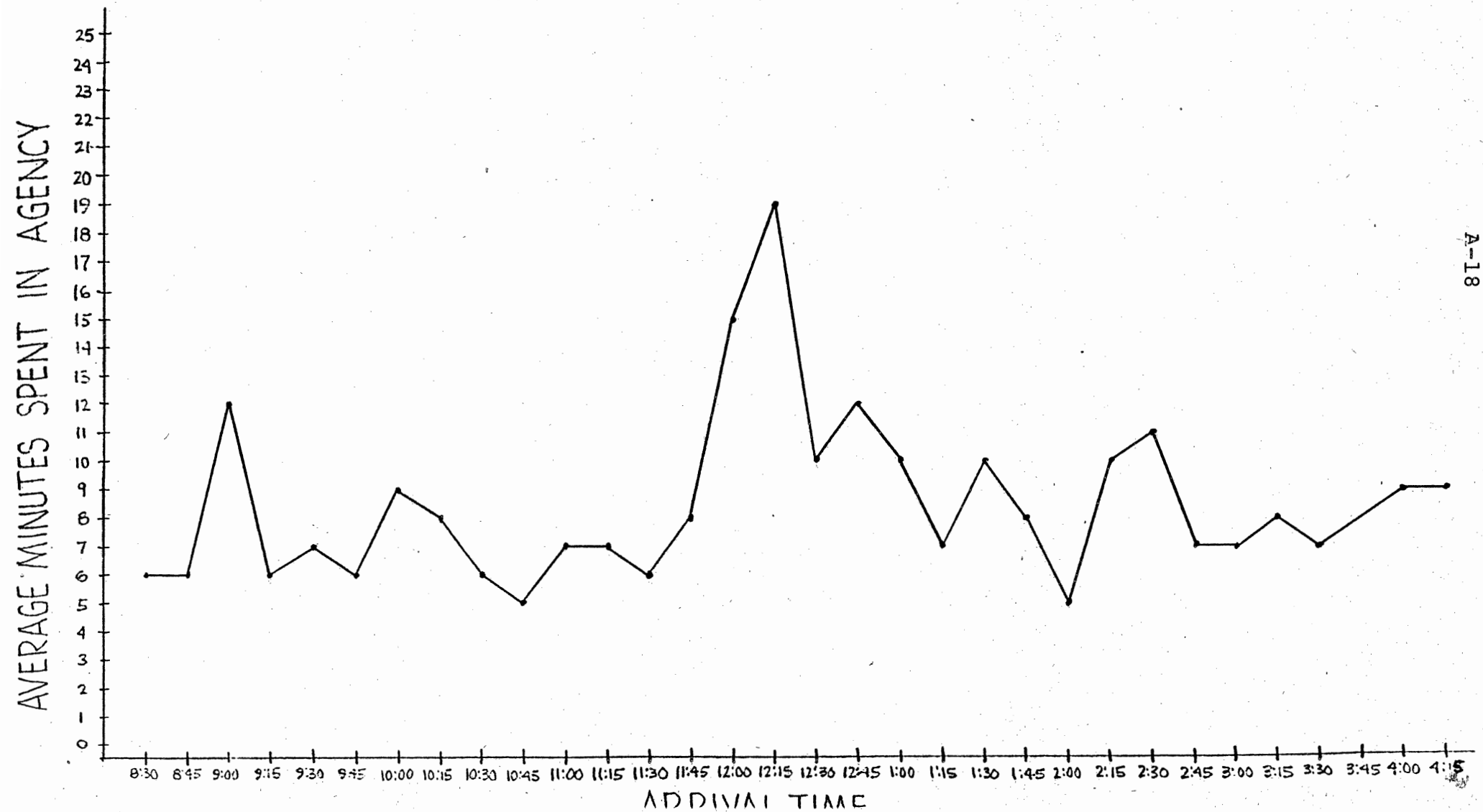
AVERAGE MINUTES SPENT IN AGENCY



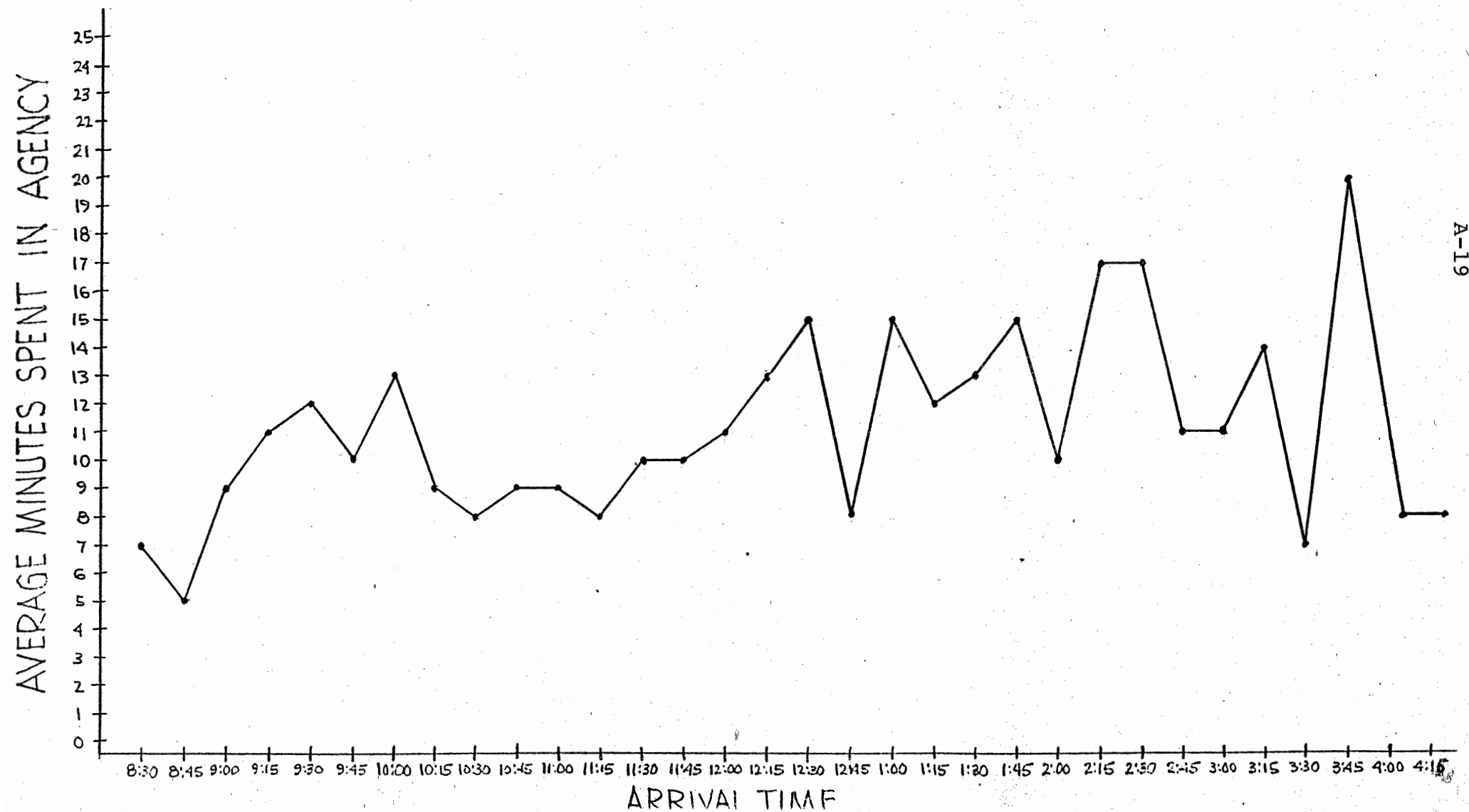
CAMDEN  
THURSDAY JULY 30, 1981  
LONGEST TIME - 41  
SHORTEST TIME - 01  
MEAN TIME - 09  
VOLUME 424  
1980 AVG. VOLUME 542



CHERRY HILL  
THURSDAY JULY 30, 1981  
LONGEST TIME - 38  
SHORTEST TIME - 01  
MEAN TIME - 09  
VOLUME - 709  
1980 AVG. VOLUME - 722



HOWELL  
FRIDAY JULY 31, 1981  
LONGEST TIME - 44  
SHORTEST TIME - 01  
MEAN TIME - 11  
VOLUME - 750  
1980 AVG. VOLUME - 436



## CONCLUSIONS

1. The longest waiting time for customers in most cases is at mid-day (11:30 - 2:00) although that is not when the highest number of customers arrive. Lunch breaks for employees apparently account for the slower service at mid-day rather than increased volume. This situation can be remedied by supplementing the staff with part-time workers at mid-day.
2. Enforcement of a strict 20 minute waiting time standard for 90% or more of the customers will require varying amounts of increased resources. In some cases, these resources will mean additional production workers and in other cases, management improvements.
3. The volume of walk-in customers varies substantially throughout the day and among agencies. Further study is needed to determine if these are regular patterns or occur at random.
4. At the time of this study, only seven agencies were automated. This test of the methodology in four automated agencies represents a 57% sample. This method of time study needs to be made regularly to monitor agency operations.



PERFORMANCE STANDARDS FOR LOCAL MOTOR VEHICLE AGENCIES

On September 17, 1981, the DMV formally promulgated final standards effective October 1, 1981. The Agents Association has accepted and adopted these standards.

A. SERVICE TO THE PUBLICI. EVERY CITIZEN/CUSTOMER WHO CONTACTS A LOCAL MOTOR VEHICLE AGENCY WILL BE TREATED IN A PROMPT, COURTEOUS, AND EFFICIENT MANNER AND PROVIDED COMPLETE, ACCURATE AND UP TO DATE INFORMATION.a. PROMPT SERVICE

Customers shall not have to wait in line more than 15 minutes for initial service. The total time of their visit shall not exceed 20 minutes. (e.g. standing in line, handling transaction)

1. The agent will establish procedures for anticipated peak volume periods to insure that the 20 minute standard is met.

b. COURTEOUS SERVICE

Customers shall not be treated rudely or discourteously by any agency employee.

1. The agent will insure that all employees are properly trained in customer relations before serving the public.

c. CORRECT INFORMATION

The agent is responsible for insuring that correct information is provided to customers.

1. If the agent becomes aware that inaccurate information has been disseminated, he will contact the customer before the close of the business day and provide the correct information.

d. EFFICIENCY

The agent is responsible for insuring the professional conduct of employees in the agency.

II. EVERY CUSTOMER IN THE AGENCY WILL BE GIVEN THE OPPORTUNITY TO RESOLVE A COMPLAINT WITH THE AGENT OR PERSON IN CHARGE.

- a. All customer complaints will be referred to the agent for review and action.
- b. If the complaint cannot be resolved, the agent will provide the customer with the telephone number of the appropriate office for assistance. (The Bureau of Agencies, the Division of Motor Vehicle Ombudsman or the Department of the Public Advocate 800-292-8600)

- c. The agent will maintain a log of all complaints made at the agency and actions taken and submit the log to the Bureau of Agencies on the last working day of each month.
- d. The Chief, Bureau of Agencies will review the log on a monthly basis for appropriate action.

III. COMPLAINTS REGARDING AN AGENCY THAT ARE RECEIVED BY THE DIVISION OF MOTOR VEHICLES DIRECTLY FROM A CUSTOMER OR OTHER AGENCY WILL BE LOGGED AND REFERRED TO THE BUREAU OF AGENCIES FOR INVESTIGATION.

- a. The Chief, Bureau of Agencies will assign case to a Field Representative for review.
- b. A Field Representative will gather all pertinent information, which included but is not limited to:
  - 1. Contacting the agent and the citizen to acknowledge receipt of the complaint and to request information, documents, and a response on the matter;
  - 2. Reviewing agency regulations; policies, procedures, and standards if applicable to the complaint;
  - 3. Reviewing Division of Motor Vehicle Agency files to ascertain whether similar cases or other information is on file.
- c. A Field Representative will evaluate the agency response to determine if the agency has:
  - 1. Responded to the issues raised;
  - 2. Answered questions thoroughly and adequately;
  - 3. Acted in a reasonable, fair and non-discriminatory manner.
- d. If the agency response meets the above criteria, a Field Representative will notify the citizen and explain the reason for the agency's action. In addition, a Field Representative will invite the citizen to write to or phone the Bureau of Agencies if he or she has any questions regarding the decision. A Field Representative will also advise the agent.

- e. If the agency response does not resolve the complaint or meet the criteria noted above, the complaint will be considered justified and the Field Representative will direct the agent to contact the citizen by letter to explain the circumstances and to apologize. The agent will also be required to provide the Bureau Chief of Agencies with a copy of the letter and a plan for corrective action to prevent further complaints.
- f. The Bureau Chief of Agencies will review all complaints received against the local agencies on a monthly basis. If there is a pattern of justified complaints against an agency, the Bureau Chief will take appropriate corrective action.

#### IV. AGENCIES SHALL BE ACCESSIBLE TO ALL CUSTOMERS

Agencies will be operational during all posted hours.

- a. Signs indicating the hours when the agency is open shall be visibly posted on both the inside and outside of the building.

#### V. AGENCIES SHALL NOT BE CLOSED DURING POSTED HOURS FOR ANY REASON WITHOUT APPROVAL FROM THE BUREAU OF AGENCIES.

- a. The agent must immediately contact the Bureau of Agencies for approval if for some reason the agency has to close during posted hours.
- b. Once the agent has received approval to close the agency, clear, conspicuous signs must be posted on the building advising that the agency is closed.

#### VI. THE AGENT WILL INSURE THAT ALL TELEPHONES ARE ANSWERED BY THE FOURTH RING.

(This standard also applies to the Central Answering Service provided by the Division of Motor Vehicles)

- a. Callers will not be placed on hold for more than three minutes without the employee first giving the caller the option to have the call returned.
- b. All call backs will be made before the close of the business day.

## B. SECURITY AND INTEGRITY OF DOCUMENTS/RECORDS

### I. AGENTS ARE ACCOUNTABLE FOR ALL DOCUMENTS RELATING TO THE INTEGRITY OF THE LICENSING AND REGISTRATION SYSTEM. (E.G. TITLES, REGISTRATIONS, LICENSES)

- a. The agent assumes full legal responsibility for titles when he/she accepts and signs the receipt for shipment.
- b. The agent must carefully inspect each box of titles to make sure it has not been damaged or opened.
  1. Should the box appear damaged or open, the agent must inventory the box IMMEDIATELY. If a title is missing, the agent MUST CALL THE BUREAU OF CERTIFICATE OF OWNERSHIP AT ONCE.
- c. All Certificate of Ownership shipment receipts must be returned to the Bureau of Certificate of Ownership. Receipts must never be sent to any other Bureau within the Division.
- d. The agent MUST stock all titles during the day in a secure area that is away from the window and the public.
- e. The agent MUST remove all titles and the signature slug from the agency premises at the close of each business day. The titles MUST be kept overnight in a bank.

### II. AGENTS ARE ACCOUNTABLE FOR ALL MONEY COLLECTED FOR FEES AND TAXES

- a. Money accounts must balance and all shortages be made up on a monthly basis.
- b. All monies MUST BE deposited in a bank approved by the State Treasurer.
  1. The agent must obtain signature cards authorizing specific agency personnel to pick up from the night depository.
  2. The agent must submit a written request to the Bureau of Agencies and obtain approval from the State Treasurer for any change in banks.

3. The agent will make daily deposits as stipulated in the Agency Procedures Manual.

- c. The agent must execute a Public Performance Bond in the amount required by the Division of Motor Vehicles.
- d. The agent must maintain Monies and Securities Insurance Coverage to include inside and outside robbery coverage with an escalating clause for the period required by the Division of Motor Vehicles. The amount of this policy must be approved by the Division and should be made payable to the Division of Motor Vehicles.

III. ALL INFORMATION THAT CAN BE OBTAINED, INCLUDING BY MEANS OF A COMPUTER TERMINAL, REGARDING A DRIVER OR REGISTRANT MUST BE REGARDED AS CONFIDENTIAL AND UNDER NO CIRCUMSTANCES BE RELEASED TO THE PUBLIC.

- a. If a request is made by a customer for information regarding any driver or registrant, the agent/employee will advise the customer of Division of Motor Vehicles policy that information can only be acquired from the DMV's office in Trenton.
- b. The agent/employee will provide the customer with the proper address and telephone number for the information requested or stipulated in the agency procedures manual.

IV. SELLING OR PROVIDING INFORMATION RELATING TO THE LICENSE OR REGISTRATION OF ANY DRIVER IS STRICTLY FORBIDDEN.

- a. If an agency employee disseminates information to a customer concerning a driver or registrant, the agent will IMMEDIATELY contact the Bureau Chief of Agencies for appropriate corrective action.

C. ON-SITE MANAGEMENT OF LOCAL AGENCY

I. THE AGENT WILL CONDUCT ALL AGENCY OPERATIONS IN ACCORDANCE WITH THE MOTOR VEHICLE AGENCY PROCEDURES MANUAL.

- a. The agent will maintain an up-to-date procedures manual.

II. CONDUCTING OR OPERATING ANY PERSONAL BUSINESS IN AGENCY SPACE DESIGNED FOR DMV BUSINESS IS NOT PERMITTED.

- a. Any employee who conducts or operates any personal business in the agency will be disciplined.

III. THE AGENT OR THE SUPERVISOR, APPROVED BY THE BUREAU OF AGENCIES TO ACT ON BEHALF OF THE AGENT, WILL BE PRESENT IN THE AGENCY LOCATION AT ALL TIMES.

- a. The agent must obtain approval from the Bureau of Agencies before designating an employee to serve as supervisor.

IV. EMPLOYEES

- a. The agent will insure that all employees are trained in the following areas before working with the public:
  - \* Courtesy/Customer Relations
  - \* Telephone Etiquette
  - \* Division of Motor Vehicle procedures, which include rules, regulations, laws, policies and standards.
  - \* Job duties and responsibilities.
- b. The agent, in addition, will insure that the supervisor is trained in managerial and supervisory skills.
- c. The agent will insure a proper dress policy for agency employees is adhered to by all employees.
- d. The agent shall adequately staff the agency at all times to insure that customers are serviced within 20 minutes.
- e. The agent will evaluate every employee at least twice a year in accordance with an Employee Performance Evaluation Plan.

V. EQUIPMENT AND SUPPLIES

- a. The agent shall properly maintain all equipment to avoid any disruption in customer service.
- b. The agent shall maintain a proper inventory of all supplies, forms and license plates and order them as needed to avoid any disruption in customer service.

1. The agent must complete monthly inventory sheets at the close of the last day of each month and submit them to the Bureau of Agencies within five days of completion.

VI. QUALITY CONTROL

- a. The agent/supervisor will review, correct, and initial all error sheets.
- b. The agent will initial all corrected documents.

VII. COMPLIANCE WITH DIVISION OF MOTOR VEHICLES DIRECTIVES

- a. The agent will submit complete and accurate reports (e.g. daily summaries, social security reports, etc) to the Division of Motor Vehicles on the date required unless an extension has been granted by the appropriate office.
- b. The agent will comply with all directives issued by the Division of Motor Vehicles by the date established unless an extension has been granted.

VIII. PHYSICAL LAYOUT

- a. The agent is responsible for insuring that the agency office is neat, clean, and properly maintained.
- b. The agent shall provide customers with access to forms and a place to complete them without first standing in line.

D. DIVISION OF MOTOR VEHICLES RESPONSIBILITIES

I. TO ENHANCE THE AGENT'S ABILITY TO MEET THE ABOVE STANDARDS, THE DIVISION OF MOTOR VEHICLES HAS THE RESPONSIBILITY FOR THE FOLLOWING:

a. TRAINING

1. To design and administer an initial and on-going training program for all employees.
2. To update and expand the training program on a continual basis and to advise agents on new training programs offered.



b. INFORMATION

1. To provide a clear, comprehensive and up-to-date Agency Procedures Manual
2. To provide complete and accurate information on any new changes in DMV laws, regulations and policies as they occur.
3. To provide an up-dated telephone directory on the various functional areas of the Division.
4. To design and distribute a Sample Performance Evaluation Plan for use as a model by agents.
5. To provide guidelines for an agency dress code.

c. SUPPLIES (I.E., SIGNS/FORMS/LICENSE PLATES)

1. To provide standardized informational and instructional signs regarding DMV transactions in English and in Spanish, if applicable.
2. To provide explicit and detailed instructional signs regarding use of forms.
3. To maintain an adequate number of supplies, forms, and license plates and provide them to the agencies in a timely manner upon request.

d. ASSISTANCE

1. To assist the agent when necessary to insure that maintenance of equipment is completed a timely manner.
2. To schedule quarterly meetings with the agents to review agency operations, problems, and questions.

e. RESOURCES

1. To provide adequate funds for proper compensation and agency staffing.

APPENDIX C

TIME STUDIES

## METHODOLOGY

Direct observations of the agency staff were made in four automated and three manually operated agencies. The method of observation was a modified form of time study. In each agency four to six employees were observed at work for a full day. An analysis of the observations was made dividing the activities of the office into three main categories.

### 1. Production

- Retrieve and Return Documents (i.e., Transporting documents from one place to another).
- Document Preparation (i.e., reading documents, inserting or removing carbon paper, separating completed documents, etc)
- Key-In (i.e., typing on CRT\*-Automated Agency) or Typing (Manual Agency)
- Waiting for Printer (i.e., inactivity while printer was in use - Automated Agency) or Validating (Manual Agency)

### 2. Other Work

Examples of other work include: answering business related telephone calls, asking or answering co-worker's questions, acting as the cashier, handling administrative tasks, interacting with a customer, etc.

### 3. Personal/Idle

Personal or idle includes lunch, official and unofficial breaks, and inactivity due to lack of work.

\*CRT: Cathode-Ray Tube, video terminal

FINDINGSI. Production Per Hour

This chart outlines the average number of items produced at the agency per production hour.

<u>AUTOMATED AGENCIES</u>	<u>ITEMS PRODUCED PER WORKER PER HOUR *</u>
Bakers Basin	52
Rahway	43
Trenton (S)	32
<u>Wayne (S)</u>	<u>36</u>
AVERAGE OUTPUT PER WORKER	41
 <u>MANUAL AGENCIES</u>	
Camden	45
Cherry Hill	35
<u>Howell (S)</u>	<u>39</u>
AVERAGE OUTPUT PER WORKER	40

Bakers Basin had the highest hourly average of items produced per worker (52) and Trenton the lowest hourly average of items produced per worker (32) of the agencies studies. The average for all the automated agencies was 41 and for the manual agencies 40. Although there is no significant difference between the two groups, there is a significant difference among the agencies. This difference is attributed to a combination of inter-related factors:

- . interior facility design;
- . the layout of equipment;
- . productivity of employees and management efficiency.

\*An item is the unit of work on which agents commission payments are based. For example, one item is counted for each of the following: registration, driver license, title, and sales tax declaration. One customer's business frequently translates into two or three items and may on rare occasions, result in as many as seven.

(S) State Operated

## II. Distribution of Total Time

This chart depicts the distribution of time among the various activities in the agency.

<u>AUTOMATED AGENCIES</u>	<u>PRODUCTION</u>	<u>OTHER WORK</u>	<u>PERSONAL/IDLE</u>
Bakers Basin	44%	39%	17%
Rahway	46%	31%	23%
Trenton (S)	39%	34%	27%
<u>Wayne (S)</u>	<u>46%</u>	<u>23%</u>	<u>31%</u>
AVERAGE	44%	32%	25%

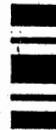
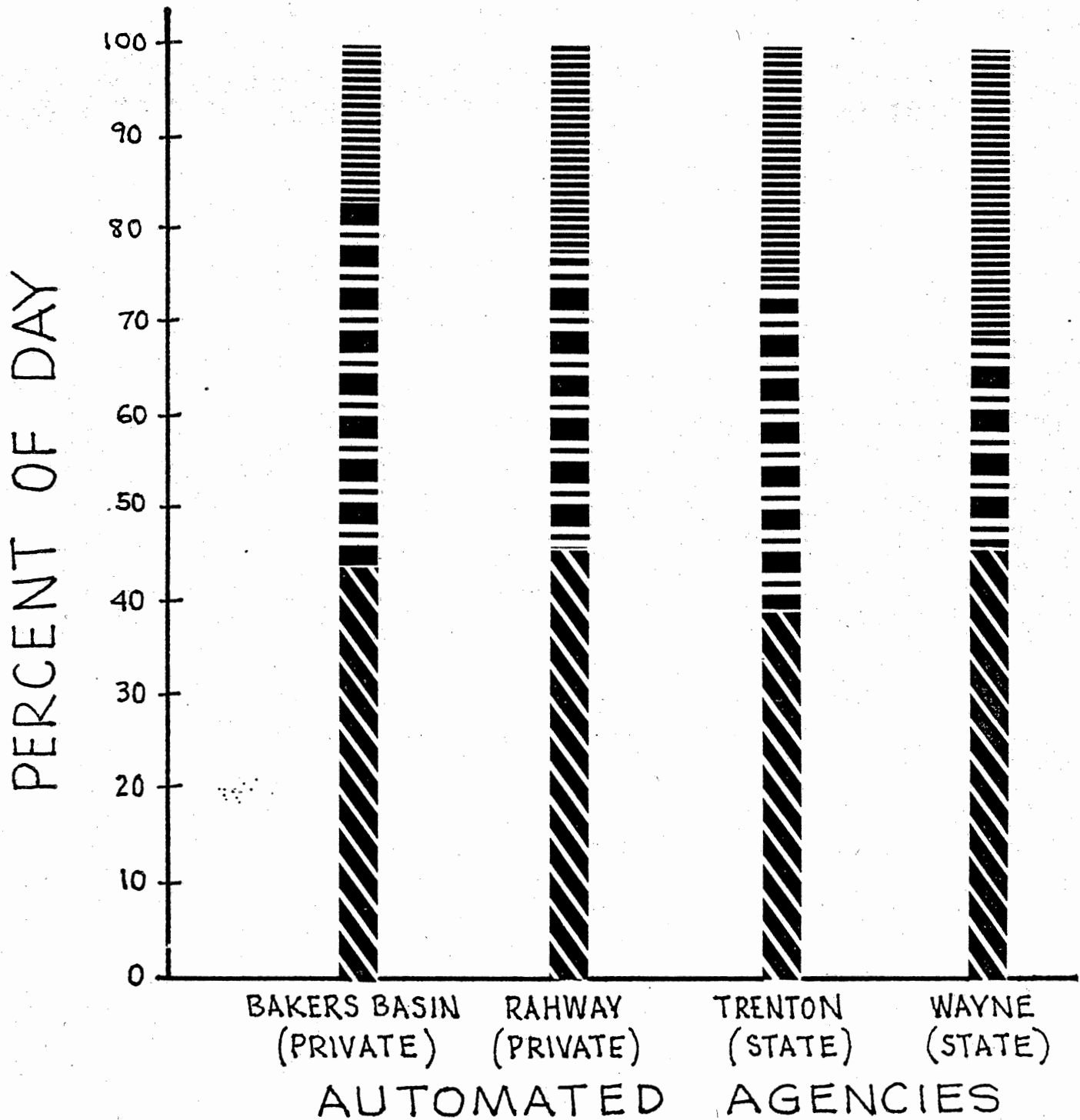
<u>MANUAL AGENCIES</u>			
Camden	39%	41%	20%
Cherry Hill	52%	37%	11%
<u>Howell (S)</u>	<u>43%</u>	<u>30%</u>	<u>27%</u>
AVERAGE	45%	36%	19%

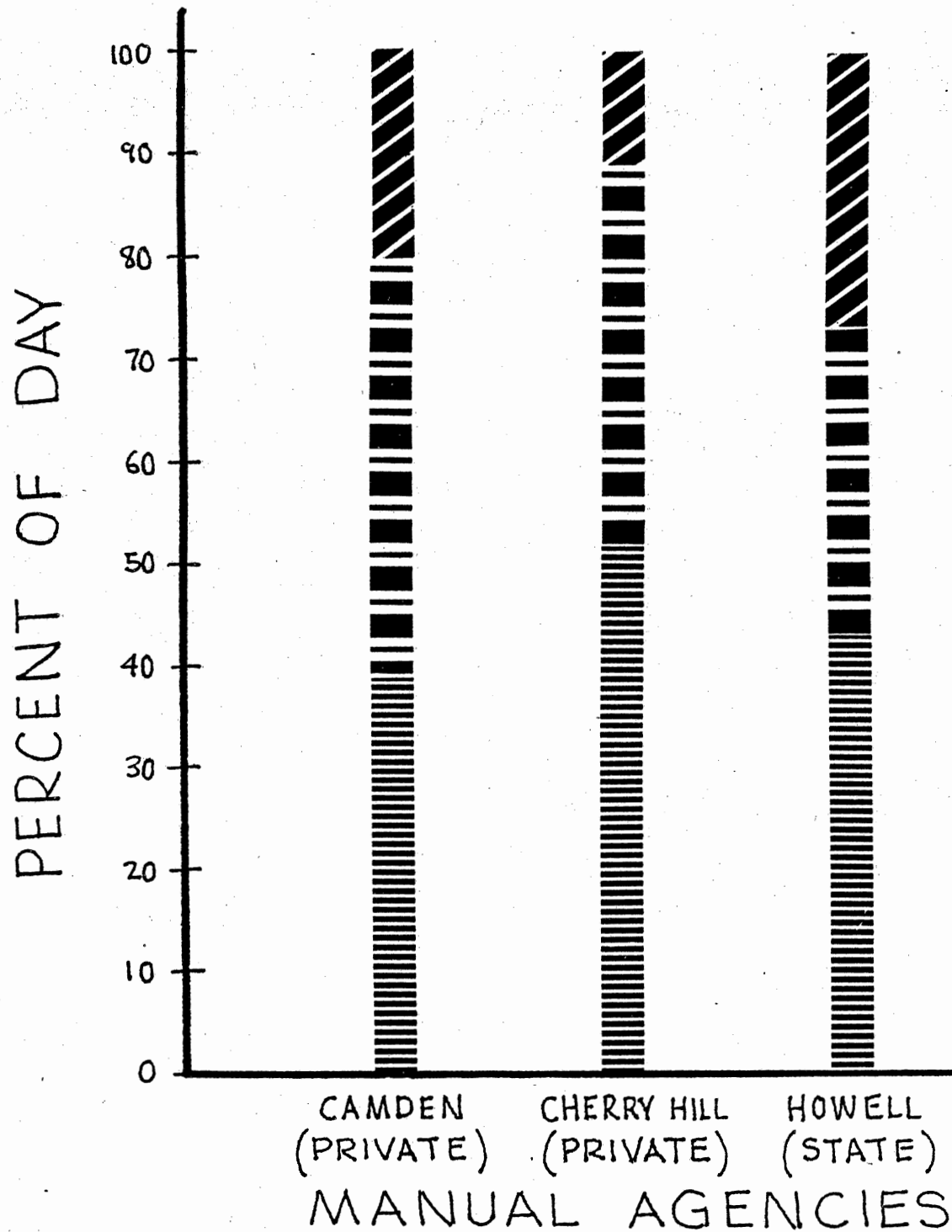
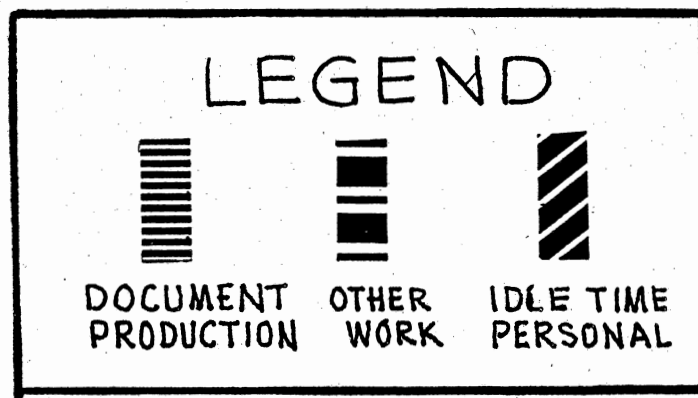
The actual production process takes less than 50% of the day in all agencies but one. (In Cherry Hill the production process took 52% of the day. This is the result of two factors, the inefficiency of the work flow design and the substantially less idle/personal time taken by Cherry Hill employees. The Cherry Hill facility is small, the working conditions are crowded and the floor plan requires employees to walk a substantial distance to process transactions.

The findings illustrated by this chart suggest that in automated agencies the equipment may not be fully utilized. Scheduling equipment for newly automated agencies and requests for additional CRTs should be evaluated carefully. It may be possible to arrange the work flow and schedule employees to make more effective use of costly equipment.

(S) State operated

## LEGEND

CRT  
PRODUCTIONOTHER  
WORKIDLE TIME  
PERSONAL



### III. Distribution of Production Time

This chart outlines the specific production activities in the agency and the distribution of time among these activities.

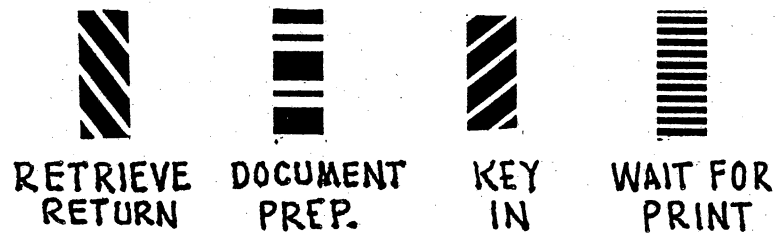
<u>AUTOMATED AGENCIES</u>	<u>RETRIEVE &amp; RETURN</u>	<u>DOCUMENT PREPARATION</u>	<u>KEY-IN</u>	<u>WAIT FOR PRINTER</u>
Bakers Basin	8%	32%	46%	14%
Rahway	8%	23%	51%	18%
Trenton (S)	12%	25%	48%	15%
<u>Wayne</u>	<u>9%</u>	<u>23%</u>	<u>50%</u>	<u>18%</u>
AVERAGE	9%	26%	49%	16%

<u>MANUAL AGENCIES</u>	<u>RETRIEVE &amp; RETURN</u>	<u>DOCUMENT PREPARATION</u>	<u>TYPE</u>	<u>VALIDATION</u>
Camden	4%	29%	59%	7%
Cherry Hill	10%	49%	36%	5%
<u>Howell (S)</u>	<u>7%</u>	<u>37%</u>	<u>44%</u>	<u>9%</u>
AVERAGE	7%	38%	46%	7%

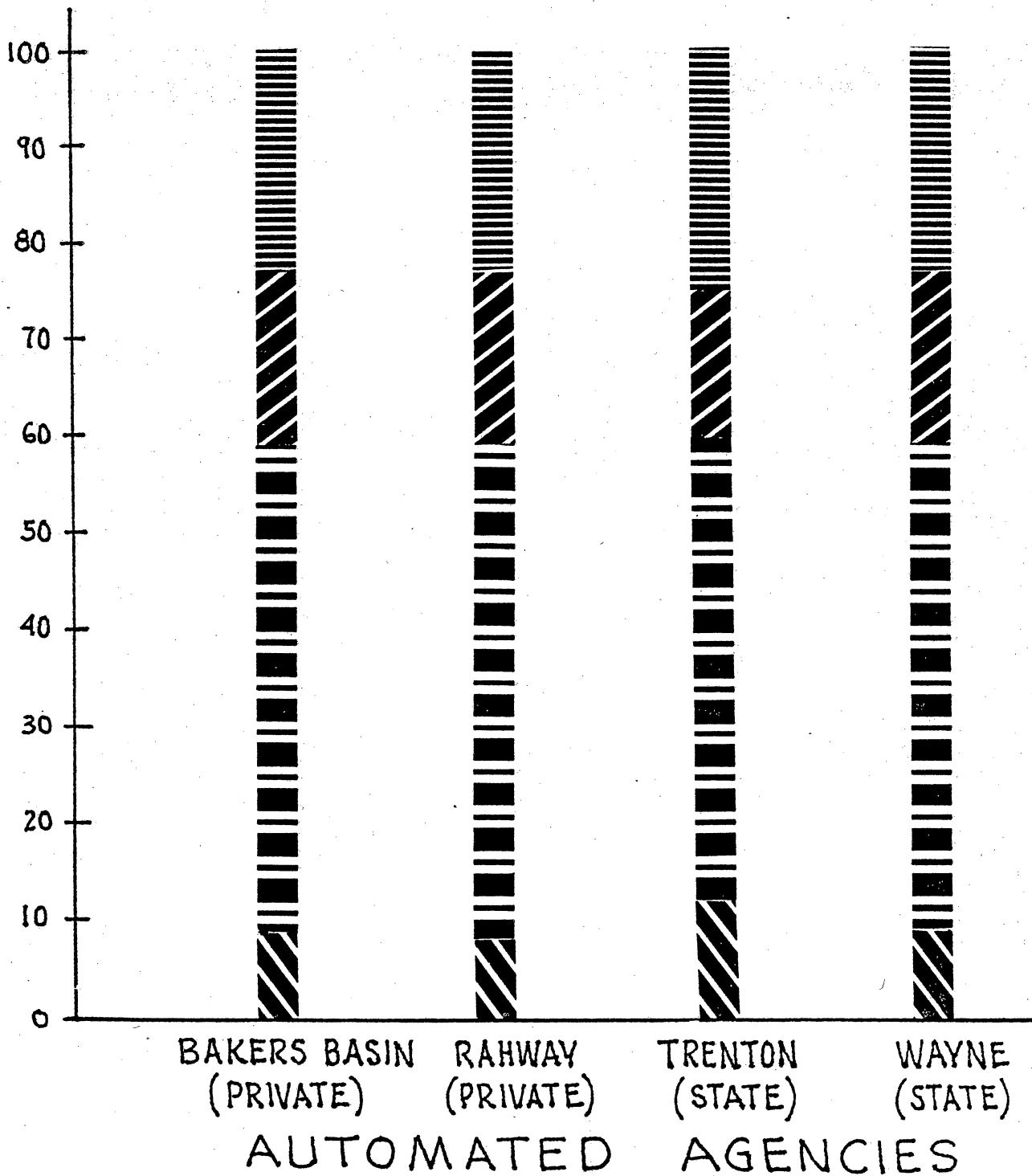
There is remarkable consistency among the automated agencies in the distribution of time among the four steps in the production process. This is not surprising given the required procedures necessary to process the documents on the automated system. However, in the manual agencies, the high degree of variance in the distribution of production time reflects the operational differences among the agencies. It is important to note that an average of 16% of the production time, was spent waiting for the printer. Complaints about the automated system suggested that this figure would be higher. However, observations showed that much of the time while the printer was in use the operator was actually performing other tasks. For example, the operator was frequently preparing the next set of forms to be used or separating the just completed documents as procedures require.



## LEGEND



PERCENT OF PRODUCTION TIME



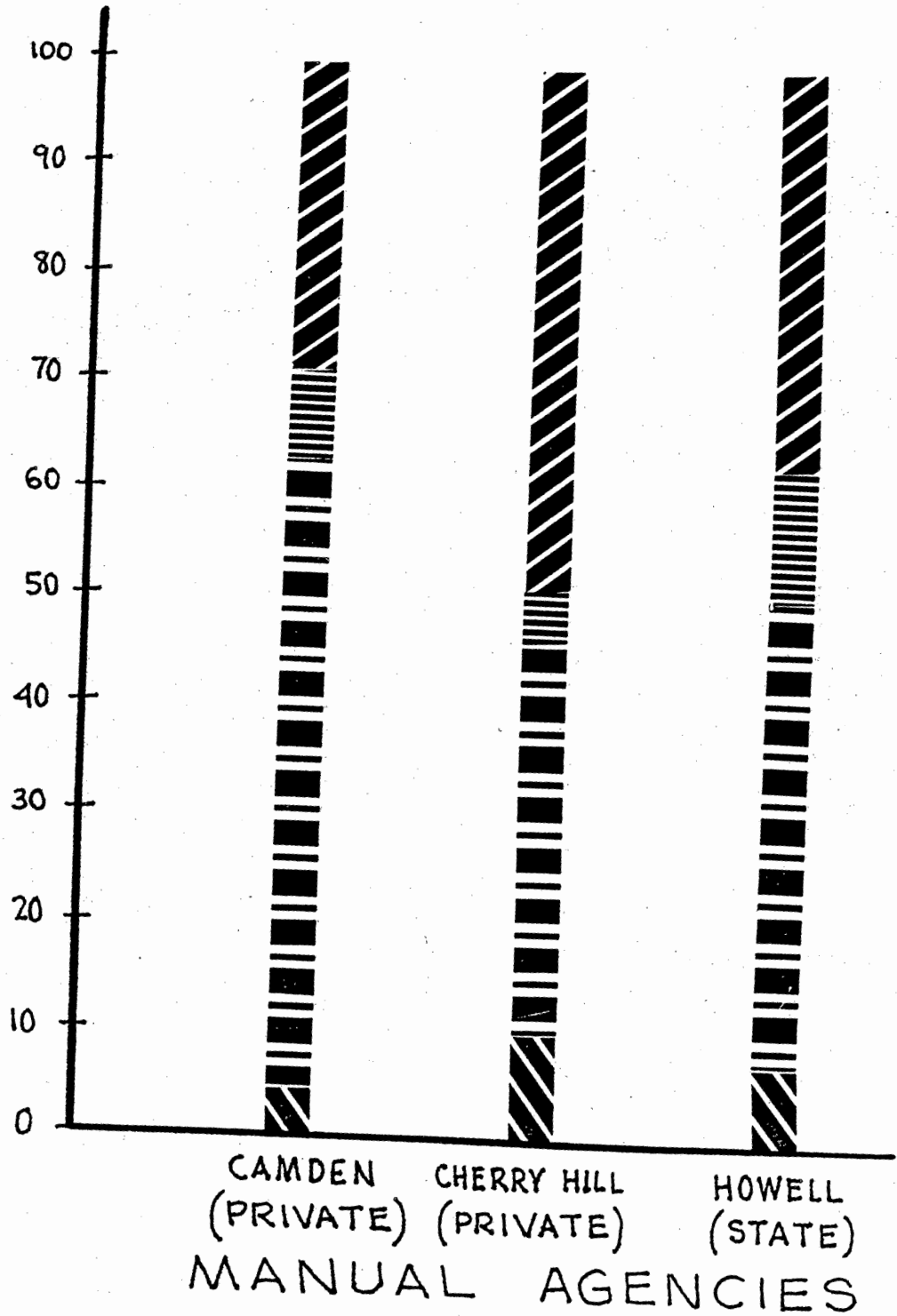
RETRIEVE  
RETURN

DOCUMENT  
PREP.

TYPE

VALIDATE

PERCENT OF PRODUCTION TIME



CONCLUSIONS

1. Automated agencies have production rates that equal or exceed manually operated agencies.
2. Facilities and work flow design have a significant impact on the production rate in the agencies.
3. Private agency employees frequently have less personal/idle time than State employees are guaranteed.
4. Machine utilization rates as measured by percent of day on production suggest the need for improved procedures rather than additional machines.
5. At the time of this study only seven agencies were automated. This test of the methodology in four automated agencies represents a 57% sample. This method of work study need to be used regularly to monitor agency operations.

1980 AGENT'S INCOME & EXPENDITURES\*

\*The expenditures are as reported by the agent.  
They have not been verified or audited by DMV.

# 1980 AGENTS' INCOME & EXPENDITURES

AGENCY	AGENTS FROM DMV	INCOME PER ITEM	AGENTS REPORTED EXPENDITURES	EXPENDITURES PER ITEM	NET INCOME	PER ITEM
akers Basin	\$ 114,693.	\$ .38	\$ 92,539.	\$ .31	\$ 22,154.	\$ .07
ergenfield	96,207.	.48	82,151.	.41	14,056.	.07
erlin	69,790.	.47	68,804.	.46	986.	.01
ridgeton	52,150.	.59	41,238.	.47	10,912.	.12
urlington	72,941.	.51	65,020.	.45	7,921.	.06
amden	70,639.	.53	68,485.	.51	2,154.	.02
herry Hill	90,598.	.51	75,646.	.42	14,952.	.09
lifton	76,098.	.47	58,798.	.36	17,300.	.11
ollingswood	62,631.	.51	56,040.	.46	6,591.	.05
unellen	59,324.	.49	39,350.	.32	19,974.	.17
ast Orange	68,808.	.50	60,364.	.44	8,444.	.06
atontown	95,257.	.38	66,937.	.27	28,320.	.11
lizabeth	69,692.	.49	54,675.	.38	15,017.	.11
lemington	57,802.	.65	41,184.	.46	16,618.	.19
aledon	62,456.	.53	48,702.	.41	13,754.	.12
rvington	61,900.	.53	55,537.	.47	6,363.	.06
ersey City #1	94,194.	.51	62,064.	.34	32,130.	.17
ersey City #2	57,182.	.57	57,012.	.57	70.	.00
odi	98,225.	.36	93,559.	.34	4,666.	.02
etuchen	59,640.	.52	49,556.	.43	10,084.	.09
orristown	85,861.	.49	62,697.	.36	23,164.	.13
oint Pleasant	57,795.	.52	47,016.	.42	10,779.	.10
ahway	65,229.	.35	76,673.	.41	(11,444.)	(.06)
idgefield	59,972.	.58	54,614.	.53	4,958.	.05
utherford	70,563.	.49	73,529.	.51	(2,966.)	(.02)
aleam	48,419.	.60	28,215.	.35	20,204.	.25
sea Isle City	53,446.	.60	49,163.	.55	4,283.	.05
omerville	64,528.	.59	49,504.	.45	15,024.	.14
pringfield	75,122.	.45	50,201.	.30	24,921.	.15
oms River	108,516.	.50	79,984.	.37	28,532.	.13
Union City	80,372.	.56	59,986.	.42	20,386.	.14
ventnor	83,488.	.49	68,478.	.40	15,010.	.09
ineland	62,671.	.52	55,154.	.46	7,517.	.06
Washington	57,455.	.50	45,167.	.39	12,288.	.11
veehawkin	47,703.	.59	36,434.	.45	11,269.	.14
Williamstown	55,581.	.54	41,414.	.40	14,167.	.14
Woodbridge	70,520.	.50	56,041.	.40	14,479.	.10
Woodbury	83,604	.51	63,644.	.39	19,960.	.12

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Bakers BasinVOLUME 301200AGENT'S INCOME FROM DMV

Comm. Pd. in '80 for '79 1366.  
 Comm. Pd. in '80 for '80 108000.  
 Total Comms. 1980 109366.  
 Reimbursed Expenses:  
 Paid in '80 for '79 641.  
 Paid in '80 for '80 4686.  
 Total Reimbursed  
 Expenses 5327.  
 Subsidy from '79 paid  
 in '80 --  
 Total Income '80 114693.  
 Income per Item .38

Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

Employee:  
 Wages 59705.  
 Taxes 5248.  
 Unempl. Ins. 1232.  
 Total Expenses 66185.  
 Facility:  
 Rent --  
 Insurance 1519.  
 Telephone 619.  
 Clean & Main. --  
 Utilities --  
 Total Facility 2138.  
 Other:  
 Office Suppl. 1361.  
 Accountant Fee 1450.  
 Shortage --  
 Miscellaneous:  
 Profit Sharing 11000.  
 Armored Service 4000.  
 Hospitalization 2000.  
 Other Misc. 4405.  
 Total Other 24216.  
 Total Expenditures '80 92539.  
 Expenditure per Item .31

Net Income 22154.  
 Net Income Per Item .07

This agency is located in a State owned facility. The agent does not pay rent, utilities, or cleaning and maintenance. These are additional costs to the State not reflected here.

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY BergenfieldVOLUME 198909AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 8280.Comm. Pd. in '80 for '80 82500.Total Comms. 1980 90780.

## Reimbursed Expenses:

Paid in '80 for '79 --Paid in '80 for '80 5427.Total Reimbursed  
Expenses 5427.Subsidy from '79 paid  
in '80 --Total Income '80 96207.Income per Item .48Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 34088.Taxes 4179.Unempl. Ins. 1670.Total Expenses 39937.

## Facility:

Rent 7930.Insurance 1056.Telephone 893.Clean & Main. 687.Utilities 1189.Total Facility 11755.

## Other:

Office Suppl. 454.Accountant Fee 250.Shortage 10560.

## Miscellaneous:

Spouse Wage 17500.Water 218.Postage 203.Auto 600.Other Misc. 674.Total Other 30459.Total Expenditures '80 82151.Expenditure per Item .41

Net Income 14056.  
 Net Income Per Item .07

AGENCY      Berlin

AGENT'S INCOME FROM DMV

Income per Item .47

© 2006 The Authors  
Journal compilation © 2006 Blackwell Publishing Ltd

Expenditure per Item .46

Net Income Per Item	<u>.01</u>
---------------------	------------



## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY BridgetonVOLUME 88061AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 85.Comm. Pd. in '80 for '80 44900.Total Comms. 1980 44985.

## Reimbursed Expenses:

Paid in '80 for '79 2118.Paid in '80 for '80 5047.Total Reimbursed  
Expenses 7165.Subsidy from '79 paid  
in '80 --Total Income '80 52150.Income per Item .59

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 27762.Taxes 2021.Unempl. Ins. 1326.Total Expenses 31109.

## Facility:

Rent 2400.Insurance 1244.Telephone 1238.Clean & Main. 923.Utilities 2142.Total Facility 7947.

## Other:

Office Suppl. 333.Accountant Fee 1000.Shortage 638.

## Miscellaneous:

Bank 21.Adver.-P/R 190.

\_\_\_\_\_

\_\_\_\_\_

Other Misc. \_\_\_\_\_

Total Other 2182.Total Expenditures '80 41238.Expenditure per Item .47

Net Income 10912.

Net Income Per Item .12

AGENCY Burlington

AGENT'S INCOME FROM DMV

Income per Item	.51
-----------------	-----

Shortage	<u>1080</u>
----------	-------------

Expenditure per Item 45

Net Income	<u>7921.</u>
Net Income Per Item	.06

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY CamdenVOLUME 133940AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 459.Comm. Pd. in '80 for '80 64000.Total Comms. 1980 64459.Reimbursed Expenses:Paid in '80 for '79 0.Paid in '80 for '80 6180.Total Reimbursed  
Expenses 6180.Subsidy from '79 paid  
in '80 0.Total Income '80 70639.Income per Item .53Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENTEmployee:Wages 43998.Taxes 2691.Unempl. Ins. 0.Total Expenses 46589.Facility:Rent 9285.Insurance 1591.Telephone 985.Clean & Main. 1220.Utilities NATotal Facility 13081.Other:Office Suppl. 2550.Accountant Fee 0.Shortage 0.Miscellaneous:Taxes (?) 4625.Office Expense 615.Supplies 251.Travel/Enter. 396.Other Misc. 378.Total Other 8815.Total Expenditures '80 68485.Expenditure per Item .51

Net Income 2154.

Net Income Per Item .02

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Cherry HillVOLUME 178240AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 528.Comm. Pd. in '80 for '80 79500.Total Comms. 1980 80028.

## Reimbursed Expenses:

Paid in '80 for '79 2378.Paid in '80 for '80 8192.Total Reimbursed  
Expenses 10570.Subsidy from '79 paid  
in '80 --Total Income '80 90598.Income per Item .51Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 49184.Taxes 3015.Unempl. Ins. 1994.Total Expenses 54193.

## Facility:

Rent 8400.Insurance 1153.Telephone 1087.Clean & Main. 1200.Utilities 2515.Total Facility 14355.

## Other:

Office Suppl. 1588.Accountant Fee 935.Shortage 1138.

## Miscellaneous:

Auto 3227.Postage 120.Snow Removal 90.Other Misc. \_\_\_\_\_Total Other 7098.Total Expenditures '80 75646.Expenditure per Item .42

Net Income 14952.  
 Net Income Per Item .09

AGENCY Clifton

AGENT'S INCOME FROM DMV

Income per Item	.47
-----------------	-----

---

Shortage	3237.
----------	-------

Expenditure per Item .36

Net Income	<u>17300</u>
Net Income Per Item	.11

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY CollingswoodVOLUME 123021AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 355.Comm. Pd. in '80 for '80 58000.Total Comms. 1980 58355.

## Reimbursed Expenses:

Paid in '80 for '79 1264.Paid in '80 for '80 3012.Total Reimbursed  
Expenses 4276.Subsidy from '79 paid  
in '80 --Total Income '80 62631.Income per Item .51

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 39158.Taxes 3168.Unempl. Ins. 1454.Total Expenses 43775.

## Facility:

Rent 4750.Insurance 808.Telephone 1066.Clean & Main. --Utilities 1214.Total Facility 7838.

## Other:

Office Suppl. 3902.Accountant Fee 350.Shortage --

## Miscellaneous:

Depreciation 170.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Misc. \_\_\_\_\_

Total Other 4422.Total Expenditures '80 56040.Expenditure per Item .46

Net Income 6591.

Net Income Per Item .05

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY DunellenVOLUME 121330AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 362.Comm. Pd. in '80 for '80 56500.Total Comms. 1980 56862.

## Reimbursed Expenses:

Paid in '80 for '79 --Paid in '80 for '80 2462.Total Reimbursed  
Expenses 2462.Subsidy from '79 paid  
in '80 --Total Income '80 59324.Income per Item .49

## Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 24013.Taxes 3060.Unempl. Ins. 790.Total Expenses 27863.

## Facility:

Rent 2160.Insurance 767.Telephone 472.Clean & Main. 1860.Utilities           Total Facility 5259.

## Other:

Office Suppl. 834.Accountant Fee 400.Shortage 2815.

## Miscellaneous:

Auto 860.Repairs 360.T & E 300.Paint 465.Other Misc. 194.Total Other 6228.Total Expenditures '80 39350.Expenditure per Item .32

Net Income 19974.  
 Net Income Per Item .17

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY East OrangeVOLUME 137658AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 1964.Comm. Pd. in '80 for '80 64600.Total Comms. 1980 66564.

## Reimbursed Expenses:

Paid in '80 for '79 --Paid in '80 for '80 2244.Total Reimbursed  
Expenses 68808.Subsidy from '79 paid  
in '80 --Total Income '80 68808.Income per Item .50

## Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 34214.Taxes 2342.Unempl. Ins. 1648.Total Expenses 38204.

## Facility:

Rent 3000.Insurance 2994.Telephone 990.Clean & Main. 2061.Utilities 1165.Total Facility 10210.

## Other:

Office Suppl. 4710.Accountant Fee 1200.Shortage 2070.

## Miscellaneous:

Auto 1824.T & E 700.Promotional 750.Christmas 690.Other Misc. 6.Total Other 11950.Total Expenditures '80 60364.Expenditure per Item .42

Net Income 8444.  
 Net Income Per Item .08



## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY EatontownVOLUME 252410AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 441.Comm. Pd. in '80 for '80 90800.Total Comms. 1980 91241.

## Reimbursed Expenses:

Paid in '80 for '79 0.Paid in '80 for '80 3530.Total Reimbursed  
Expenses 3530.Subsidy from '79 paid  
in '80 486.Total Income '80 95257.Income per Item .38

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 50275.Taxes 4553.Unempl. Ins. 2599.Total Expenses 57427.

## Facility:

Rent 0.Insurance 3179.Telephone 728.Clean & Main. 117.Utilities 0.Total Facility 4024.

## Other:

Office Suppl. 1881.Accountant Fee 660.Shortage 282.

## Miscellaneous:

Auto 2578.Other Misc. 85.Total Other 5486.Total Expenditures '80 66937.Expenditure per Item .27Net Income 28320.Net Income Per Item .11

This agency is located in a State owned facility. The agent does not pay rent, utilities, or cleaning and maintenance. These are additional costs to the State not reflected here.

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY ElizabethVOLUME 143134AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 986.Comm. Pd. in '80 for '80 66500.Total Comms. 1980 67486.

## Reimbursed Expenses:

Paid in '80 for '79 ---Paid in '80 for '80 2206.Total Reimbursed  
Expenses 2206.Subsidy from '79 paid  
in '80 --Total Income '80 69692.Income per Item .49Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 42096.Taxes 3377.Unempl. Ins. 1348.Total Expenses 46821.

## Facility:

Rent 4451.Insurance 941.Telephone 1201.Clean & Main. 449.Utilities --Total Facility 7042.

## Other:

Office Suppl. 42.Accountant Fee 400.Shortage --

## Miscellaneous:

Parking 165.Unemployment Tax 205.

Other Misc. \_\_\_\_\_

Total Other 812.Total Expenditures '80 54675.Expenditure per Item .38

Net Income 15017.

Net Income Per Item .11

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY FlemingtonVOLUME 89383AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 1695.Comm. Pd. in '80 for '80 46300.Total Comms. 1980 47995.

## Reimbursed Expenses:

Paid in '80 for '79 2519.Paid in '80 for '80 7288.Total Reimbursed  
Expenses 9807.Subsidy from '79 paid  
in '80 0.Total Income '80 57802.Income per Item .65Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 22302.Taxes 1490.Unempl. Ins. 639.Total Expenses 24431.

## Facility:

Rent 4750.Insurance 718.Telephone 1801.Clean & Main. 1220.Utilities 2590.Total Facility 11079.

## Other:

Office Suppl. 819.Accountant Fee 175.Shortage 1697.

## Miscellaneous:

Petty Cash 500.Interest 500.Maint. Contract 300.Snow Removal 200.Other Misc. 1483.Total Other 5674.Total Expenditures '80 41184.Expenditure per Item .46

Net Income 16618.

Net Income Per Item .19



Net Income	6363.
Net Income Per Item	.06

AGENCY Jersey City #1

VOLUME 183239

### EXPENDITURES AS REPORTED BY AGENT

**Employee:**

Wages	27576.
-------	--------

**Taxes** 1936.

Total Expenses	30660.
----------------	--------

Facility:

Rent 4800.

Insurance 1761.

Telephone 1023.

Clean & Main. 1672.

Utilities	4202.
-----------	-------

**Total Facility** 13458.

Other:

Office Suppl. 340.

Accountant Fee	1500.
----------------	-------

Shortage	<u>2600.</u>
----------	--------------

**Miscellaneous:**

Security 1350.

Food 2250.

Sanitary Supp.      600.

Repairs 579.

Other Misc. 8727.

Total Other	17946
-------------	-------

Total Expenditures '80 62064

Expenditure per Item 34

Net Income	<u>32130.</u>
Net Income Per Item	.17

AGENCY    Jersey City #2

AGENT'S INCOME FROM DMV

### EXPENDITURES AS REPORTED BY AGENT

Employee:

Wages 37333.

**Taxes** 2534.

Unempl. Ins. 1494.

Total Expenses	41361.
----------------	--------

Facility:

Rent 5040.

Insurance	760.
-----------	------

Telephone 1118.

Clean & Main. 1243.

Utilities	1422.
-----------	-------

Total Facility	9583.
----------------	-------

Other:

Office Suppl. 1163.

Accountant Fee	300.
----------------	------

Shortage	460.
----------	------

**Other Costs of the State:**

**Miscellaneous:**

Security 323.

Postage . . . . . 52.

Depreciation 3770.

Other Misc. 0.

Total Other	6068.
-------------	-------

Total Expenditures '80	57012
------------------------	-------

Expenditure per Item .57

Net Income	<u>70</u>
Net Income Per Item	.00

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY LodiVOLUME 274998AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 225.Comm. Pd. in '80 for '80 98000.Total Comms. 1980 98225

## Reimbursed Expenses:

Paid in '80 for '79 --Paid in '80 for '80 --Total Reimbursed  
Expenses --Subsidy from '79 paid  
in '80 --Total Income '80 98225.Income per Item .36

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 70074.Taxes 4628.Unempl. Ins. 2732.Total Expenses 77434.

## Facility:

Rent --Insurance 1794.Telephone 1036.Clean & Main. --Utilities --Total Facility 2830.

## Other:

Office Suppl. 3455.Accountant Fee 250.Shortage 2398.

## Miscellaneous:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Misc. 7192.Total Other 13925.Total Expenditures '80 93559Expenditure per Item .34

Net Income 4666.

Net Income Per Item .02

This agency is located in a State owned facility. The agent does not pay rent, utilities, or cleaning and maintenance. These are additional costs to the State not reflected here.



**AGENCY** Metuchen

AGENT'S INCOME FROM DMV

### EXPENDITURES AS REPORTED BY AGENT

**Employee:**

Wages	34568.
-------	--------

**Taxes** 2278.

Unempl. Ins. 1401.

Total Expenses	38247.
----------------	--------

Facility:

Rent 3300.

Insurance	2214.
-----------	-------

Telephone 718.

Clean & Main. 974.

Utilities 2231.

Total Facility 9437.

Other:

Office Suppl. 449.

Accountant Fee	0.
----------------	----

Shortage 0.

**Miscellaneous:**

Auto 473.

Dues . . . . . 260.

Repairs 228.

Safe Deposit                      46.

Other Misc. 416.

Total Other	1872.
-------------	-------

Total Expenditures '80 49556.

Expenditure per Item .43

Net Income	<u>10084</u>
Net Income Per Item	.09

### AGENT'S INCOME & EXPENDITURES

1980

AGENCY      Morristown

VOLUME · 176031

AGENT'S INCOME FROM DMV

Comm. Pd. in '80 for '79 1609.

Comm. Pd. in '80 for '80 79000.

**Total Comms. 1980** 80609.

## Reimbursed Expenses:

Paid in '80 for '79	527.
---------------------	------

Paid in '80 for '80 4725.

Total Reimbursed  
Expenses 5252.

Subsidy from '79 paid  
in '80

Total Income '80 85861.

Income per Item	.49
-----------------	-----

### Other Costs of the State:

### EXPENDITURES AS REPORTED BY AGENT

**Employee:**

Wages	40490.
-------	--------

<b>Taxes</b>	<u>4070.</u>
--------------	--------------

Unempl. Ins. 962.

Total Expenses	45522.
----------------	--------

Facility:

Rent 5940.

Insurance	1030.
-----------	-------

Telephone 572.

Clean & Main. 787.

Utilities 765.

Total Facility 9094.

Other:

Office Suppl. 1234.

Accountant Fee	675.
----------------	------

Shortage	2500.
----------	-------

**Miscellaneous:**

Spouse 2680.

Auto . . . . . 400.

Security                      264.

<u>Depreciation</u>	<u>260.</u>
---------------------	-------------

Other Misc. 68.

Total Other	8081.
-------------	-------

Total Expenditures '80 62697.

Expenditure per Item .36

Net Income	<u>23164.</u>
Net Income Per Item	.13

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Pt. PleasantVOLUME 111787AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 2606.Comm. Pd. in '80 for '80 51600.Total Comms. 1980 54206.

## Reimbursed Expenses:

Paid in '80 for '79 --Paid in '80 for '80 3589.Total Reimbursed  
Expenses 3589.Subsidy from '79 paid  
in '80 --Total Income '80 57795.Income per Item .52

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 34290.Taxes 3810.Unempl. Ins. --Total Expenses 38100.

## Facility:

Rent 3810.Insurance 806.Telephone 927.Clean & Main. 562.Utilities 952.Total Facility 7057.

## Other:

Office Suppl. 323.Accountant Fee 150.Shortage -

## Miscellaneous:

Depreciation 680Other Misc. 706.Total Other 1859.Total Expenditures '80 47016.Expenditure per Item .42

Net Income 10779

Net Income Per Item .10

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY RahwayVOLUME 187865AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 2249.Comm. Pd. in '80 for '80 62980.Total Comms. 1980 65229.Reimbursed Expenses:Paid in '80 for '79 0.Paid in '80 for '80 0.Total Reimbursed  
Expenses 0.Subsidy from '79 paid  
in '80 0.Total Income '80 65229.Income per Item .35Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENTEmployee:Wages 66725.Taxes 4090.Unempl. Ins. 897.Total Expenses 71712.Facility:Rent 0.Insurance 2000.Telephone 0.Clean & Main. 755.Utilities 0.Total Facility 2755.Other:Office Suppl. 68.Accountant Fee 900.Shortage 390.Miscellaneous:Dues 361.Postage 105.Donations 323.Other Misc. 59.Total Other 2206.Total Expenditures '80 76673.Expenditure per Item .41Net Income (11444.)Net Income Per Item (.06)

This agency is located in a State owned facility. The agent does not pay rent, utilities, or cleaning and maintenance. These are additional costs to the State not reflected here.

AGENCY Ridgefield

AGENT'S INCOME FROM DMV

Net Income	4958.
Net Income Per Item	.05

AGENCY      Rutherford

Net Income (2966.)  
Net Income Per Item (.02)

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY SalemVOLUME 80151AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 --Comm. Pd. in '80 for '80 40500.Total Comms. 1980 40500.Reimbursed Expenses:Paid in '80 for '79 2394.Paid in '80 for '80 5525.Total Reimbursed  
Expenses 7919.Subsidy from '79 paid  
in '80 --Total Income '80 48419.Income per Item .60Other Costs of the State:

_____	_____
_____	_____
_____	_____
_____	_____

EXPENDITURES AS REPORTED BY AGENTEmployee:Wages 17680.Taxes 1819.Unempl. Ins. 538.Total Expenses 20037.Facility:Rent 2400.Insurance 983.Telephone 421.Clean & Main. 2228.Utilities 1796.Total Facility 7828.Other:Office Suppl. --Accountant Fee 350.Shortage --Miscellaneous:

_____	_____
_____	_____
_____	_____
_____	_____

Other Misc. \_\_\_\_\_Total Other 350.Total Expenditures '80 28215.Expenditure per Item .35

Net Income 20204.  
 Net Income Per Item .25

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Sea Isle CityVOLUME 89450AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 1670.Comm. Pd. in '80 for '80 43500.Total Comms. 1980 45170.

## Reimbursed Expenses:

Paid in '80 for '79 1408.Paid in '80 for '80 6868.Total Reimbursed  
Expenses 8276.Subsidy from '79 paid  
in '80 --Total Income '80 53446.Income per Item .60

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 31928.Taxes 1957.Unempl. Ins. 1521.Total Expenses 35406.

## Facility:

Rent 5028.Insurance 983.Telephone 1019.Clean & Main. 2850.Utilities 2324.Total Facility 12204.

## Other:

Office Suppl. 116.Accountant Fee 150.Shortage 239.

## Miscellaneous:

Repairs 1048

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Misc. \_\_\_\_\_

Total Other 1553.Total Expenditures '80 49163.Expenditure per Item .55

Net Income 4283

Net Income Per Item .05



AGENCY Somerville

AGENT'S INCOME FROM DMV

**EXPENDITURES AS REPORTED BY AGENT**

**Employee:**

Wages	27135.
-------	--------

<b>Taxes</b>	<u>2583.</u>
--------------	--------------

Unempl. Ins. 1515.

Total Expenses	31233.
----------------	--------

Facility:

Rent	6683.
------	-------

Insurance	1548.
-----------	-------

Telephone 2327.

Clean & Main. 991.

Utilities	628.
-----------	------

Total Facility 12177.

Other:

Office Suppl. 926.

Accountant Fee	220.
----------------	------

Shortage	500.
----------	------

**Miscellaneous:**

Auto 1440.

Typing 1535.

T & E 674.

Postage 437.

Other Misc. 362.

Total Other	<u>6094.</u>
-------------	--------------

Total Expenditures '80 49504.

Expenditure per Item .45

Net Income	<u>15024</u>
Net Income Per Item	14

D-30  
AGENT'S INCOME & EXPENDITURES

1980

AGENCY Springfield

VOLUME 165619

AGENT'S INCOME FROM DMV

Comm. Pd. in '80 for '79 559.

Comm. Pd. in '80 for '80 71000.

Total Comms. 1980 71559.

Reimbursed Expenses:

Paid in '80 for '79 --

Paid in '80 for '80 3563.

Total Reimbursed  
Expenses 3563.

Subsidy from '79 paid  
in '80 --

Total Income '80 75122.

Income per Item .45

Other Costs of the State:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

Employee:

Wages 29986.

Taxes 1838.

Unempl. Ins. --

Total Expenses 31824.

Facility:

Rent 4700.

Insurance 600.

Telephone 906.

Clean & Main. 1420.

Utilities 657.

Total Facility 8283.

Other:

Office Suppl. 210.

Accountant Fee 500.

Shortage 3000.

Miscellaneous:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other Misc. 6384.

Total Other 10094.

Total Expenditures '80 50201.

Expenditure per Item .30

Net Income 24921.  
Net Income Per Item .15

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Toms RiverVOLUME 217823AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 --Comm. Pd. in '80 for '80 95300.Total Comms. 1980 95300.

## Reimbursed Expenses:

Paid in '80 for '79 3605.Paid in '80 for '80 9611.Total Reimbursed  
Expenses 13216.Subsidy from '79 paid  
in '80 --Total Income '80 108516.Income per Item 50Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 56050.Taxes 5024.Unempl. Ins. 2156.Total Expenses 63230.

## Facility:

Rent 5081.Insurance 850.Telephone 1152.Clean & Main. 1844.Utilities 3085.Total Facility 12012.

## Other:

Office Suppl. 780.Accountant Fee --Shortage 3045.

## Miscellaneous:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Other Misc. 917.Total Other 4742.Total Expenditures '80 79984.Expenditure per Item .37

Net Income 28532.  
 Net Income Per Item .13

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY Union CityVOLUME 143285AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 3714.Comm. Pd. in '80 for '80 67800.Total Comms. 1980 71514.

## Reimbursed Expenses:

Paid in '80 for '79 2850.Paid in '80 for '80 6368.Total Reimbursed  
Expenses 9218.Subsidy from '79 paid  
in '80 0.Total Income '80 80372.Income per Item .56Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 36261.Taxes 2774.Unempl. Ins. 2266.Total Expenses 41271.

## Facility:

Rent 6560.Insurance 1242.Telephone 1841.Clean & Main. 875.Utilities 2713.Total Facility 13231.

## Other:

Office Suppl. 364.Accountant Fee 420.Shortage 0.

## Miscellaneous:

~~Real Estate Tax~~ 3715.~~Advertising~~ 378.~~Equip. Maint.~~ 381.Other Misc. 226.Total Other 5484.Total Expenditures '80 59986.Expenditure per Item .42

Net Income 20386.

Net Income Per Item .14



AGENCY Vineland

AGENT'S INCOME FROM DMV

### EXPENDITURES AS REPORTED BY AGENT

**Employee:**

Wages 33221.

**Taxes** 3023.

Unempl. Ins. 1741.

**Total Expenses** 37985.

**Facility:**

Rent	3600.
------	-------

Insurance 7541.

Telephone 1310.

Clean & Main. 580.

Utilities 812.

Total Facility 13843.

Other:

Office Suppl. 639.

Accountant Fee	400.
----------------	------

Shortage	543.
----------	------

**Miscellaneous:**

Depreciation 705.

Auto . . . . . 400.

Alarm . . . . . 253.

Other Misc. 386.

Total Other	3326.
-------------	-------

Total Expenditures '80 55154.

Expenditure per Item	.46
----------------------	-----

Net Income	<u>7517.</u>
Net Income Per Item	.06

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY WashingtonVOLUME 115480AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 750.Comm. Pd. in '80 for '80 54600.Total Comms. 1980 55350.

## Reimbursed Expenses:

Paid in '80 for '79 374.Paid in '80 for '80 1731.Total Reimbursed  
Expenses 2105.Subsidy from '79 paid  
in '80 --Total Income '80 57455.Income per Item .50

## Other Costs of the State:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 36000.Taxes 2945.Unempl. Ins. 1286.Total Expenses 40231.

## Facility:

Rent 1710.Insurance 495.Telephone 843.Clean & Main. 610.Utilities 583.Total Facility 4241.

## Other:

Office Suppl. 129.Accountant Fee 6.Shortage 500.

## Miscellaneous:

Postage 60.

Other Misc. \_\_\_\_\_

Total Other 695.Total Expenditures '80 45167.Expenditure per Item .39Net Income 12288.Net Income Per Item .11

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY WeehawkinVOLUME 80304AGENT'S INCOME FROM DMVEXPENDITURES AS REPORTED BY AGENT

Comm. Pd. in '80 for '79	<u>1513.</u>	Employee:	
Comm. Pd. in '80 for '80	<u>40100.</u>	Wages	<u>24514.</u>
Total Comms. 1980	<u>41613.</u>	Taxes	<u>3090.</u>
Reimbursed Expenses:		Unempl. Ins.	<u>190.</u>
Paid in '80 for '79	<u>1934.</u>	Total Expenses	<u>27794.</u>
Paid in '80 for '80	<u>4156.</u>	Facility:	
Total Reimbursed Expenses	<u>6090.</u>	Rent	<u>3300.</u>
Subsidy from '79 paid in '80	<u>--</u>	Insurance	<u>870.</u>
Total Income '80	<u>47703.</u>	Telephone	<u>813.</u>
Income per Item	<u>.59</u>	Clean & Main.	<u>263.</u>
		Utilities	<u>600.</u>
		Total Facility	<u>5846.</u>
		Other:	
Other Costs of the State:		Office Suppl.	<u>33.</u>
		Accountant Fee	<u>2400.</u>
		Shortage	<u>--</u>
		Miscellaneous:	
		IBM Contract	<u>242.</u>
		Bank	<u>105.</u>
		Ads	<u>14.</u>
		Other Misc.	<u>          </u>
		Total Other	<u>2794.</u>
		Total Expenditures '80	<u>36434.</u>
		Expenditure per Item	<u>.45</u>
Net Income	<u>11269</u>		
Net Income Per Item	<u>.14</u>		



## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY WilliamstownVOLUME 102348AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 1583.Comm. Pd. in '80 for '80 49400.Total Comms. 1980 50983.

## Reimbursed Expenses:

Paid in '80 for '79 231.Paid in '80 for '80 4367.Total Reimbursed  
Expenses 4598.Subsidy from '79 paid  
in '80 --Total Income '80 55581.Income per Item .54

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 23800.Taxes 1827.Unempl. Ins. 799.Total Expenses 26426.

## Facility:

Rent 4800.Insurance 1452.Telephone 1543.Clean & Main. 1385.Utilities 2650.Total Facility 11830.

## Other:

Office Suppl. 766.Accountant Fee 400.Shortage 628.

## Miscellaneous:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other Misc. 1364.Total Other 3158.Total Expenditures '80 41414.Expenditure per Item .40

Net Income 14167.

Net Income Per Item .14

AGENCY Woodbridge

AGENT'S INCOME FROM DMV

Income per Item	.50
-----------------	-----

Net Income	<u>14479</u>
Net Income Per Item	.10

## AGENT'S INCOME &amp; EXPENDITURES

1980

AGENCY WoodburyVOLUME 163026AGENT'S INCOME FROM DMVComm. Pd. in '80 for '79 0.Comm. Pd. in '80 for '80 71500.Total Comms. 1980 71500.

## Reimbursed Expenses:

Paid in '80 for '79 2122.Paid in '80 for '80 9982.Total Reimbursed  
Expenses 12104.Subsidy from '79 paid  
in '80 0.Total Income '80 83604.Income per Item .51

## Other Costs of the State:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EXPENDITURES AS REPORTED BY AGENT

## Employee:

Wages 44527.Taxes 3097.Unempl. Ins. 2505.Total Expenses 50129.

## Facility:

Rent 4430.Insurance 892.Telephone 1427.Clean & Main. 962.Utilities 2605.Total Facility 10316.

## Other:

Office Suppl. 321.Accountant Fee 800.Shortage 166.

## Miscellaneous:

Extra Help \_\_\_\_\_

Trash Removal \_\_\_\_\_

Postage \_\_\_\_\_

Entertainment \_\_\_\_\_

Other Misc. 1912.Total Other 3199.Total Expenditures '80 63644.Expenditure per Item .39

Net Income 19960.

Net Income Per Item .12

APPENDIX E

1980 SALARY SUMMARY  
PRIVATE AGENCY EMPLOYEES

1980 SALARY SUMMARYPRIVATE AGENCY EMPLOYEES

<u>AGENCY</u>	<u># OF FULL TIME EMPLOYEES</u>	<u>TOTAL # OF EMPLOYEES</u>	<u>AVERAGE SALARY PER HOUR FULL TIME EMPLOYEES</u>	<u>ALL EMPLOYEES</u>
BERLIN	4	5	\$ 4.06	\$ 3.92
BRIDGETON	3	5	3.92	3.65
COLLINGSWOOD	6	7	3.33	3.31
DUNELLEN	3	3	4.17	4.17
EAST ORANGE	4	7	3.84	3.91
ELIZABETH	5	6	4.15	4.13
FLEMINGTON	2	4	4.11	3.71
HALEDON	8	12	3.34	3.35
JERSEY CITY #2	2	5	5.25	4.89
MORRISTOWN	3	10	4.13	3.75
POINT PLEASANT	4	4	4.28	4.28
SALEM	2	2	4.25	4.25
UNION CITY	5	5	4.24	4.24
VENTNOR	5	9	4.25	4.03
VINELAND	4	5	4.08	4.15
WASHINGTON	3	6	4.59	4.30
WEEHAWKIN	2	4	3.68	3.51
WILLIAMSTOWN	3	4	3.90	3.68
WOODBIDGE	4	5	4.00	3.87

1980 EXPENDITURES FOR STATE  
OPERATED AGENCIES

STATE EXPENDITURES FOR STATE OPERATED AGENCIES

1980

AGENCY HOWELLVOLUME 108000

## EMPLOYEE:

Wages 48402.Benefits 7260.Total Employee 55662.

## FACILITY:

Rent 5400.Insurance 0.Telephone 956.Cleaning & Maint. 3163.Utilities 1234.Total Facility 10753.

## OTHER:

Office Supplies 0.Shortage 8208.Security 0.Miscellaneous 250.Total Other 8458.Total Expenditures 1980 74873.Expenditure per Item .69

STATE EXPENDITURES FOR STATE OPERATED AGENCIES

1980

AGENCY NEWARKVOLUME 172000.

## EMPLOYEE:

Wages	<u>94799.</u>
Benefits	<u>14217.</u>
Total Employee	<u>108996.</u>

## FACILITY:

Rent	<u>0*</u>
Insurance	<u>0.</u>
Telephone	<u>250.</u>
Cleaning & Maint.	<u>4908.</u>
Utilities	<u>4107.</u>
Total Facility	<u>9265.</u>

## OTHER:

Office Supplies	<u>0.</u>
Shortage	<u>6430.</u>
Security	<u>1400.</u>
Miscellaneous	<u>500.</u>
Total Other	<u>8330.</u>

Total Expenditures 1980 126591Expenditure per Item .74

\*The Newark Agency is located in a state owned facility. No rent is paid. Including an estimated rent of \$14480. for this facility would increase the expenditure per item to .82.



STATE EXPENDITURES FOR STATE OPERATED AGENCIES

1980

AGENCY NEW BRUNSWICKVOLUME 159000

## EMPLOYEE:

Wages	<u>55207.</u>	
Benefits	<u>8281.</u>	
Total Employee		<u>63488.</u>

## FACILITY:

Rent	<u>12000.</u>	
Insurance	<u>0.</u>	
Telephone	<u>1075.</u>	
Cleaning & Maint.	<u>3850.</u>	
Utilities	<u>in rent</u>	
Total Facility		<u>16925.</u>

## OTHER:

Office Supplies	<u>0.</u>	
Shortage	<u>2882.</u>	
Security	<u>0.</u>	
Miscellaneous	<u>400.</u>	
Total Other		<u>3282.</u>

Total Expenditures 1980 83695.Expenditure per Item .53

STATE EXPENDITURES FOR STATE OPERATED AGENCIES

1980

AGENCY WAYNEVOLUME 233000

## EMPLOYEE:

Wages	<u>86010.</u>	
Benefits	<u>12902.</u>	
Total Employee		<u>98912.</u>

## FACILITY:

Rent	<u>0*</u>	
Insurance	<u>0.</u>	
Telephone	<u>800.</u>	
Cleaning & Maint.	<u>3148.</u>	
Utilities	<u>5814.</u>	
Total Facility		<u>9762.</u>

## OTHER:

Office Supplies	<u>0.</u>	
Shortage	<u>8038.</u>	
Security	<u>10100.</u>	
Miscellaneous	<u>500.</u>	
Total Other		<u>18638.</u>

Total Expenditures 1980 127312.Expenditure per Item .55

\*The Wayne Agency is located in a state owned facility. No rent is paid. Including an estimated rent of \$21432. for this facility would increase the expenditure per item to .64.

APPENDIX G

1980 SALARY SUMMARY  
STATE OPERATED AGENCIES

1980 SALARY SUMMARY  
STATE OPERATED AGENCIES

<u>AGENCY</u>	<u>AVERAGE SALARY PER HOUR FOR ALL EMPLOYEES</u>
HOWELL	\$4.95
NEWARK	5.11
NEW BRUNSWICK	5.05
WAYNE	5.04

DEPARTMENT OF LAW AND PUBLIC SAFETY

DIVISION OF MOTOR VEHICLES

CODE OF ETHICS

## DEPARTMENT OF LAW AND PUBLIC SAFETY

## DIVISION OF MOTOR VEHICLES

CODE OF ETHICS

Pursuant to the authority contained in the New Jersey Conflicts of Interest Law (Ch. 182 of the Laws of 1971), the employees of the Division of Motor Vehicles are bound by a Code of Ethics adopted effective March 10, 1972. The Division of Motor Vehicles developed and adopted the following Code of Ethics for motor vehicle agents and agency employees effective October 1, 1981.

1. No motor vehicle agent or employee of a Division of Motor Vehicles agency may have any interest, financial, or otherwise, direct or indirect, or engage in any business or transaction or professional activity which is in substantial conflict with the proper discharge of their duties in the public interest.
2. No motor vehicle agent or employee of a Division of Motor Vehicles agency may accept any gift, favor, service or other thing of value under any circumstances from which it might be reasonably inferred that such gift, service or other thing of value was given or offered for the purpose of influencing the discharge of official duties.
3. No motor vehicle agent or employee of the agent should engage in any particular business, profession,

trade or occupation which is subject to licensing or regulation by a specific agency of State government without promptly filing notice of such activity with the Executive Commission on Ethical Standards. In particular, no motor vehicle agent or employee of the Division of Motor Vehicles may engage in, operate or be employed by, or at, any State licensed junk yard, any new or used car dealership, any State licensed motor vehicle racetrack, or any commercial driving school.

4. No motor vehicle agents or employees of agents may undertake any employment or service whether compensated or not, which might reasonably be expected to impair their objectivity and independence of judgment in the exercise of their official duties.
5. No motor vehicle agents or employees of agents should act in their official capacity in any matter wherein they have a direct or indirect personal financial interest that might reasonably be expected to impair their objectivity or independence of judgment.
6. No motor vehicle agents or employees of agents should use or attempt to use their official position to secure unwarranted privileges or advantages for themselves or others. In particular, no motor

vehicle agents or employees of agents may use, or attempt to use, their official position, such as by displaying their official credentials, to secure unwarranted privileges or advantages for themselves or others in any matters directly pertaining to motor vehicle operations such as in the granting of licenses issued by this Division, the suspension or revocation of these licenses or the enforcement of the motor vehicle laws of this State.

7. No motor vehicle agents or employees of agents may knowingly act in any way that might reasonably be expected to create an impression or suspicion among the public having knowledge of their acts that they may be engaged in conduct violative of their trust as a State representative or agents of the Division of Motor Vehicles.



APPENDIX I

SUMMARY OF 1978 NATIONWIDE  
MOTOR VEHICLE AGENCY  
SYSTEM STUDY

Statistical Summary of 1978 Nationwide  
Motor Vehicle Agency System Study

SURVEY OF OTHER STATES

Questionnaires mailed - 49  
Field Officers: Yes - 44; No - 2

Responses - 46

<u>Operated by</u>	<u>No.</u>	<u>Full 2/ Service</u>	<u>Renewal and Title Service in Field</u>	
			<u>Reg. Only</u>	<u>DL &amp; Reg.</u>
State	15	14		1
County	4	4		
Private	2	1		1
State & County	14	13		1
State & City	1	1		
State & Private	7	5	2	
County & Private	<u>1</u>	<u>1</u>	<u>2</u>	<u>3</u>
	49	39	2	3

1/ In most States, the title is issued only by central DMV. However, application for title is usually handled by the local offices. These States have been counted as offering title service in the field. Also, most States issue photo licenses only at local offices which may not be in the same offices issuing registrations.

2/ In some States, there are separate field offices issuing driver license, registrations, and titles.

STATE OPERATED FIELD OFFICES  
(fully or partially)

Civil Service Status

	<u>Full-Time Civil Service</u>	<u>Plus Per Diem</u>	<u>Non Civil Service</u>	<u>N.R.</u>
State Only	14	6	1	
State & County	14	6		
State & Private	5	2	1	1
State & City	<u>1</u>	<u>1</u>	<u>2</u>	<u>1</u>
	34	15	2	1

## MOTOR VEHICLE SYSTEMS STUDY

SURVEY OF OTHER STATES

Questionnaire mailed: 50 (including Ontario & Quebec)  
 Responses: 45

Field Offices? YES - 41 NO - 4

<u>FULL SERVICE</u>		<u>LIMITED SERVICE</u> 3/	<u>TOTAL</u>
<u>Title, Registration, License</u>		<u>Title, Registration only</u>	
State operated	14	1	15
County operated	3	10	13
State & County operated	5	1	6
Private operation	3	1	4
State & Private operation	2	1	3
	<u>27</u>	<u>14</u>	<u>41</u>

- 1/ Pennsylvania reports "limited" service available in State offices - Philadelphia and Pittsburgh.

West Virginia has 1 field office 20 miles from central DMV established on "trial" basis in 1975.

- 2/ In most States titles are issued only by central DMV. Polk Registration Manual lists only 9 States (including N.J.) where title is issued through field office. In the other States, only the application for title is received through field offices.

- 3/ The majority of the States require driver license renewal in the field office because of the need to take a photograph and/or some type of test. Those States counted as having field services limited to title and registrations usually have a separate field office for driver license renewals or, in a few cases, require renewal by mail.

State Operated Field Offices

<u>Civil Service Employees:</u>	Full-time only 14	Full-time per diem 8
Non-civil Service:	Full-time only <u>1</u> 15	Full-time per diem <u>1</u> 9

Private Operations, Compensation Arrangement

<u>Piece Work (7)</u>	<u>Registration</u>	<u>Title</u>	<u>License</u>
Ontario	85¢	NA	NA
Virginia	60¢	50¢	NA
Missouri	60¢	60¢	60¢
Oklahoma	\$1.00 - \$1.25	75¢	\$1.00 (also 2% on excise tax)
Ohio	\$1.00	NA	\$1.00
Indiana	NR	NR	NR
North Carolina	40¢	NA	NA

Private Operations, Facility Provided by: Entrepreneur in all cases

County Operations, Facility Provided by: County in all cases

State Operations, Previously Private Operations: 2

Michigan: Reports that "fee" offices existed prior to 1970. Were phased out "due to their political structure" over 7 year period.

Virginia: Currently combined State and private. Reports that they are changing to State operations through attrition or when business volume increases sufficiently to warrant a DMV "branch" office.

Data Processing Computerized? 43 NR 2

DMV Control? 8 Pool Arrangement? 34 NR 1

Pool Arrangement Opinions

Advantage + Disadvantage	= 11
Advantage only	= 4
Disadvantage only	= 15
No response	= 4
	<u>34</u>

General advantages reported are: Lower cost, greater capacity.

General disadvantages reported are: Priorities, loss of control of DMV data, excessive response time, excessive delay in changing programs to meet DMV service needs, backlogs in data processing (see particularly Maryland, Nevada, and Virginia responses).

The following States which reported advantages also said:

Maine - DMV shares computer time and space, but does own data entry and programming.

Ohio - DMV shares hardware, but programming under DMV control.

Indiana - DMV has own data processing staff. Also has specialized systems adopted especially for DMV use.

<u>Computer Linked to Field Offices:</u>		YES 25	NO 9
Look-up only	9	Registration only	2
Title, registration, driver license	2	Driver license only	6
Title, registration	0	Registration and driver license	5
Title only	1		