



njmvc

# ANNUAL REPORT

2007

Sharon A. Harrington, Chief Administrator



Lobby, Trenton office complex building.





## MESSAGE FROM THE CHIEF ADMINISTRATOR

Continued progress is the phrase that best describes the last 12 months for the New Jersey Motor Vehicle Commission (MVC). With a vision of becoming a model of excellence in motor vehicle services, it is important for us to move forward year after year through achievements great and small, easy and challenging. It is through these positive steps that we will ultimately become a model organization.

As with all progress, we must evaluate the work to date and ensure that the proper programs, systems and procedures are in place to ensure sustainability.

Earlier this year, I reconvened the Fix DMV Commission so that this esteemed group could join us in examining our progress over the last four years. It was my hope to hear the praise of where we have succeeded as an organization and the critique of where the MVC has work yet to be done.

With many invaluable comments garnered from the Fix DMV reconvening, we spent this past spring reviewing every aspect of our business with the expertise of the MVC's five statutorily-created advisory councils. From customer service to security to technology, the councils pointed out critical issues, as well as strengths and weaknesses, in an effort to frame a new set of recommendations to help sustain the MVC well into the future.

With the advisory councils final report now in hand, the MVC can focus on and produce additional measurable progress that we will highlight in future annual reports.

I hope you find our 2007 Annual Report and Service Assessment informative and helpful. Thank you for your continued support.

Respectfully,

A handwritten signature in black ink, reading "Sharon A. Harrington". The signature is fluid and cursive, with the first name "Sharon" and last name "Harrington" clearly legible.

Sharon A. Harrington  
Chair and Chief Administrator



- 8      Investing Wisely in Our Efforts  
Budget—FY '07 through FY '09
- 12     Meeting the Needs of Customers  
Plastic, Not Paper  
Decentralizing Salvage Titrting  
Inspections—Now and into the Future  
Never Forget the Business Customer  
Dealer Services Program  
Expanding Access  
Partnerships to Share
- 18     Leading the Way Through Technology  
An Undertaking Like No Other  
Enhancing DDL  
Taking Hits...and Proud of It
- 20     Maintaining Safety and Security  
Be Alert--Watch for Motorcycles  
Research--Essential to Future Safety Improvements  
A Need for Change in Points  
Arrests Chart
- 24     Managing the Internal  
Timekeeping Goes Paperless  
Reorganization with Technology  
Housecleaning...Plain and Simple  
A Well-Trained Organization  
A Safe and Healthy Workplace
- 30     Sustaining Our Successes  
Planning is the Foundation  
Infrastructure is Critical  
A Unit to Seek Opportunities  
Looking Back to 2006  
Moving Forward
- 36     In Memoriam

# Contents



# Investing Wisely in our Efforts

## SUMMARY OF RESOURCES & EXPENDITURES

FISCAL YEAR ENDING JUNE 30, 2007

### Resources

MVC Base Budget	\$ 214,864,106
Fees	61,704,084
FY 2006 Reappropriation	81,196,271
MVC Trust Fund Eligible Capital Proceeds	30,696,396
MVC Trust Fund Eligible Capital Proceeds - Prior Years	-
Commercial Vehicle Enforcement Fund	8,520,249
Security Responsibility	15,481,656
Motorcycle Safety Education Program	570,435
Bus Inspections - School and Commercial	2,034,025
Grant Awards	1,542,615
Total Resources	\$ 416,609,837

### Operating Expenditures

Salaries & Fringe	\$ 137,004,460
Materials and Supplies	10,870,852
Services Other Than Personal	33,293,309
Maintenance and Fixed Charges	7,788,024
Claims & Indirect	4,016,720
Additions, Improvements, Equipment	3,644,646
Special Purpose:	-
Vehicle Inspection Program	74,166,928
Total Operating Expenditures	\$ 270,784,939

### MVC Trust Fund Capital Projects

Infrastructure	\$ 250,000
Systems and Applications	3,529,093
eMVC	1,413,571
Supporting Technologies and Process	44,917
Facilities Renovations	24,921,171
Other	537,644
Subtotal MVC Trust Fund Capital Projects	\$ 30,696,396

### Other Fund Supported Expenditures

Commercial Vehicle Enforcement Fund	\$ 3,895,557
Bus Inspections - School and Commercial	6,197,826
Motorcycle Safety Education Program	265,378
Security Responsibility	15,481,656
Subtotal Other Expenditures	25,840,417
Grant Award Expenditures	1,542,615
Total Expenditures	\$ 328,864,367

Total Resources	\$ 416,609,837
Total Expenditures	328,864,367
Surplus / (Deficit)	\$ 87,745,470

## ANNUAL BUDGET

FISCAL YEAR ENDING JUNE 30, 2008

### Resources

MVC Base Budget	\$ 212,000,000
Fees	60,000,000
FY 2007 Reappropriation	87,745,469
MVC Trust Fund Eligible Capital Proceeds	34,418,000
MVC Trust Fund Eligible Capital Proceeds - Prior Years	-
Commercial Vehicle Enforcement Fund	8,500,000
Security Responsibility	15,500,000
Motorcycle Safety Education Program	500,000
Bus Inspections - School and Commercial	2,000,000
Grant Awards	3,200,000
Total Resources	\$ 423,863,469

### Operating Expenditures

Salaries & Fringe	\$ 135,704,000
Materials and Supplies	12,430,000
Services Other Than Personal	42,248,000
Maintenance and Fixed Charges	8,086,000
Claims & Indirect	500,000
Additions, Improvements, Equipment	19,446,000
Special Purpose:	-
Vehicle Inspection Program	73,327,000
Total Operating Expenditures	\$ 291,741,000

### MVC Trust Fund Capital Projects

Infrastructure	\$ 2,517,000
Systems and Applications	15,713,000
eMVC	-
Supporting Technologies and Process	2,500,000
Facilities	13,688,000
Other	-
Subtotal MVC Trust Fund Capital Projects	\$ 34,418,000

### Other Fund Supported Expenditures

Commercial Vehicle Enforcement Fund	\$ 5,732,000
Bus Inspections - School and Commercial	8,002,000
Motorcycle Safety Education Program	458,000
Security Responsibility	15,500,000
Subtotal Other Expenditures	29,692,000
Grant Award Expenditures	3,200,000
Total Expenditures	\$ 359,051,000
Total Resources	\$ 423,863,469
Total Expenditures	359,051,000
Surplus / (Deficit)	\$ 64,812,469

## PROJECTED ANNUAL BUDGET

### FISCAL YEAR ENDING JUNE 30, 2009

#### Resources

MVC Base Budget	\$ 212,000,000
Fees	60,000,000
FY 2008 Reappropriation	64,812,000
MVC Trust Fund Eligible Capital Proceeds	34,992,000
MVC Trust Fund Eligible Capital Proceeds - Prior Years	-
Commercial Vehicle Enforcement Fund	8,500,000
Security Responsibility	15,500,000
Motorcycle Safety Education Program	500,000
Bus Inspections - School and Commercial	2,000,000
Grant Awards	-
Total Resources	<u>\$ 398,304,000</u>

#### Operating Expenditures

Salaries & Fringe	\$ 152,294,000
Materials and Supplies	12,679,000
Services Other Than Personal	37,147,000
Maintenance and Fixed Charges	8,248,000
Claims & Indirect	500,000
Additions, Improvements, Equipment	2,985,000
Special Purpose	-
Vehicle Inspection Program	<u>75,394,000</u>
Total Operating Expenditures	<u>\$ 289,247,000</u>

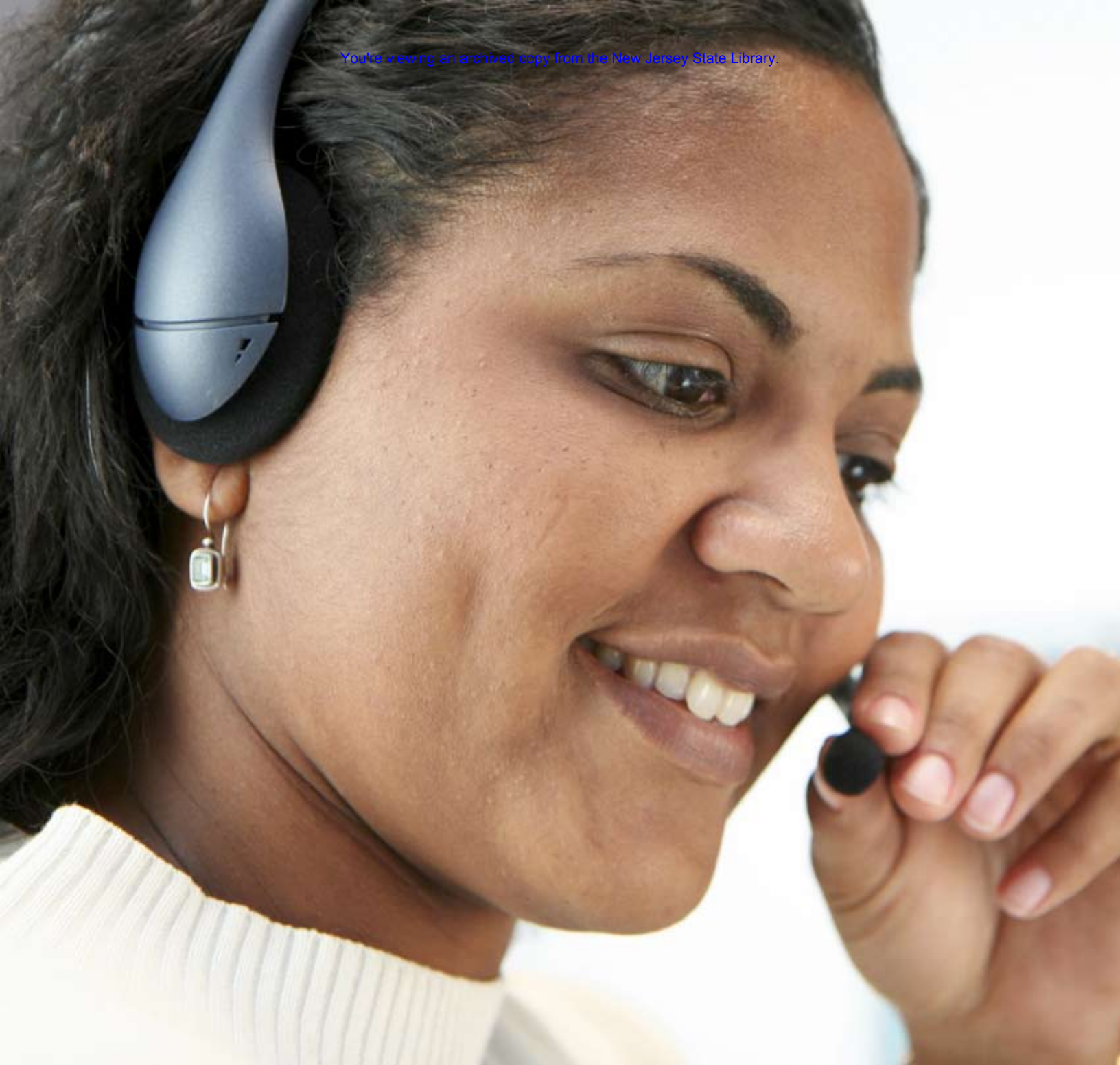
#### MVC Trust Fund Capital Projects

Infrastructure	\$ 1,000,000
Systems and Applications	33,992,000
eMVC	-
Supporting Technologies and Process	-
Facilities	-
Other	-
Subtotal MVC Trust Fund Capital Projects	<u>\$ 34,992,000</u>

#### Other Fund Supported Expenditures

Commercial Vehicle Enforcement Fund	\$ 4,800,000
Bus Inspections - School and Commercial	7,500,000
Motorcycle Safety Education Program	400,000
Security Responsibility	15,500,000
Subtotal Other Expenditures	<u>28,200,000</u>
Total Expenditures	<u>\$ 352,439,000</u>

Total Resources	\$ 398,304,000
Total Expenditures	352,439,000
Surplus / (Deficit)	\$ 45,865,000



# Meeting the Needs of Customers

# Meeting the Needs of Customers

## Plastic, Not Paper

Summer 2007 saw the New Jersey Motor Vehicle Commission (MVC) continue to add to its list of accomplishments and sustain its successes for future customers as Chief Administrator Sharon A. Harrington unveiled the long-awaited acceptance of credit card transactions. In June, the MVC officially began accepting the American Express Card, MasterCard and VISA credit cards at its 44 agencies and four regional service centers statewide. Prior to this the MVC only accepted credit card payments online. The roll-out of credit card acceptance began with a successful pilot program in 2006 at the Toms River Agency.



the years, the number of registered vehicles has increased to more than 7.6 million and inspections in New Jersey have evolved year after year in order to meet demand.

The MVC's Inspection Services Division is in the middle of preparations for another major transition as it seeks to bring vehicle safety and emission testing into the future. Through state-of-the-art technology and other significant changes, the MVC will enter into the next generation of motor vehicle inspections. The lynch pin of this transition is the Request for Proposal (RFP) that was crafted by a working group comprised of representatives from the MVC, Department of Environmental Protection (DEP), Department of Treasury, and Office of Information Technology (OIT). In cooperation with MACTEC (contract vendor for RFP), the working group developed plans to select a contract vendor to run the Enhanced Inspection and Maintenance (I/M) Program beginning in August 2008.

The primary goal of the RFP is to contract with a vendor that will provide an integrated vehicle inspection and information system for the Inspection Services Division that includes all components such as the Centralized Inspection Facilities (CIFs), Private Inspection Facilities (PIFs), Emission Repair Facilities (ERFs), School and Commercial Bus Inspections, Diesel Inspection, Mobile Inspection Teams and Specialty Inspection Sites.

## Decentralizing Salvage Titling

Seeking to decentralize more services to improve customer service, the MVC began offering salvage title processing at six of its agencies in July. Prior to this move, all processing was handled internally at the Trenton Office Complex, which resulted in severe backlogs. Since the move, the backlog has been eliminated and agency staff has become so well-versed that they began accepting work directly from salvage dealers earlier this month. This is another example of efficiency generating improved customer service.

## Inspections – Now and into the Future

The MVC is committed to improving safety and air quality for all New Jerseyans. This commitment to public health dates back to 1938 when New Jersey instituted its first motor vehicle safety inspection program, which served approximately one million registered vehicles at 28 stations. Over

The RFP calls for significant changes to be implemented to improve the current inspection program, including annual inspection of all passenger transportation vehicles (taxicabs, limousines, jitneys, etc.), On-Board Diagnostics II (OBD II) emission testing of light-duty, diesel-powered vehicles, and a waiver of emission

#### Meeting the Needs of Customers

testing for vehicle models less than four years old. In addition, the sharing and logging of inspection data will be upgraded as all inspections conducted by the MVC and its agents will be electronically captured into one primary inspection database.

The RFP was issued in June and the seven interested parties were asked to respond by the September 18 deadline. A number of the potential bidders requested extensions and the bids are now due by October 18. The working group will review the submitted proposals with a goal of announcing the vendor by year's end. As New Jersey moves forward with the next generation of motor vehicle inspections, the primary goal is the same as it was many years ago – to protect the safety and health of all New Jerseyans. It is critical that, whatever future direction is chosen, the path has been carefully examined. To date, the process has been a thoughtful undertaking that will ultimately provide the citizens of New Jersey with an efficient and effective I/M system.

To maintain operations and plan for a successful

transition to the future vendor in August 2008, the MVC, with assistance from the Office of the Attorney General, negotiated an extension to the current I/M program contract in March with current vendor, Parsons Infrastructure. In addition to allowing for cost savings, the extension grants Parsons operational discretion to utilize OBDII-only inspection lanes. As of June 30, Parsons had deactivated 50 dynamometers currently in use at the centralized lanes in preparation for OBD II-only lanes. These 50 new OBD II emission analyzers will be utilized to conduct tests on vehicles with model years 1996 and newer that are equipped with OBD II emission technology. With 75 percent of vehicles inspected with OBD II equipment, this move could provide the state with a substantial savings and a glimpse into the future of vehicle emission testing.

In March, the MVC reinstituted its Inspection Advisory Program, which previously ran from 1988 to 1999. This program allows for conditional vehicle inspection approvals for certain cosmetic or maintenance-related items detected during the inspection process that do not pose a threat to the safety of the vehicle or its passengers.



Bakers Basin Inspection Facility in Lawrence Township

Items covered under the Inspection

Advisories include minor defects, such as non-working license plate light bulbs, minor cracks in lighting fixtures and vehicle registration paperwork errors. Although items such as these are not cause for rejection during the inspection process, the motorist is advised that the issue should be corrected as soon as possible, since he/she could be cited by law enforcement officers for equipment out-of-compliance as specified in Title 39. The Inspection Advisory Program not only helps to improve customer service and reduce wait times without being a detriment to safety, but is also estimated to produce a savings of nearly \$3 million annually.

The MVC also took additional steps to further reduce wait times at Centralized Inspection Facilities (CIFs) statewide by eliminating off-cycle vehicle inspections earlier this month. An off-cycle inspection is when a vehicle is inspected more than two months prior to its sticker expiration date. The MVC performs approximately 40,000 of these unnecessary inspections each year as a courtesy. Although the CIFs no longer perform off-cycle inspections, customers may obtain one at any Private Inspection Facility around the state for a fee. Elimination of off-cycle inspections will save the state approximately \$1 million annually.

## Never Forget the Business Customer

Meeting the needs of the MVC customer does not just pertain to the average citizen looking to renew his/her license or registration. The MVC also has daily interaction with a number of businesses and industries that provide a variety of products and services to consumers. It is equally important for the MVC to ensure that this segment of the customer population is well served with regard to their motor vehicle needs. From the trucking and limousine industries to car dealerships and auto body shops, the MVC



provides critical functions that aid in the day-to-day operation of these businesses.

This past summer, the MVC unveiled a Business Services Portal on its Web site at [www.njmvc.gov/biz](http://www.njmvc.gov/biz). This new Web section is devoted entirely to the business customer and was developed to provide better and faster service. The Business Services Portal provides one-stop shopping for businesses. Whether a business requires easy access to regulations, wants to obtain a Corporation Code, or needs information on limousine fingerprinting requirements, it can now be found in one centralized place. As a primary resource, the Business Services Portal will be further utilized in the future as the go-to location for business communications from the MVC.

## Dealer Services Program

Looking to create opportunities to partner with outside resources to more efficiently provide motor vehicle services, the MVC's Business & Government Services Division established an all-new Dealer Services Program, which will officially begin on October 1. This new program, which will provide registration and title services for new car dealerships, opens up the opportunity for several private companies to partner with the MVC in administering these services. Dealerships typically handle vehicle registration and titling for their customers, so that they can avoid the paper and a trip to the MVC.

Over the last several years, the MVC has relied on a single dealer-only agent to provide these types of services at a cost of \$1 million per year. The new Dealer Services Program produces a substantial cost savings for the MVC and creates a competitive business environment. Dealer service costs

## Meeting the Needs of Customers

are obtained directly from the dealerships served by the program partners.

### Expanding Access

The MVC's Customer Abstract Information Request (CAIR) system was developed to replace an older technology process to verify driver licenses, which involved taking in tapes with requests and returning the tapes with the data. The system was initially used to support the insurance industry.

In the last year, the MVC has expanded access to additional permitted users such as rental car companies, which need to run high volumes of driver status inquiries on a daily basis. Previously, rental car companies had to rely on outside sources that charged as much as \$10 per inquiry, a cost that may be passed on to the consumer. With direct access to the CAIR system, verifications can be done directly for \$2 each.

This low-dollar access to CAIR has also become a tremendous help to the privately-owned school transportation providers, which make up 68 percent of New Jersey's entire school bus fleet. In May, the MVC announced that Web-based access to CAIR was granted to these student transportation companies allowing effective monitoring of their drivers to ensure that they are properly credentialed and in good standing. This simple effort by the MVC goes a long way in making students as safe as possible when traveling to and from school.

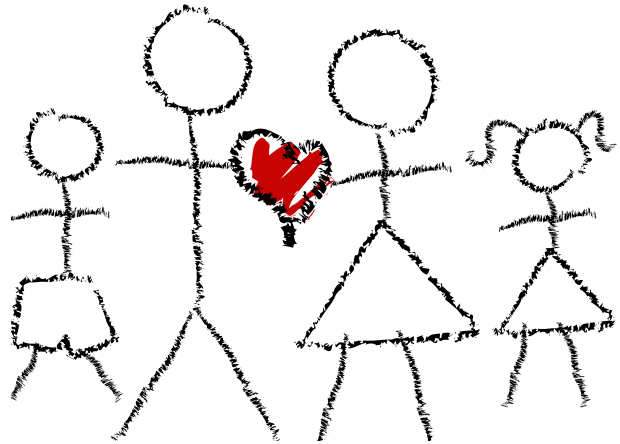
In cooperation with the organ donor community, and in accordance with a recent change in state law, the MVC now provides CAIR access to federally-recognized organ donation organizations, allowing them to easily retrieve information on confirmed organ donors, which allows them to update their databases. Presently, the Greater Delaware Valley Society of Surgeons

(Gift of Life) and the Tissue Sharing Network (ShareNJ) have signed on for access.

### Partnerships to Share

Working closely with outside partners to ensure that MVC customers are well informed is one more service that is ongoing. Two of the most recent partnerships have been with the organ donor community and the New Jersey Public Advocate's Office.

As mentioned previously, the MVC has worked with organ donor organizations to coordinate a new law allowing for access to designated organ



donor information, but the partnership has not ended there. MVC agencies have displayed posters and made other literature available to customers, which explains organ donation and how to become a donor.

The same sharing of information holds true for the MVC's work with New Jersey's Public Advocate to ensure that New Jersey motorists are well informed of their ability to register to vote via the Motor Voter law. MVC personnel ask license applicants and renewal customers if they would like to register to vote. Applications to register to vote are available at all agencies.



# Leading the Way Through Technology

# Leading the Way through Technology

## An Undertaking Like No Other

Although MVC Information Technology (IT) is involved in many key projects throughout the organization, the Motor Vehicle Automated Transaction System (MATRX) continues to be its primary focus. MATRX is a monumental undertaking for IT as the final result will be a full replacement of the MVC's main computer system (Comprehensive System), which is well past its prime.

As was reported in the March 30 Service Assessment, the MVC, via the Department of Treasury, awarded a contract for project management oversight of MATRX. The vendor, Mathtech Inc., has been writing the prime contractor's RFP, conducting Business Process Re-engineering efforts, and setting up the MVC's Project Management Office and Governance Model for the project. The RFP for the actual MATRX is following a new state procurement process that allows bidders to submit qualification bids that will in turn allow the state to select a short list of vendors that will submit draft technical proposals. Qualified vendors were notified in July and a bidder's conference was held the following month. Draft technical proposals are anticipated for submission by the end of September. Awarding of the contract is anticipated by the end of the calendar year 2007, with an early 2008 kick-off.

With MATRX being such a crucial project, MVC IT has been organizing project teams that will help move this initiative forward over a three-year period through to completion in 2011.

## Enhancing DDL

Planning for the next generation (or Enhanced) Digital Driver License (DDL) is well underway. The project will consist of several phases, with the first focusing



on re-issuing a new DDL contract (set to expire in April 2008). Later phases will also include implementation of any federal Real ID requirements should New Jersey become a compliant state.

A team consisting of various representatives from the MVC and the Office of Information Technology (OIT) are working to create a final Request for Proposal (RFP) document.

## Taking Hits...and Proud of It

With more than 500,000 hits per month, the MVC Web site at [www.njmvc.gov](http://www.njmvc.gov) continues to be a tremendous resource for customers.

Following a full revamp in 2006, MVC Communications and IT continue to work together to improve and add to the site. Closely monitoring user habits on the site, the MVC is able to adjust menus, options and other items so that the site

is as user friendly and helpful as possible. Several other additions, known as micro-sites, have also been added to address the topics of motorcycle safety, business services and moving to New Jersey. More are planned for the future. In August, the site underwent a minor facelift that allowed for even better customer service. The site was even recognized by the American Association of Motor Vehicle Administrators (AAMVA) with a Public Awareness Consumer Education (PACE) Award.





# Maintaining Safety & Security

# Maintaining Safety and Security

## Be Alert – Watch for Motorcycles

With motorcycle injuries and fatalities a growing concern, the MVC, with the support of the New Jersey Division of Highway Traffic Safety, launched a public awareness campaign throughout New Jersey Motorcycle Safety Month to bring attention to rider and motorist safety, as well as the MVC's highly successful Motorcycle Safety Education Program.



Kicked off in June at the site of one of the program's rider safety courses in Sea Girt, Chief Administrator Sharon A. Harrington and other motorcycle safety advocates, including AAA and the American Motorcycle Association, stressed the importance of responsibly sharing the road. Harrington also unveiled broadcast messages, billboards and other methods that were used to spread the message of "Be Alert. Watch for Motorcycles."

In addition, the MVC rolled out a dedicated Web site at [www.njridesafe.org](http://www.njridesafe.org). The site is entirely devoted to motorcycle information and the Motorcycle Safety Education Program. The site includes everything from licensing and registration information to safety tips to details on rider training and testing.

## Research – Essential to Future Safety Improvements

Partnering with the Voorhees Transportation Center at Rutgers University, the MVC once again will have the opportunity to obtain invaluable information from research on two topics that affect motorist safety – administrative sanctions and plea bargaining. Without cost to the MVC, Rutgers will focus its studies on recidivism rates for drivers administratively sanctioned by the MVC, as well as the effects of plea bargaining motor vehicle offenses.

In addition to sanctions imposed by courts, motor vehicle agencies across the country maintain driver control programs to address unsafe driving. Programs include warning letters, driver improvement classes and suspensions. Generally, drivers with more violations face more severe sanctions. The recidivism study is needed to assess the effectiveness of these actions and will likely identify measures to improve the program and driver safety in New Jersey.

Ensuring administrative sanctions are effective also supports concerns of the affordability and fairness of license suspensions and the costs to provide driver control services.

Plea bargaining of motor vehicle violations helps expedite a large volume of court cases and address the needs of some drivers who should not face financial and other consequences due to an occasional motor vehicle violation. Unfortunately, these court actions can make very unsafe drivers "invisible" to the MVC's point monitoring system. While the practice is understood by prosecutors, judges, police and some drivers, the impact of plea bargaining on highway safety is unknown. The study will analyze court and motor vehicle records to determine if the practice of plea bargaining has unintended consequences, such as a higher frequency of accidents caused by drivers provided plea arrangements. It will also help the MVC assess the need for adjustments to its driver control programs. Deeper insight into these areas will help the MVC to better manage driver behavior and ultimately improve driver safety.

Both studies are currently underway with the plea bargaining study expected to be completed in December and the recidivism study expected in March 2008.

## Maintaining Safety and Security

### A Need for Change in Points

One group that will benefit greatly from any research that is conducted is the MVC's Safety Advisory Council. At its May 2007 meeting, the group evaluated and discussed a variety of motor vehicle safety topics. The members of the council strongly agreed that the best way for the MVC to contribute to safer roadways was to focus on "driver control" where the organization has an almost "cradle-to-grave" involvement. Through driver education, testing, licensing, monitoring, sanctions, improvement and license retirement, the MVC has a direct line to improve driver behavior, whereby affecting safety on the roads.

The one aspect of driver control that the Safety Advisory Council felt impeded the MVC's efforts was the New Jersey Point System. The point system, which was designed to identify drivers in need of remedial education, triggers surcharges and, in some cases, leads to license suspension. This system was found to be ineffective and out-of-date as an effective driver control tool.

With driver restrictions, penalties and fines insufficient to change driver behavior, MVC professionals, along with the Safety Advisory Council, are working to identify a more effective system that addresses the issues of point system-generated revenue, changing driver behaviors and reducing the number of poor drivers allowed to travel our roadways.



# arrests at njmvc facilities

(9/2006—present)

Location	Customers	Employees	Location	Customers	Employees
Bakers Basin	0	0	Newton	3	0
Bayonne	2	0	North Bergen	7	0
Bridgeton	9	1	Oakland	6	0
Camden	5	0	Rahway	10	0
Cardiff	12	0	Randolph	4	0
Cherry Hill	1	0	Rio Grande	4	0
East Brunswick	4	0	Runnemede	3	1
East Orange	49	1	Salem	4	0
Eatontown	11	2	Somerville	16	1
Edison	0	0	South Plainfield	6	0
Elizabeth	13	0	Springfield	15	0
Englewood	3	1	Toms River	0	0
Flemington	1	0	Trenton RSC	5	1
Freehold	2	0	Turnersville	1	0
Hazlet	16	0	Vineland	6	0
Irvington	29	0	Wallington	10	0
Jersey City	6	0	Washington	2	0
Lakewood	22	0	Wayne 23	23	16
Lodi	11	0	Wayne 46	46	6
Manahawkin	8	0	Wayne RSC	8	0
Matawan	9	0	West Deptford RSC	5	0
Medford	3	2	Wycoff	3	0
Morristown	7	0	MISC./Title Brokers	1	0
Mt. Holly	12	0	Parsons	1	0
Newark	4	0	Trenton TOC	1	1

**Totals**

429 Customers

33 Employees

# Managing the Internal

# Managing the Internal

## Timekeeping Goes Paperless

March 31, 2007 will go down in history for the Division of Human Resources as the day the MVC became the fourth state agency to successfully implement the Cost Accounting and Time Sheet System (eCATS). After large-scale testing and employee training conducted by HR staff, eCATS is now the norm for timekeeping within the MVC. The MVC was also voted No.1 for running the smoothest transition to the new system and will be used as a model for new agencies as they come on board.

eCATS is a statewide initiative intended to ensure uniformity in timekeeping among all state departments and is the first of its kind for Human Resources across the State of New Jersey. This customer-friendly system combines aspects of Human Resources, Financial Management and IT to streamline timesheet recordkeeping through state-of-the-art technology. Employees submit their timesheets bi-weekly through eCATS, where payroll and other reports are produced, and are able to view real-time benefit information. This paperless system also reduces the need for manual recordkeeping.

## Reorganization with Technology

Looking to bring more efficiency to the MVC's record retention processes, the Office of Records Management initiated a Pilot Paper Reduction Program to test the feasibility of eliminating the yearly processing and storage of approximately 10 million paper documents (license and registration applications) by the Imaging Systems Center at the Trenton Office Complex.

Records Management has proposed that digital scanning of

these documents be done at the point of origin at agencies and regional service centers statewide. Shifting this function and dividing the work among the 48 facilities would not only produce an estimated annual savings of \$2.5 million, but also improve customer service through faster retrieval of data; further reduce the potential for fraud and abuse by eliminating paper trails; alleviate storage problems; and remove Imaging Unit backlogs by dramatically improving a system that cannot effectively meet the daily document output of agencies and regional service centers.

The Office of Records Management is presently working with the MVC's IT professionals to draft a plan to implement a pilot program at the Flemington Agency. Flemington was chosen as the initial test site to begin scanning customers' driver license applications, vehicle registration applications and other supporting documents. The scanned data will be transmitted to the MVC Imaging Services Center and OIT for processing and storage for the eventual retrieval of the images by end users and the agency.

The pilot is tentatively scheduled for implementation by April 2008. Upon successful completion of the pilot program, the Office of Records Management will begin statewide implementation, which is expected to continue until January 2009.

## Housecleaning...Plain and Simple

In January 2007, the Office of Records Management moved forward with an aggressive program to begin clearing MVC facilities of documents that have either met their legal retention limit or those that could be moved off-site for storage.



## Managing the Internal

Since the start of the effort, nearly 4,600 cubic feet of documents were properly disposed of in accordance with state-approved legal retention schedules. More than 1,100 cubic feet was sent to off-site storage facilities. Not only are the documents now properly cleared or stored, but the removal allowed the MVC to eliminate its need to request 579 new filing cabinets (at a cost of \$400 each), resulting in a savings of nearly \$232,000. In turn, the need to utilize 2,600 square feet of valuable office space (\$32/sq.ft.) for document storage was eliminated as well.

### A Well-Trained Organization

The Office of Employee Development (OED) has evolved into an extremely invaluable area of the MVC. The office continues to provide MVC employees with the necessary programs that will promote customer service and enhance technical skills.

During the last year, OED created and unveiled its highly anticipated new program – *Driver History Training*. This program develops the knowledge, skills and abilities of MVC employees with regard to one of the organization's most essential systems. More importantly, the program adds to the continuing success of the Fix DMV initiative.

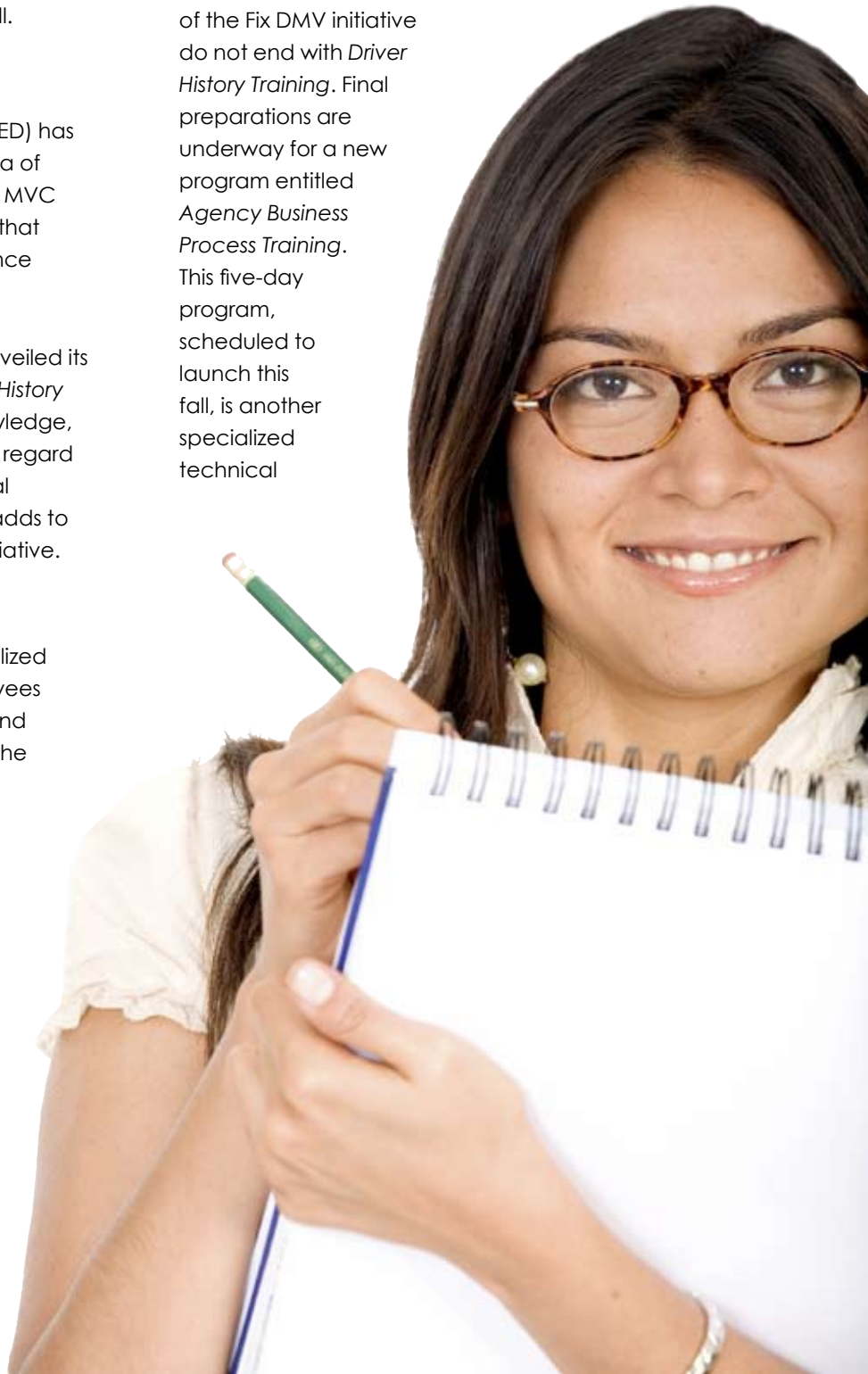
#### Driver History Training

It is a four-day program that offers specialized technical training geared toward employees who are responsible for inquiry, analysis and maintenance of the data contained on the Comprehensive System for Driver History information. The program provides an overview of the Comprehensive System and detailed explanations of event codes and subsystems. It also covers various types of traffic laws, suspensions, violations and penalties, and enables participants to disseminate information and perform driver maintenance with consistency and accuracy, in accordance with

the New Jersey laws and regulations that are supported by the MVC.

To date, 227 employees have taken part in the program and the feedback, which has been overwhelmingly positive, can best be summed up with the following quote (heard again and again): "I learned so many things that I never knew before!"

OED's contributions to the success of the Fix DMV initiative do not end with *Driver History Training*. Final preparations are underway for a new program entitled *Agency Business Process Training*. This five-day program, scheduled to launch this fall, is another specialized technical



training program geared toward employees who are responsible for inquiry, analysis and processing on the Agency System and the Driver License Testing System. The program will provide training on the agency business process and the laws and regulations governing the issuance of documents such as driver licenses and registrations. Procedures covering driver testing, vehicle inspection and dealer transactions will also be covered.

Additionally, the *Career Development Program* is just one more way that OED helps MVC employees reach their true potential. This program offers tuition reimbursement to employees seeking college degrees, which will ultimately help them to achieve their career goals and advance within the MVC.

## A Safe and Healthy Workplace

The MVC's Bureau of Health & Safety, established in 2004 and housed within the Division of Facilities and Support Services, is dedicated to providing each employee with a safe and healthy work environment that is free of hazards, which may cause serious injury, physical harm or death. The bureau also holds responsibility for compliance with federal and state regulations and industry best practice standards.

In the last year, the bureau has been extremely busy managing a number of ongoing efforts and initiatives. Some of these include:

### Public Employee Occupational Safety & Health (PEOSH) Act Training

The bureau is writing plans and conducting ongoing, required training for two important PEOSH programs: the Hazard Communication (HAZCOM) Program and the Emergency Evacuation/Fire Prevention & Extinguisher Program. To date, 101 employees have received HAZCOM training with completion anticipated for later this year. Just over 581 employees have been trained through the Emergency Evacuation/Fire

Prevention & Extinguisher Program. Completion is expected by early 2008.

### Automated External Defibrillators (AEDs)

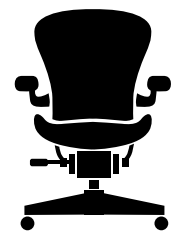
When an individual suffers a heart attack and CPR is initiated immediately, there is approximately a ten percent chance of survival. Looking to improve life saving measures within its facilities, the MVC installed Automated External Defibrillators (AEDs) at 69 sites statewide. The use of these life-saving devices within minutes of a heart attack increases an individual's chances of survival by 90 percent. With the 203 volunteers trained to use the AEDs, the MVC has enhanced the safety of its workplace.

### Emergency Notification Procedure

Continuing its efforts to enhance safety within its headquarters, the MVC instituted an Emergency Notification Procedure at its Trenton Office Complex (TOC) in March. When TOC employees follow the Emergency Notification Procedure, the Communicator (MVC's emergency notification system) is activated and trained help responds within minutes. These AED Rescuers provide first aid/CPR until emergency medical personnel arrive and assume responsibility. TOC security guards are notified of the emergency immediately and escort emergency personnel to the appropriate area of the building. To date, 87 TOC employees, including ten investigators from the MVC Security, Investigations and Internal Audit Division have received training, which is ongoing. Since instituting the Emergency Notification Procedure, the system has been initiated numerous times.

### Ergonomics

Ergonomic retrofitting, planning and training are ongoing. Fifteen sites have been retrofitted with a total of 323 employees now trained. The retrofit entailed modifying facility counters





so that keyboard trays could be installed; repositioning equipment within reach and installing computer stands to position CPUs off the floor and out of the way, yet easily accessible.

Ergonomics training includes demonstration of how to adjust ergonomically correct chairs in order to relieve stress on the back; keyboard tray and mouse pad adjustments to reduce the chance of Carpal Tunnel Syndrome; and computer monitor adjustments to avoid neck strain. Trainees also are instructed on the purpose of ergonomic equipment and how to reduce stress on the body.

### Right-to-Know Survey

The Right-to-Know requirements state that each facility housing MVC employees must provide a list all of commercial chemicals. Health & Safety staff visit each site and gather the required chemical list and then obtain the manufacturer safety data sheet (MSDS) that lists all ingredients, explains emergency procedures (first aid procedures, etc.) and the fact sheet from the Department of Health and Senior Services (DHSS) Web site. Once the information is compiled, a copy is then sent to DHHS and provided to the facility. The facility must keep this file readily available in case of an emergency.



You're viewing an archived copy from the New Jersey State Library.



# Sustaining our Successes

## Sustaining our Successes

### Planning is the Foundation

Strategic planning is a structured management tool focused on an organization's journey toward excellence. It is a long-range, future-oriented process where goal setting and decision-making are involved, all of which map an explicit path between what the MVC is and what it can be. Strategic planning is designed to provide direction through a concentrated effort and a consistent purpose. It is the foundation and the primary management tool for determining what needs to be done and when.

Each year, the MVC sets out and continuously cycles through the planning process, which begins with an Environmental Scan. This is an analysis and evaluation of internal conditions and external factors that affect the organization. The executive team meets to assess the conditions impacting the organization, evaluating legislative impacts, federal mandates, customer needs, security priorities, technological conditions and many other issues impacting the MVC. As a result of the scan, the MVC develops a Strength, Weakness, Opportunity and Threat (SWOT) Analysis to summarize the status of the organization. The SWOT Analysis allows the MVC to leverage its strengths, develop plans to address weaknesses and explore new opportunities, and begin to minimize organizational threats.

A complete analysis helps MVC leadership to revisit each of the core elements of the organization's strategic plan. These elements consist of the MVC's Vision (What we want to be?), Mission (Who we are and what we do?), Values (How we must act or behave each day?), Strategic Direction (What are the critical few focus areas?) and Strategic Actions (What we must do). Adjustments are then made to realign any one of the core elements.

This year, the MVC moved forward with an initiative designed to enhance planning efforts – the establishment of unit or director plans, accompanied by a set of Key Performance



Indicators (KPIs). This initiative improves the MVC's ability to meet its goals and objectives by linking short-term plans to long-term strategies.

All director units have established plans for 2008 and beyond that are consistent with the

## Sustaining Our Successes

MVC Key Performance Indicators, which allows MVC leadership to review plans or projects and determine their impact on advancing strategy in the coming years. Projects that align with and accelerate one of the KPIs get the resources needed for completion and are tracked for progress. Projects that do not align with one of the KPIs do not advance.

All of these elements make up the MVC's Strategic Plan, a well-developed system that ensures the MVC is focused on the right initiatives, at the right time, based on its ever-changing environment.

### Infrastructure is Critical

This year, the MVC became one of the only state agencies to unveil a comprehensive Facilities Master Plan. Statewide, facilities are critical to the MVC's ability to properly and effectively service the motoring public. The Facilities Master Plan allows the MVC to be well-positioned to wisely invest in and maintain its infrastructure. Following a March presentation before the State Leasing and Space Utilization Committee, the MVC was praised for its efforts to adopt a thorough plan that provides for better management of its portfolio of properties.

In 2004, with the help of Standard and Poors Value Consulting, a thorough Siting Study was conducted, which served as an improvement blueprint for the creation of the Facilities Master Plan. Presently, the MVC operates 78 facilities statewide, of which 46 are subject to lease agreements.

Over the course of the last year, MVC Facilities & Support Services has coordinated the renovation and relocation of three leased agencies, bringing them up to specifications of the Model Agency concept. Model Agency standards call for a minimum of 6,000 square feet of space, ample counter workstations and improved public areas. A Model Agency is what the MVC considers a

proper agency setup that provides the necessary means to efficiently serve customers. Within the next year, four more leased agencies will also be renovated or relocated to meet the Model Agency requirements.

In addition to renovations and relocations, the MVC has also completed the design for a new agency prototype that will be built on state-owned land in various locations identified by the Standard and Poors Siting Study. Bidding to construct the first four sites in the communities of Freehold, Flemington, South Brunswick and Randolph began this past summer. The MVC hopes to break ground on these highly anticipated projects by November 2007.

The prototype design will also be used for the design and construction of replacement agencies at existing MVC locations in Rahway and Lodi. The finished design of these facilities is expected by the end of the winter, with construction slated for early 2008. These newly constructed buildings in Rahway and Lodi will result in substantial reductions in health, safety and general maintenance costs currently expended at the existing facilities. They will also support improved technology with telephone/data and security wiring that will be state-of-the-art. The final benefit is the consolidation of agency services, driver testing and vehicle inspection into one central location at each site. This "one-stop-shopping" set up will provide the motoring public with improved access to the MVC.

### A Unit to Seek Opportunities

Seeking to improve the MVC's ability to find, obtain and administer state and federal grants that aid in the establishment and maintenance of programs and services, a Grants Administration Unit (GAU) was formed within the organization's Office of Policy & Planning. This new unit seeks to maximize outside funding awards, while at the same time, heighten the

◆ Existing Site Renovations Completed

Washington, Toms River, Somerville, Trenton Office Complex,  
Camden, Trenton Regional Service Center

◆ Existing Sites to be Renovated

Bayonne, Springfield

◆ Cosmetic Renovations Completed

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

◆ New Site Renovations to be Completed

Salem, Morristown to Parsipanny, East Orange, Elizabeth

◆ New Site Renovations Completed

Cardiff, Haddon Heights to Runnemede, Matawan to Hazlet  
Williamstown to Turnersville, Warehouse, Mount Holly,  
Manahawkin, South Plainfield, Newton

◆ New Agency Planned

Paterson

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

East Brunswick to South Brunswick, Flemington,  
Freehold, Randolph, Vineland

◆ New Agency Building on  
State-owned Land

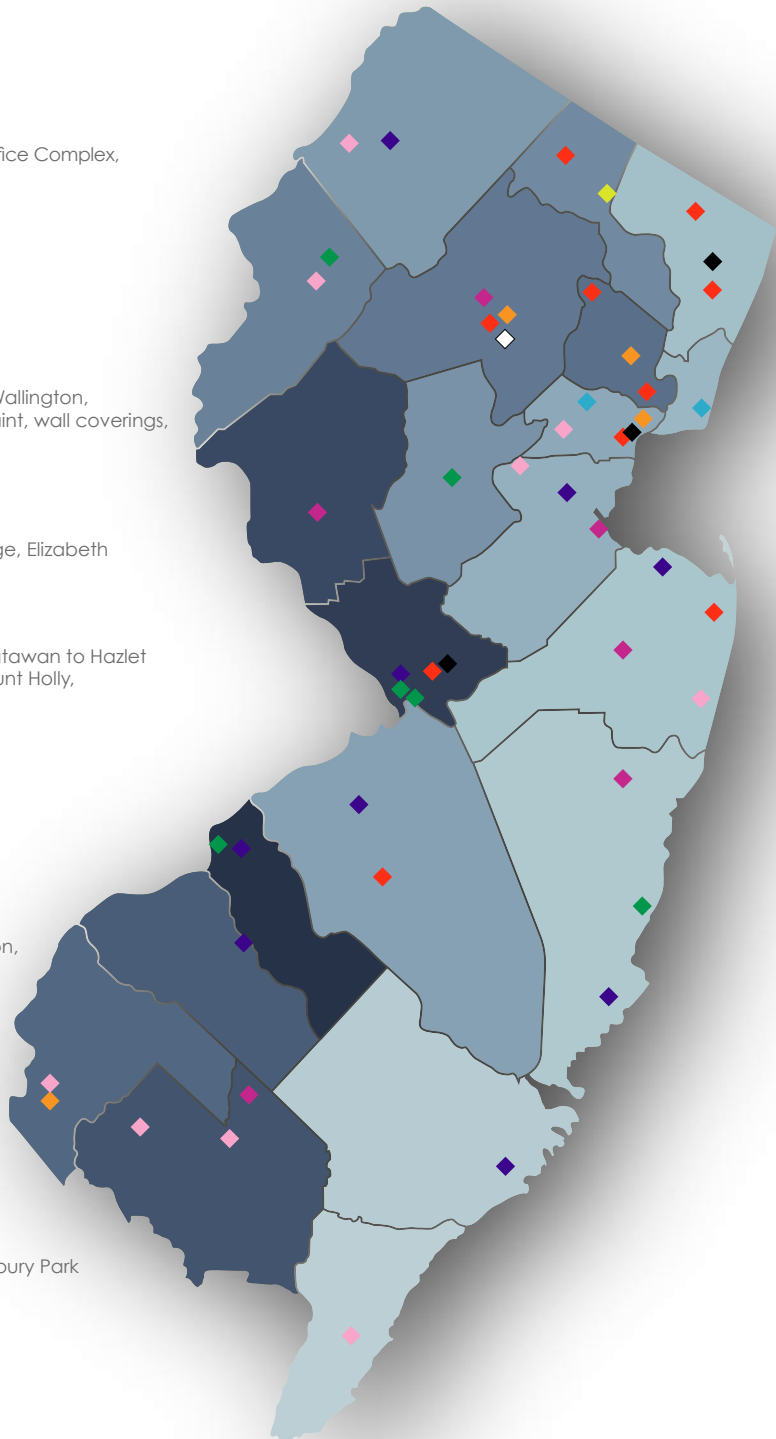
Rahway, Lodi, Bakers Basin

◆ VIS (Inspection facility) Window  
Replacements Completed

Millville, Bridgeton, Washington, Salem,  
Cape May, Westfield, Newton, Plainfield, Asbury Park

◆ VIS (Inspection facility) Windows to  
be Replaced

Morristown



# MVC facilities

## Sustaining Our Successes

awareness of grant activity throughout the entire MVC. To achieve this goal, the GAU will identify new grant opportunities as they arise, either from federal or state sources, as well as from various private sources.

To facilitate these functions, the GAU recommended the formation of an internal Grants Committee made up of representatives from the Office of the Chief Administrator (on a rotating basis), the Grants Administration Unit, the responsible grant implementation director and any relevant support personnel. The support personnel will vary depending upon the grant requirements, but will primarily consist of members from the MVC's Financial Management and Information Technology divisions.

The Grants Committee will review and discuss current grant activity and upcoming grant opportunities, as well as determine those grants that will be pursued. Determinations will be made based on established criteria.

Presently, the MVC is involved with 11 grants totaling an adjusted grant award amount of approximately \$4.6 million. These grants are awarded from such agencies as the American Association of Motor Vehicle Administrators (AAMVA), the Federal Motor Carriers Safety Administration (FMCSA), and the National Highway Traffic Safety Administration (NHTSA). The GAU is constantly on the lookout for new and upcoming grant opportunities.

In an effort to maintain consistency throughout the organization, the GAU is developing new policies and procedures for the grant process. These new procedures will determine application, implementation and reimbursement standards for all grant awards throughout the MVC.

## Looking Back to 2006

In September 2006, the New Jersey Motor Vehicle Commission (MVC) underwent a major reorganization of its operating and administrative support divisions in an effort to better serve its external and internal customers and put the organization closer to realizing goals outlined in the FIX DMV Commission Report. The realignment included the creation of new units and divisions, as well as the shifting of various functions from area to area to allow for better internal organization.

Nearly a year later, MVC leadership evaluated the progress to date after realignment in an effort to determine what aspects of the changes worked best and what areas needed further adjustment. In August, it was announced that several changes would be made based on the evaluation.

With the Deputy Chief Administrator taking on responsibility for overseeing all day-to-day operations of the MVC, a Chief of Staff would now hold responsibility for managing the policy and administrative efforts of the organization. Now reporting to the Chief of Staff are the offices of Communication, Equal Employment Opportunity, Legislative Liaison and Policy & Planning. Also reporting will be the Assistant Chief Administrator for Finance & Administration, who oversees Facilities & Support Services, Financial Management, Human Resources, Information Technology and Procurement.

Continuing to report to the Deputy Chief Administrator will be Security, Investigations & Internal Audit and Legal & Regulatory Affairs with the addition of Assistant Chief Administrators for Operations and Motor Vehicle Agency Services. Operations consist of Business & Government Operations, Compliance & Safety and Inspection Services.

## Moving Forward

In an effort to ensure the sustainability of the success the MVC has seen in the last four years, Chief Administrator Sharon A. Harrington reconvened the Fix DMV Commission in January. Throughout the spring, the five statutorily-created advisory councils met to discuss Customer Service, Safety, Privacy and Security, Technology and Business. Chief Administrator Harrington also asked MVC staff and stakeholders to meet to discuss the long-term financial stability of the MVC, knowing that without a solid financial foundation, the successes could not be sustained.

The advisory council members and a long list of stakeholders looked at the original recommendations of the Fix DMV Commission, assessed the progress that had been made since the inception of the MVC in 2003, and made recommendations for further progress. These recommendations became the basis for **MVC FORWARD: Strategies for Excellence**, a report released at the September Commission meeting.

The report outlined a number of steps the MVC should take to ensure its sustainability and to achieve additional successes in the areas outlined. The recommendations, which numbered over 30, included legislative and regulatory changes, as well as projects that could be taken on internally.

The MVC's staff has been actively working with the Governor's office and members of the Legislature to advance the recommendations. The primary goal is to create a stable funding source for the MVC that will allow the Commission to continue to prosper and grow while integrating emerging technologies. Included in this effort

are recommendations to delay or eliminate the sunset of the \$7 security fee and to provide the ability for the MVC to adjust fees. This would allow the MVC to bring the fees for certain services more in line with the cost associated with providing the services.

The Strategies for Excellence outlined in **MVC FORWARD** will serve as a blueprint for the continued success of the MVC. With the help of the dedicated MVC staff, this report will ensure that the MVC moves forward into a sustainable future of excellence in safety, security and service.



MEMORANDUM

## In Memoriam

In memory of those individuals who contributed to the success of the New Jersey Motor Vehicle Commission:

Theresa Commings	Secretarial Assistant 3
Rhonda Dunn	Support Services Rep. 3
Laurie Hinton	Support Services Rep. 3
Robert Iezzi	Support Services Rep 2
Michael Kakas	Supply Support Tech
George Kramer	Support Services Rep. 2
Sharyn Russo	Driver Improvement Analyst





njmvc

