

2023  
**ANNUAL  
REPORT**

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DRIVING NEW JERSEY FORWARD

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# Message to Our Customers



*... never satisfied with even our many successes, in 2023 we continued to find innovative ways to improve both our service delivery as well as customer and employee satisfaction.”*

The Motor Vehicle Commission had an outstanding year, handling more than 12 million transactions for the third year in a row, and hitting an all-time high of nearly 12.5 million transactions completed in 2023.

The past year has been one of continued positive enhancements for the New Jersey Motor Vehicle Commission and the services our dedicated employees proudly deliver to our more than 7 million licensed drivers and other valued customers.

Whether it's administering road and knowledge tests for a first-time driver or assisting customers online or in-person with vehicle registration and driver license renewals and more, we are here to serve our customers. We continue to provide customer-facing operations that include:

- 40 agencies, where we process in-person license and vehicle transactions.
- 15 road test locations, where we test basic and commercial drivers.
- 25 central inspection facilities, where vehicle emissions are offered as an alternative to those done at private inspection facilities.

The MVC proudly serves more customers per location than any other state motor vehicle commission in the nation. In response to popular demand, we also added two Mobile Units last year, doubling the size of our agency-on-wheels fleet for such services as license renewal and REAL ID.

The extraordinary number of more than 12 million successful transactions – never reached by the Commission before 2021 – reflects the MVC's continued commitment to serving our customers through a smart business model that yields proven results. This smart business model has resulted in

far more efficient, accessible, and productive MVC operations.

And yet, never satisfied with our many successes, in 2023, we continued to find innovative ways to improve both our service delivery as well as customer and employee satisfaction.

With our Enhanced Digital Driver License (EDDL) Equipment Refresh and Expansion Project, the MVC implemented the new version of IDEMIA's EDDL Client software that utilizes web services to issue driver licenses for the Commission. This implementation allows EDDL to upgrade by migrating from Windows 7 to Windows 11, while at the same time reducing continual maintenance. In short, these upgrades have resulted in a streamlined process for agency staff to issue driver licenses, providing our customers with a quicker, more efficient MVC experience in our agencies. As a result, we now offer same-day appointments for almost every appointment service.

As part of the Commission's Equipment Refresh and Expansion Project, we were able to meet customer demand and access in outlying geographical areas, converting Salem, Cardiff, Washington, Newton, Runnemede, and Manahawkin to Hybrid agencies, joining Rio Grande.

Road test operations also saw improvement, with MVC's Commercial Driver License (CDL) Testing Model incorporating findings by the American Association of Motor Vehicle Administrators (AAMVA) and approved by the Federal Motor Carrier Safety Administration. This more robust approach to the skills portion of the CDL test focuses on critical safety elements and streamlined maneuvers, resulting in greater efficiency and assessment of driver knowledge rather than memorization alone.

The MVC Call Center also benefitted from a major web-based upgrade in 2023. Calls handled by our dedicated and knowledgeable personnel increased by 24 percent year over year, to 1.8 million calls. This achievement was reached in part by a switch to Amazon Web Services, which enables the Commission to utilize cloud technologies within the MVC IT organization. This in turn allows the Commission to leverage supercomputing without the overhead associated with having to house the expensive equipment that goes with it.

In the area of General Information and Suspensions and Restorations, increased staffing and training resulted in reductions in customers' average time spent in queue, to between 30 minutes or less (General Information) and 40 minutes or less (Suspensions and Restorations).

In addition, 95% of our callers were serviced the same day, resulting in minimal callbacks for the following business day.

Another area of improvement through technology included the implementation of a new state law allowing online fulfillment of vehicle registration documentation. This additional service, providing digital registrations, is expected to improve customer compliance with registration documentation as well as public interaction with law enforcement. A reduction in MVC contact center inquiries is another benefit of the new service.

Digital Power of Attorney has also been implemented as a result of new legislation. Electronic service processing for the Dealer and Insurer business communities improves the MVC's daily engagement with more than 500 insurance companies and 4,000 dealerships. This improvement also helps the public, boosting processing times for over 85,000 annual insurance claims from as many as 8 business days down to same-day processing, a nearly 90 percent improvement. At the same time, the change enhances interactions over some 1.5 million dealer transactions each year, enabling compliance with Federal Vehicle Transfer Requirements while reducing transaction errors and fraud.

We wanted to ensure we got the word out to our customers about our many online services, so we embarked on a two-phase advertising campaign that began in the last Fiscal Year and continues through the current Fiscal Year.

The campaign utilizes a mix of platforms, including digital, such as Facebook, Instagram, and Snapchat, and legacy platforms, such as bus wraps and billboards. The digital results alone have been exponential, reaching the public hundreds of percentage points higher than industry norms. Since launch, the campaign has helped generate more than 280,000 browsing sessions on the NJMVC.gov website, up from approximately 225,000 unique users.

Importantly, approximately 80 percent of all MVC transactions can now be handled online. The more than 25 services include license renewals and replacements, vehicle registration renewals and replacements, address changes, fee and surcharge payments, driver abstract requests, personalized and specialty plate requests and more.

Of course, none of this would be possible without our tremendous team of talented and dedicated MVC employees. In 2023, we took another step in the direction of bolstering our workforce by creating a new unit focusing on Diversity and Inclusion. We completed a Workforce Development Plan in partnership with Human Resources that focuses on improving employee diversity at all levels of the Commission, through hiring from underrepresented groups such as minorities, veterans and individuals from the disabled community.

As part of this important initiative, we also recognized through various Commission-wide internal communications many federal, state, religious, ethnic and cultural holidays to raise awareness of different beliefs and practices. We further issued communications designed to ease tension and conflict in the workplace over world events impacting all of us around the globe.

After another successful year for the New Jersey Motor Vehicle Commission, I look back on the positive gains we've made while looking ahead with great confidence to more advancements in the year ahead and beyond as we continue to help move our state forward!



Latrecia Littles-Floyd  
Acting Chair & Chief Administrator

# Budget

## MVC FY 2023 Annual Budget Report

	FY 2023 Actuals <sup>1</sup>	FY 2024 Budget <sup>2</sup>
<b>RESOURCES</b>		
<b>Reappropriation</b>		
Surplus/(Deficit) Adjustment <sup>3</sup>	\$65,883	\$41,097
Transfer Adjustments In/(Out) <sup>4</sup>	\$31,990	\$19,850
<b>Operating Resources</b>		
MVC Base Budget	\$307,720	\$307,959
Security Surcharge (\$7)	\$43,550	\$43,792
Digital Driver License Fee (\$6)	\$8,944	\$11,400
<b>Sub-Total Operating Resources</b>	<b>\$360,214</b>	<b>\$363,151</b>
<b>Dedicated Resources</b>		
Commercial Vehicle Enforcement Fund	\$16,894	\$19,791
Commercial Bus Inspections	\$871	\$1,023
School Bus Inspections	\$1,243	\$1,262
Omnibus	\$13	\$12
Motorcycle Safety Education Fund	\$136	\$318
Security Responsibility <sup>8</sup>	\$19,993	\$20,500
Texting While Driving Campaign	\$123	\$100
Other Various Dedicated Revenues	\$5,140	\$5,716
<b>Sub-Total Dedicated Resources</b>	<b>\$44,413</b>	<b>\$48,722</b>
<b>Bond Fund</b>		
Bond Fund Reappropriation <sup>5</sup>	\$23	\$1,912
Bond Fund Interest	\$12	\$191
<b>Sub-Total Bond Fund</b>	<b>\$35</b>	<b>\$2,103</b>
<b>Grant Funds</b>		
Prior Year Grant Award Balances <sup>6</sup>	\$1,646	\$520
Grant Awards	\$2,513	\$2,162
State Match Grant Accounts	\$157	\$118
<b>Sub-Total Grant Funds</b>	<b>\$4,316</b>	<b>\$2,800</b>
<b>TOTAL RESOURCES</b>	<b>\$506,851</b>	<b>\$477,723</b>

	Actuals <sup>1</sup>	Budget <sup>2</sup>
<b>EXPENDITURES</b>		
<b>Operating Expenditure</b>		
Salaries & Fringe	\$238,381	\$238,974
Materials and Supplies	\$18,136	\$21,889
Services Other Than Personal	\$63,320	\$69,232
Parsons Inspection Contract	\$37,346	\$40,000
Maintenance and Fixed Charges	\$7,357	\$7,460
Claims and Indirect	\$132	\$507
Additions, Improvements, Equipment	\$7,559	\$10,298
<b>Sub-Total Operating Expenditures</b>	<b>\$372,231</b>	<b>\$388,360</b>
<b>Dedicated Fund Supported Expenditures</b>		
Commercial Vehicle Enforcement Fund	\$6,400	\$10,996
Commercial Bus Inspections	\$2,507	\$2,752
School Bus Inspections	\$9,205	\$9,872
Motorcycle Safety Education Fund	\$143	\$888
Texting While Driving Campaign	\$3	\$100
Omnibus	\$12	\$19
Security Responsibility <sup>7</sup>	\$19,993	\$20,500
<b>Sub-Total Dedicated Expenditures</b>	<b>\$38,263</b>	<b>\$45,127</b>
<b>Bond Fund</b>	<b>\$0</b>	<b>\$0</b>
<b>Grant Award Expenditures</b>	<b>\$2,851</b>	<b>\$1,032</b>
<b>State Budget Contributions<sup>8</sup></b>	<b>\$26,821</b>	<b>\$26,821</b>
<b>TOTAL EXPENDITURES</b>	<b>\$440,166</b>	<b>\$461,340</b>
<b>TOTAL RESOURCES: ALL FUNDS</b>	<b>\$506,851</b>	<b>\$477,723</b>
<b>TOTAL EXPENDITURES: ALL FUNDS</b>	<b>\$440,166</b>	<b>\$461,340</b>
<b>SURPLUS/(DEFICIT): ALL FUNDS</b>	<b>\$66,685</b>	<b>\$16,383</b>

<sup>1</sup> FY 2023 Actuals are based upon close-out, which includes expended and encumbered through July 31, 2023.

<sup>2</sup> FY 2024 Budget is the approved amount through the Executive and Legislative Processes (Appropriation Act).

<sup>3</sup> Surplus Adjustment excludes prior year grant balances, bond fund reappropriations, and dedicated resources. The FY 2023 Surplus is per MVC's FY 2023 close-out, while FY 2024 is per the FY 2024 Appropriation Act.

<sup>4</sup> Adjustments are those funds not specifically listed in the expenditure categories, as well as, adjustments for operating.

<sup>5</sup> Bond Fund Reappropriation includes unexpended interest earnings from prior fiscal years and is based on the Fiscal Plan submitted to Treasury.

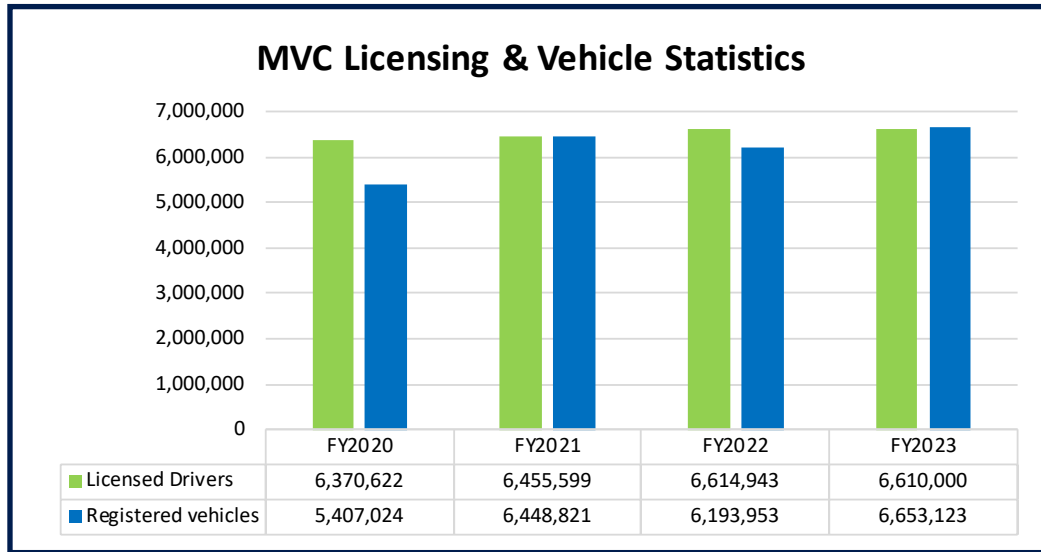
<sup>6</sup> Prior year federal grant program funding balances for ongoing projects.

<sup>7</sup> Security Responsibility revenues equals its expenditures.

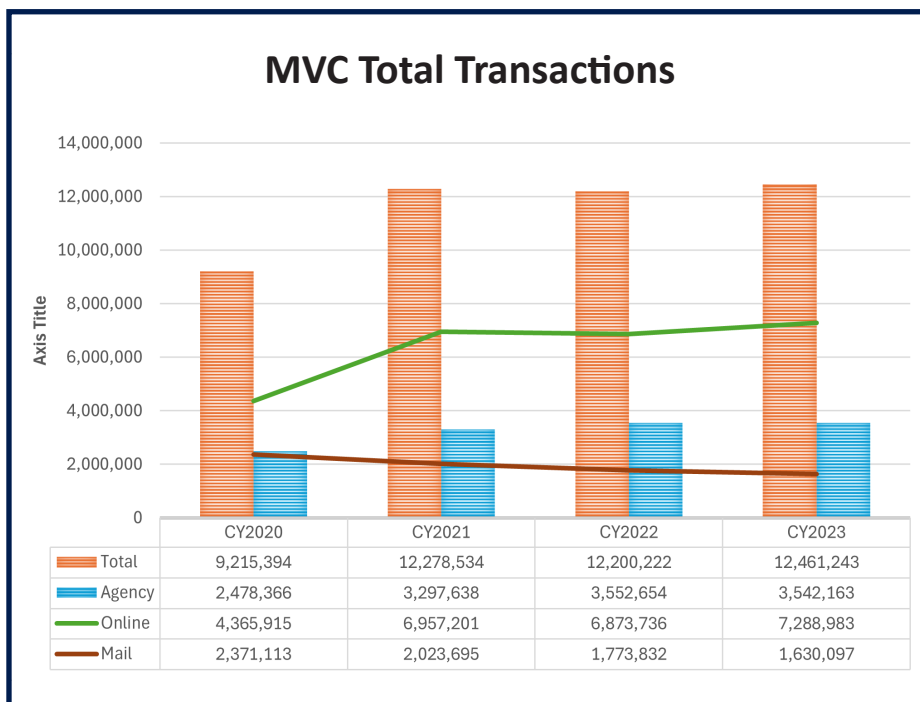
<sup>8</sup> State Budget Contributions are those funds made available through expenditure reductions as directed through budget language or the Department of Treasury.

# MVC's Business Model Accomplishments

## By the Numbers



The New Jersey Motor Vehicle Commission continues to be more productive, efficient, and accessible than it has been in the history of New Jersey Motor Vehicles. Our service model and commitment to customer service allows us to serve all New Jerseyans most effectively. The changes and improvements we have implemented continue to resolve many of the most pressing operational challenges that the MVC has faced in the past.



**Transactions** - Online transactions remained the favorite way for our customers to conduct MVC business. Some 7.3 million transactions were handled over the internet, more than double the 3.5 million transactions that customers completed in-person at our agencies. Meanwhile, customers preferring to utilize the MVC's mail-in alternative continued to trend downward, at 1.6 million, compared to 1.8 million in 2022 and just over 2 million in 2021.

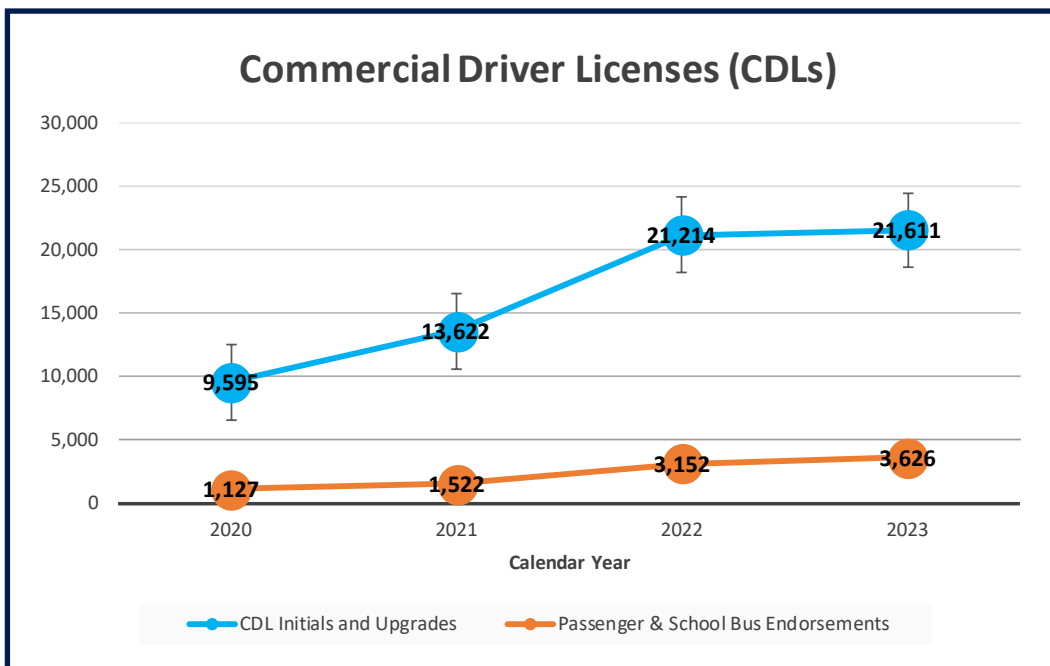


# Proven Results

## Motorist Services Improvements

**Camera Equipment Refresh and Expansion (Hybrid) Project** - The MVC implemented the new version of Camera (EDDL) Client software that utilizes web services to issue Driver Licenses and Non-Driver IDs. The new implementation will allow MVC's EDDL program to operate on Windows 11, migrating from Windows 7. This solution includes new hardware and peripherals, increased stability and reduced continual maintenance of EDDL work stations. These upgrades streamline the process of issuing driver licenses for agency staff, which provides customers with a quicker, more efficient MVC experience at the agencies. We now offer same-day appointments for almost every appointment service.

In a continuing effort to meet customer demand and access to outlying areas of the state, Salem, Cardiff, Washington, Newton, Manahawkin, and Runnemede joined Rio Grande and were converted to Hybrid agencies in 2023. The changeover increased appointment availability and provided customers with greater access to all appointment types statewide.



**Commercial Driver Licenses** - Demand has leveled off since the MVC instituted its fast-track programs, as initial CDLs and upgrades have jumped 58%. The number of Passenger and School Bus endorsements issued increased from just over 1,500 in 2021, to 3,626 in 2023 – a rise of more than 135%.

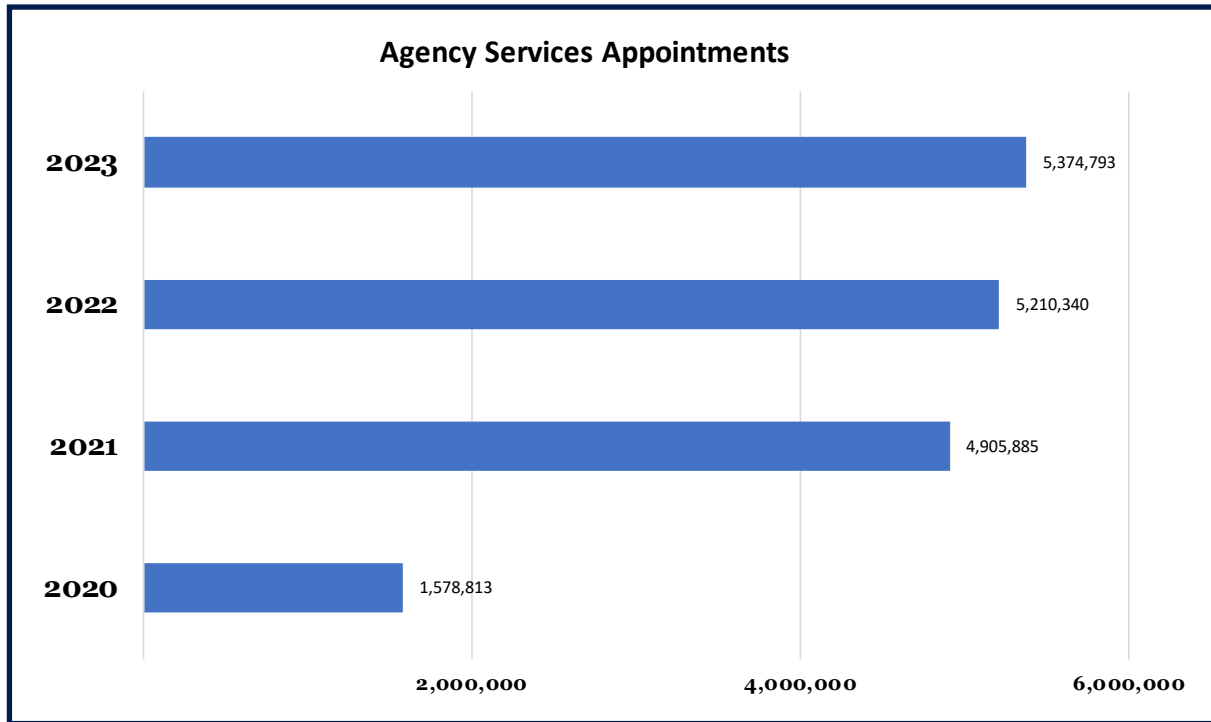
*Road Test Operations modernized the MVC's CDL Testing Model to incorporate findings provided by the American Association of Motor Vehicle Administrators (AAMVA) and approved by the Federal Motor Carrier Safety Administration (FMCSA). This more robust approach to the skills portion of the test focuses on critical safety elements, streamlined maneuvers resulting in greater efficiency, and assessment of drivers' knowledge rather than memorization alone.*





# MVC's Business Model Accomplishments

## Appointments

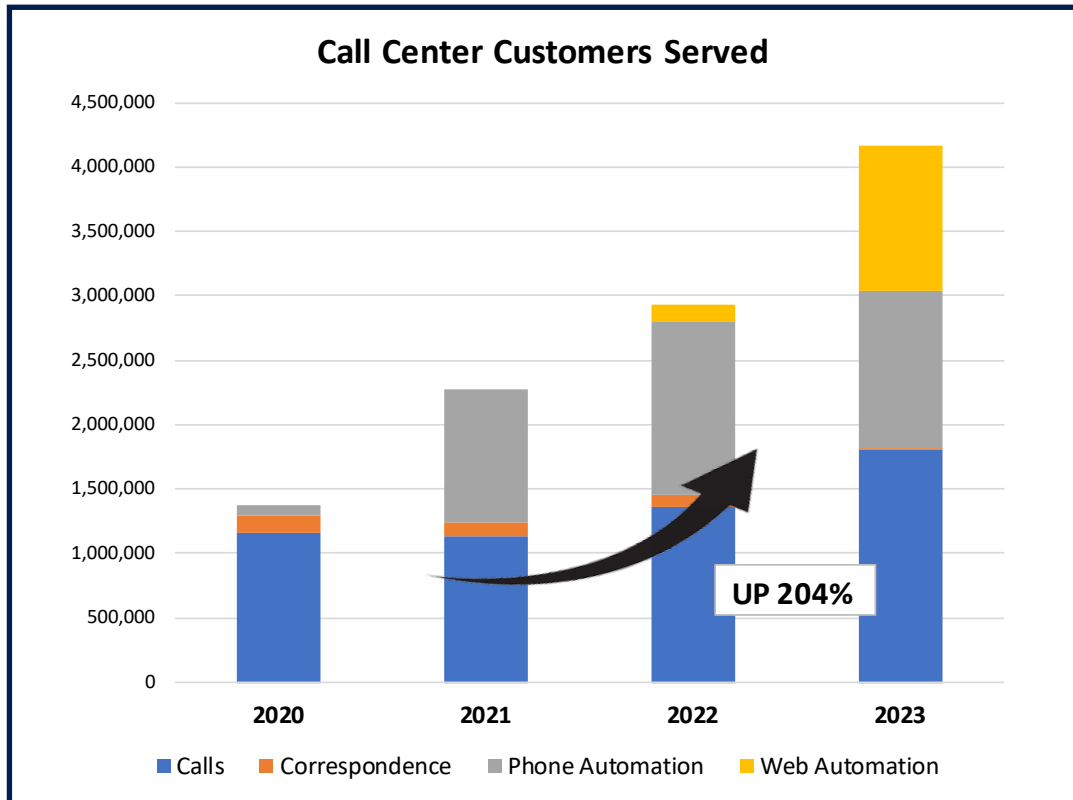


The MVC continued to achieve new heights in making appointments available for our valued customers' transactions in 2023, topping the record of 5.2 million set in 2022 by more than 160,000 appointments! Our easy-to-use virtual appointment system not only ensures reliability for our customers that they will be seen at a time and agency of their choosing, but also allows the Commission to better manage staffing while maximizing efficiencies and minimizing downtime.

Far from resting on any laurels, the MVC is also fielding four Mobile Units – up from two in 2022 – to handle customer transactions at chosen locales from senior centers to veterans hospitals and underrepresented communities. The MVC has also seen an impressive increase in appointment services for driver testing, leading to daily rides with our examiners rising by 14 percent – from 1,467 to 1,676 statewide. In still another service – salvage inspections – our monthly capacity jumped when a public-facing appointment system was instituted. The number of monthly inspections rose from 29,340 in 2022 to 33,520 in 2023. This change boosted efficiency, completely eliminating by the close of 2023 a waiting period that had at one point stretched to 90 days.

# Proven Results

## MVC Answers the Call



Our MVC Call Center fielded more than 1.8 million calls from our customers, while utilizing technology to assist with 2.3 million more interactions over the phone and through the Internet. In all, we assisted more than 4 million customers via phone, email and other correspondence in 2023, up more than 1 million customers over the number served in 2022.

## Gone Digital

New Jersey motor vehicle registrations went digital in 2023. Effective in March under legislation previously signed into law by Governor Phil Murphy, MVC customers can choose for the first time ever to “go digital” with their registration by downloading an emailed image of the document into their smart phone or other digital device. The same law also enables direct registration renewal of leased vehicle registrations.



# Mobile Units

*On a Roll ...*



*One of the new MVC Mobile Units ready to hit the road to serve our customers.*

Our award-winning Mobile Units have been a hit around the Garden State ever since we first launched them in earnest in 2019. Through the program, a host of MVC services are delivered directly to customers where they live in coordination with local authorities and community groups.

These agencies-on-wheels have become so popular, in fact, that we added two custom-built, fully outfitted units in 2023 - doubling the size of our fleet.

This expansion by the Commission came after hearing from customers as well as state legislators and other stakeholders whose constituents appreciate the ability of the MVC to deliver services like REAL ID or driver license renewals directly to communities throughout New Jersey to supplement our 40 brick-and-mortar agencies. In 2023, our Mobile Unit

teams logged 35,338 miles travelling to more than 300 events across the Garden State, from veterans homes and community centers to health care settings in underserved communities.

We're on a roll and looking forward to continuing to provide MVC services to our customers throughout the great Garden State.

**DID YOU  
KNOW?**

*Since 2019, our Mobile Units have traveled more than 100,000 miles across New Jersey, deploying to over 1,000 events serving customers with everything from Non-driver and REAL IDs to driver license and registration renewals!*

# MVC Doubles Mobile Unit Fleet



*Pictured above, one of our newest mobile units under construction. Unvarnished metal and interior layout is transformed into an agency on wheels.*



# Media Campaigns



**NJMVC.GOV**

**25+ Online Services**

**There's same day appointment booking.**  
**+ over 25 services available now online**

**NJMVC**  
New Jersey Motor Vehicle Commission

**MVC online. Anywhere, anytime.**

The MVC launched a statewide media campaign in 2023 in two phases. As the first cycle concluded June 30, the second phase, designed to reinforce the messaging of the first, began July 1. Themed “Help Us Help You,” the campaign is designed to highlight availability of online services from our award-winning website, [www.nj.gov/mvc/](http://www.nj.gov/mvc/).

The campaign employs both traditional media like billboards and bus wraps, and new media across our social media platforms, and connected TV, YouTube and NJ.com ads.

The results bested industry standards by tremendous margins, registering more than 3 million impressions and 43,000 social actions. The campaign has generated 280,000 browsing sessions on the MVC website from approximately 225,000 unique users.

Once our customers visit our website, they find they have more than two dozen services at their fingertips, from driver license and registration renewals to address changes – 24 hours a day, 365 days a year.

## Just Drive

The 2023 relaunch of MVC’s *JustDrive* campaign reflects the Commission’s ongoing commitment to improving road safety, while aiming to foster a responsible driving culture across the state. The *JustDrive* campaign raises awareness around the dangers of distracted driving.

The MVC channels *JustDrive* messaging through digital advertising outreach strategies, including public service announcements that reach audiences during New Jersey sporting events with the tagline “*Stay Focused, Make The Heads Up Play*”. The MVC reinforces the campaign on its social media platforms. Plans are for the campaign to be featured at New Jersey sporting events and facilities through 2025.



# Security & Investigations

The work of the New Jersey Motor Vehicle Commission’s Security, Investigations & Internal Audit Unit is unparalleled when it comes to the protection of MVC documents as well as its customers, employees, and infrastructure. The personnel of the unit – many with law enforcement backgrounds – detect attempts to defraud the MVC and its customers. The unit also assisted in several major multi-jurisdictional investigations with other states in 2023, leading to a record number of nearly 10,000 investigations - more than double those engaged in in 2022.



## Organ Donation



Organ donor registration is available online or in-person at a motor vehicle agency. When registering at an agency, you must present the required 6 Points of ID as well as verification of your address. Remember that you must confirm your decision each time you renew your driver license or non-driver ID.

Online and In-agency Organ Donation participants for FY 2021, FY 2022 and FY 2023:

FY 2021	FY 2022	FY 2023
781,723	992,556	<b>1,189,370</b>



## Voter Registration

If you are eligible to vote in New Jersey, you may register to vote at a motor vehicle agency while applying for/renewing a driver license or non-driver identification (ID) card. The MVC will report the information to the New Jersey Division of Elections.

Online and In-agency Voter Registration numbers for FY 2021, FY 2022, and FY 2023:

FY 2021	FY 2022	FY 2023
781,323	795,321	<b>928,575</b>





# Our People

An organization's strength is in its people and so it is with the New Jersey Motor Vehicle Commission. Simply put, it wouldn't be possible to serve the millions of drivers, vehicle owners and others that we do each year without the unflagging efforts, day in and day out, of our more than 2,600 dedicated and talented personnel. They are the people who report to work each day with the sole purpose of serving our valued customers across the Garden State. It was our pleasure and privilege to serve millions of New Jerseyans in 2023 and we look forward to being of service in the years ahead.





# Diversity, Equity, and Inclusion

## MVC Launches New Unit Focused on Improving Diversity and Inclusion

Diversity, equity, and inclusion took their place among the Commission's top priorities in 2023 when Acting Chief Latrecia Littles-Floyd established a new unit focused on these important issues.

As part of our work in this area, the MVC partnered with Human Resources to complete a Workforce Development Plan geared to increasing employee diversity through hiring from underrepresented groups such as minorities, veterans, and individuals from the disabled community. We also drafted communications to our employees recognizing federal, state, religious, ethnic, and cultural holidays as well as commemorative observances.

In addition, MVC employees were provided with programs designed to promote awareness and respect for differences among co-workers as well as the public we serve. Among the first initiatives undertaken were training sessions for MVC employees led by the Division of the Deaf and Hard of Hearing in the New Jersey Department of Human Services.

The Commission's focus on diversity, equity, and inclusion set in motion planning for a variety of different workshops and expert panels centered on creating a more diverse Commission prepared to assist a likewise increasingly diverse customer base in a state that proudly boasts being among the most diverse states in the nation.

The MVC's Diversity, EEO and Ethics Unit leads the team effort that belongs to all MVC employees, customers and other stakeholders working together to foster a more diverse, equitable, and inclusive environment throughout the Commission.



# Board of Directors



Facebook: NewJerseyMVC (<https://www.facebook.com/NewJerseyMVC/>)



Twitter: NJ\_MVC ([https://twitter.com/NJ\\_MVC](https://twitter.com/NJ_MVC))



Instagram: njmvc (<https://www.instagram.com/njmvc/>)



YouTube: NewJerseyMVC (<https://www.youtube.com/@NewJerseyMVC>)

## 2023 ANNUAL REPORT

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DRIVING  FORWARD

