



NEW JERSEY MOTOR VEHICLE COMMISSION

4 YEARS OF PROGRESS

March 30, 2007 Service Assessment

Introduction



In January 2003, the Motor Vehicle Security & Customer Service Act (The Act) was signed into law, bringing an end to the former Division of Motor Vehicles (DMV) and establishing the Motor Vehicle Commission (MVC) as a new, self-governing agency. The new MVC, with its board of appointed representatives, convened its first public meeting in June 2003.

It has been four short years since the enactment of The Act, which brought a marked improvement to motor vehicle services in New Jersey. There are many notable accomplishments that I can point to such as the introduction of a Digital Driver License (DDL), implementation of the 6 Point ID Verification Program, and a host of new services, programs and initiatives. However, it is important to remember that, although we have succeeded in many areas, motor vehicle services in New Jersey are far from fixed.

Two months ago, I reconvened the Fix DMV Commission – the group given the responsibility of reviewing the state of the old DMV and issuing recommendations for reform. It was an important step for the continued progress of the MVC. During this roundtable discussion, we received important feedback on our efforts since 2003, reviewed current challenges and initiatives and highlighted plans for the future.

I am pleased to provide you with our March 2007 Service Assessment, which will provide you with an up-to-date account of the MVC's Four Years of Progress.

Respectfully,

Sharon A. Harrington
Chief Administrator

Administration

Fix DMV called for dedicated, sufficient fees that would allow the MVC to pay for ongoing expenses. The Act mandated a stable, statutorily dedicated funding source that called for the first \$200 million in certain revenue categories to be allocated specifically for MVC programs. All of the revenue carries forward into the next fiscal year. In addition, the MVC received \$160 million in bond funds for capital projects, of which \$10 million was allocated for the Administrative Office of the Courts (AOC).

The MVC is aware of its authority to raise fees and continues to monitor them. The MVC better manages public-private partnerships through the creation of its new **Division of Business & Government Operations**. This office was established to ensure that existing fees cover the cost of doing business and will generate additional revenue for the state. An across-the-board review of the MVC's business costs is currently underway.

In addition to funding, a strategic business plan was essential to the future success of the MVC. The **Office of Strategic Planning** was established within the MVC to oversee short- and long-term planning efforts. The MVC adopted a mission statement along with a vision and core values that have been communicated to all organization employees and stakeholders. These are reviewed annually in order to develop priorities and strategic directions.

In 2006, the MVC underwent a **major realignment** of its operating and administrative support functions in an effort to better meet its long-term goals. This realignment correlates to Governor Jon Corzine's call for "Efficiency, Ethics and Excellence" in government. Under this realignment, work units were assigned to a division based on function and customer types. While the realignment consolidated services and transferred some services among divisions, individual jobs did not change.

The review of legislation prior to the implementation of new initiatives and responsibilities is an important part of ensuring the MVC's continued success. The Office of **Legal, Legislative and Regulatory Affairs** reviews and comments on all proposed, introduced and pending legislation. The office determines the impact on the MVC's operations, technological infrastructure and fiscal integrity. It also determines if a new responsibility is suitable for the MVC to undertake. Currently, 1,000 bills are on the MVC's radar screen.

With the creation of five **Advisory Councils**, the MVC established working groups that provide invaluable suggestions and guidance on various MVC functions and programs. The councils have promoted partnerships with other agencies and organizations, assisted in identifying technical, jurisdictional and political barriers, and helped the MVC overcome obstacles that would prevent it from achieving excellence. Following the January reconvening of the Fix DMV Commission, the Advisory Councils were asked to review various areas of the MVC and issue new recommendations by early summer 2007. These recommendations will serve as another guide as the MVC moves forward in the coming years.

The members of the **Customer Service Advisory Council** are champions of customer needs. The council's recommendations include an MVC rebranding campaign, creation of a non-monetary employee "Reward and Recognition" program and identification of alternative service deliveries. The council also recommended that the MVC enable itself to stand with or outperform other motor vehicle departments and organizations that are a benchmark for customer service.

The **Safety Advisory Council** focuses on driver, motor vehicle and traffic safety initiatives for all drivers – young, more mature, commercial and motorcycle. This council has supported numerous programs within the MVC, including the Graduated Driver License (GDL) program, the HAZMAT Program and the School Bus Endorsement Program.

The **Security & Privacy Council** has recommended new security strategies based on the expertise of its members. The group's primary goal is to advise the MVC on enhancing organizational security through technology, oversight and training. Recommendations from this council have included securing federal grants for the Temporary Visa Restriction (TVR) process, the Communicator (a reverse 911 system, which notifies personnel of emergent situations), the augmentation of document fraud training and the use of facial recognition software that performs real-time scans of driver license databases to identify individuals who hold driver licenses with different identities.

The **Technology Advisory Council** helps ensure that the MVC carefully analyzes the benefits of available technology solutions so that cutting-edge technology becomes synonymous within all areas of motor vehicle services. The council recommended the need for a new computer system (known as MATRX) with a flexible, secure design and three-tier architecture. The council also recommended the use of credit cards, which is underway at the MVC.



The Security & Privacy Council has strongly supported efforts to enhance fraudulent document detection through expanded training. Between 2004 and 2006, nearly 8,500 MVC employees and law enforcement personnel have been successfully trained

The **Business Advisory Council** focuses on ways to improve the MVC's business processes. One case study included salvage titles. With a five- to eight-week backlog in salvage title issuance, and growing concern from insurance companies and salvage auctions, the MVC diligently eliminated the backlog through essential overtime and shifting staff, while studying long-term remedies with the council to prevent a reoccurrence. In 2004, the MVC sponsored two salvage forums. Additionally, the MVC posted printable industry forms on its Web site and created a salvage title e-mail group to provide stakeholders with periodic progress updates.

Looking to ensure that motor vehicle services in New Jersey were administered fairly and efficiently, the Fix DMV Commission sought to reform the Surcharge Suspension Program. The Motor Vehicle Security and Customer Service Act contained a provision that established the **Motor Vehicle Fairness and Affordability Task Force**. The Task Force, made up of 17 members, studied the current point system, and specifically, non-driving-related suspensions. The group held four public meetings in Atlantic City, Camden, Newark and New Brunswick, and issued a Final Report to Governor Jon Corzine in February 2006. The Voorhees Transportation Policy Center, within the Bloustein School at Rutgers University, provided critical support throughout the group's work and prepared the group's recommendations.

In order to gain a better understanding of unintended driver license suspension consequences and how to mitigate them, Voorhees researchers undertook a comprehensive literature review on a variety of related topics and completed a nationwide survey of state motor vehicle services. Their work provided invaluable information for the Task Force's Final Report.

Chief Administrator Sharon A. Harrington and other Task Force members appeared before the Senate and Assembly Transportation Committees to highlight some of the recommendations, which covered the need for legislative and regulatory change. The MVC has begun to implement some of the recommendations, including additional surcharge payment plans and an improved notification process. The MVC is working to address other recommendations and will advocate necessary legislative changes to existing law.

Customer Service

The **deprivatization of the 45 motor vehicle agencies** located throughout the state was a priority of the Fix DMV Commission. More than 600 employees and agents returned to state service, allowing the MVC to regain central oversight of agency operations. Each employee returning to state service was subject to mandatory customer service and document fraud training. Staff name tags were also distributed, making employees more approachable and accountable for the services they provide.

Each MVC employee is fingerprinted as part of an enhanced security plan. The MVC's contractor is Sagem-Morpho of Ewing, New Jersey. All fingerprints are taken electronically by Sagem-Morpho and forwarded to specific law enforcement agencies such as the New Jersey State Police and FBI, where they are checked against a database. The new employees are helping the MVC provide a level of service that was previously unheard of in the Division of Motor Vehicles.



MVC employees are provided a variety of onsite training opportunities including customer service, document fraud and driver history.

The MVC is also approaching optimum staffing levels at every agency. Important vacancies do exist and these positions will be filled with qualified individuals.

Along with deprivatization, staff training became an essential component to the reform of MVC agencies. An **MVC Training Unit** was established to promote customer service and to provide and enhance technical and managerial skills that facilitate the MVC's mission. Training programs cover topics critical to the functioning of the MVC, including Customer Service, Social Security Verification, Driver History and Digital Driver License (DDL).

To provide effective, informative courses, the MVC training staff uses a combination of approaches based on the diversity of participants, budgets, training environment and training topic. In house, the traditional format of the educational program is the curriculum model. This approach focuses on dialogue between the trainer and participants. The MVC also utilizes interactive tutorials and CD-ROMs, which allow employees to remain on site. The Human Resource Development Institute (HRDI) at the Department of Personnel is the MVC's partner for establishing curriculums in leadership development, communications, interpersonal skills and leading-edge technology programs.

For document fraud training, an essential motor vehicle course, the MVC adopted the American Association of Motor Vehicle Administrators (AAMVA) model for **document fraud detection** and its training program. This training is directed by in-house staff and supplemented by the expertise of outside professionals. MVC employees are trained in various levels of document fraud courses. Current classes include Document Fraud, Advanced Document Fraud, Motor Vehicle Title Identification, Identity Theft and Personal Protection and Document Fraud for Law Enforcement.

Training has also been provided to MVC business partners, which aid in the coordinated effort to prevent fraud and abuse. More than 2,200 local, state and federal law enforcement personnel have participated in the MVC's training programs. The MVC has also worked with dozens of New Jersey bar and restaurant owners as part of the "We Check for 21" classes.

The **6 Point ID Verification Program**, which ensures a secure motorist identification process and protects New Jersey motorists from fraud and identity theft, is also part of the training process. This program was cited nationally as a "best practice," and has resulted in numerous arrests statewide. The MVC provides complete program information to customers through printed English and Spanish language brochures on its Web site, www.njmvc.gov, and via a 24 hour, toll-free automated phone number in English and Spanish. The 6 Point ID brochures, along with renewal notices, are

mailed to drivers three months prior to the expiration of their license to ensure that they are well prepared for the renewal process.

With improved training and services comes the need for improved facilities. In October 2003, the MVC hired Standard & Poors Consulting to perform a **Siting Study** to thoroughly review New Jersey's 45 motor vehicles agencies, 31 inspection facilities and four regional service centers around the state. The study considered the location of agencies with respect to mass transit accessibility, how the facilities met the needs of specific areas of the state and the location of sub-standard or poorly located facilities, along with parking and demographic trends. It also incorporated real estate costs, population statistics, service demands and drive time for every type of MVC facility. Approximately 7,500 staff and customer interviews served as the basis for dozens of recommendations to improve MVC operations statewide.

On December 14, 2004, MVC board members voted to accept the Siting Study Recommendations Report. This report serves as an "improvement blueprint" for the MVC's vast portfolio of facilities and allows the organization to add facilities at strategically placed locations. Each facility decision, from location to interior upgrades to lease agreements, has been addressed with careful consideration being given to the report's recommendations. In addition, the MVC and the Department of Treasury maintain a close partnership as they take a more active approach toward enforcing lease obligations and performing renovations at certain facilities.

Taking steps to modernize its customer phone operations, the MVC changed the name of its Telephone Center to the Contact Center in early 2005, and unveiled a **more efficient, customer-friendly phone operation** that provides callers with courteous, high-quality service, non-existent busy signals, and reduced hold times, all while offering several self-service options. To maximize effectiveness, the Contact Center is divided into two areas: General Information and Suspensions & Restorations. Combined, the units receive more than 265,000 inquiries each month. Spanish language customer service representatives are also available on each of these lines.

One key improvement to the Contact Center was the installation of a new Avaya telephone system that provides Interactive Voice Response (IVR) in both English and Spanish. The Avaya system's self-service options provide customers with "first contact resolution" by routing individual callers to subject specific customer service representatives. There are 28 different subject groups to which a call may be

routed. By offering so many options, the MVC was able to eliminate many unnecessary call transfers. The system also provides call monitoring and allows for specific reporting of various data, enabling managers to produce detailed analyses of call volumes and flows, as well as subject matter. Additionally, Contact Center calls are recorded and allow the customer to participate in a survey at the end of the call. This provides the MVC with the ability to continually measure customer service effectiveness. New, real-time statistical reports give management the ability to adjust staffing levels and view the number of callers on hold, the number of representatives available and other analytical data that may need to be adjusted to meet demands.

Along with phone upgrades, new computer terminals were provided for every Contact Center employee, allowing them access to the MVC's Intranet site, which hosts reference manuals, the Internet, MVC e-mail and important MVC databases. This access has enhanced the employee's ability to consistently provide more accurate information and better assistance to callers.

On Saturday, January 24, 2004, the MVC re-opened all its agencies, driver testing centers and regional service centers for **weekend hours** to provide increased convenience for customers. It marked the first time in 14 years that the MVC provided Saturday service to its customers.



The Model Agency concept, which allows for improved customer service, has served as a basis for the renovation or relocation of existing agencies.

In addition to Saturday hours, the MVC initiated a new business process: the greeter. Prior to waiting in any line, MVC greeters assist customers with questions, review their documentation and direct them to the appropriate counter. With an average of more than 33,000 transactions processed daily at each agency during the last six months, this simple addition has helped to reduce customer confusion and delays at MVC locations statewide.

Customers visiting agency counters are now configured by transaction type and an express line handles simple registration transactions, while other windows are used for driver license, title and registration work. This setup has helped the MVC to achieve a customer wait time that has now been reduced to 14 minutes. Special attention is given to the 6 Point ID Verification Program throughout a customer's visit as staff members review documentation at various checkpoints. This decreases the customer's chances of being turned away at the counter after an unnecessary wait.

In April 2004, the MVC boosted its service for the approximately 60,000 drivers seeking Commercial Driver License (CDL) permits. With an upgrade to its statewide computer system, the MVC's 45 agencies began issuing the permits. Previously, the four regional service centers were the only locations able to provide this service.

Another customer service enhancement undertaken by the MVC focuses on non-U.S. citizens. Commonly known at the MVC as the **Temporary Visa Restriction (TVR)**, this process aids customers who are legally authorized to be in this country and whose visa is valid longer than 60 days. Once handled only at the four regional service centers, this service is now provided at all 45 agencies. This improvement is consistent with the MVC's model of putting customers first and making forward-thinking policy decisions that promote customer satisfaction.

Also added to the customer service repertoire was the MVC's **Mobile Unit**. Offering DDLs on the go, this team travels the state in a retro-fitted recreational vehicle with DDL-issuing machines and workstations. Visiting nearly 100 locations since its inception, the Mobile Unit has been an excellent customer convenience, especially to New Jersey's senior community.



Visiting nearly 100 locations since its inception, the highly popular Mobile Unit travels the state to bring its customer-friendly services to senior centers and municipal complexes.

Improvements do not mean anything if you cannot determine the effectiveness of the changes. Through a partnership with the Eagleton Institute at Rutgers University, a **customer service satisfaction survey** was conducted in June 2003. This survey serves as a baseline against which future progresses will be measured. The survey directly polled more than 1,200 citizens and 500 businesses and has helped the MVC identify customer needs and expectations.

On a scale from 1 to 10, average ratings were 6.9 among recent individual customers and 7.5 among business customers. The survey's final report, issued in February 2004, indicates that all customers are influenced by similar factors when evaluating their experience at a motor vehicle agency. These include evaluations of staff, length of wait time, the number of times waiting in line was required, completion of transactions in one visit and evaluation of the facility.

Eagleton engaged in a second survey of MVC customers in order to provide a more extensive snapshot of what the MVC is doing right, how it can improve and what more is expected. Both qualitative and quantitative research was conducted focusing not only on agencies, but on inspection facilities and the Contact Center. Six focus groups were formed: four with general customers and two with business customers, including an array of MVC stakeholders such as car dealerships and driving schools.

The MVC supplements the past Eagleton surveys with its own ongoing surveys. At a rate of approximately 1,300 opinions or more each week, the MVC surveys state residents after they have completed a transaction at one of the 45 motor vehicle agencies. Surveys between July 2005 and January 2006 showed that overall customer satisfaction averaged a 3.7 on a four-point scale, where four is considered excellent. Staff helpfulness was a 3.28; facility cleanliness was a 3.5; and customers rated wait time was a 3.6. There are plans to increase the information collection rate of surveys by utilizing the MVC's Web site.

In March 2006, state regulations governing motor vehicle dealer licensing were amended to include the areas of selling, buying and trading in motor vehicles. The MVC maintained an open line of communication with the dealers throughout the process. These new regulations go a long way in protecting not only the dealerships, but the motoring public as well.

The MVC's **Medical Review Unit** is an integral, yet little known, part of MVC operations. This unit contributes heavily to road safety through the evaluation of individuals

identified by doctors, family members or courts as having physical or mental traits that may cause unsafe driving situations. Processes within the unit were mapped to identify key decision points, document procedures and practices. A plan was developed to restructure the unit's work, which eliminated a six-week backlog and produced a nearly 100 percent productivity increase. This success was a blend of updated work methods, better use of technology and an emphasis on consultation between staff to resolve complex decisions.

In 2006, the MVC took a **leadership role in older driver training** when it had the honor of being selected to participate in the American Medical Association's (AMA) Older Driver Training of Trainers Conference. The focus of the conference was the education of state and private motor vehicle organizations and the medical community to not only identify and address safety concerns with older drivers, but to also share that training with others who work with older drivers. As one of only four states selected from dozens of applicants, the MVC joined its partner, the Kessler Institute for Rehabilitation, for the two-day conference, which covered a variety of older driver issues that will be shared with physicians and other New Jersey medical professionals.

Young driver safety is an increasing concern for the MVC. An ongoing cooperative effort to reduce motor vehicle-related injuries and deaths among young drivers and their passengers exists between the MVC, the New Jersey Division of Highway Traffic Safety, the Department of Education, the New Jersey State Safety Council and the College of New Jersey/Bridgewater Driving School. In order to achieve an overall goal of reducing deaths, a total safety program makeover was necessary, which included the creation of new initiatives and informative materials.

In early 2006, a **Driver Education Forum** was hosted for driving instructors. The forum allowed for a frank discussion on a variety of topics related to young drivers and preparing them for the road. From the written exam to behind-the-wheel training, forum participants provided the MVC with invaluable insight and recommendations that will continue to be used to develop and update new and existing MVC materials such as the New Jersey Driver Manual. More forums with these professionals are in the planning stages.

To better educate the parents of young drivers and encourage their participation in young driver preparation, the MVC, along with the Division of Highway Traffic Safety, published the all-new **Safe Driving: A Parent's Guide to Teaching Teens**.

This publication offers parents helpful information related to young driver training, how to share information with their child, rules of the road, and most importantly, information on New Jersey's Graduated Driver License (GDL) Program.

The MVC's mail processing and mail sorting units move approximately 23 million pieces of mail per year. Recent organizational programs such as DDL, Social Security Verification and Internet PIN mailings, as well as other public awareness campaigns, have greatly increased mail room operations. To ensure efficiency and productivity, the MVC conducted a **comprehensive assessment of the entire mail operation** that included operational processes, quantitative outputs, equipment inefficiencies and fiscal implications.



Published in October 2006, the MVC Parent Guide is an invaluable tool to help educate teens on the basics of safe driving.

This assessment allowed the MVC to revamp its mail processing system through the purchase of three new, high-speed inserting machines that expedite mailings. The result of this mail room upgrade has generated an estimated savings of \$370,000, with an increased production of 4.6 million sorted pieces of outgoing mail. With greater mail room efficiency, the MVC estimates that the overall cost savings will cover the costs of the new equipment.

Together with the Department of Environmental Protection (DEP), the MVC oversees the hybrid vehicle safety and inspection program, which consists of 30 central inspection stations with 122 lanes operated by a private vendor. There are also an additional 1,327 private inspection centers (PIFs) located throughout the state.

In an effort to address emerging technologies, potential EPA regulation changes, cost efficiencies, customer convenience and other factors, the MVC has begun preparations for the next generation of enhanced inspections for the State of New Jersey. The MVC determined that in order to **meet future challenges**, New Jersey should get a better understanding of what direction its vehicle inspection program should take.

In 2005, through the Department of Treasury, the MVC contracted with MACTEC Federal Programs, Inc. to review the state's current motor vehicle inspection program and take a comprehensive look at inspection programs, both nationally and internationally. MACTEC assessed emerging technologies, solicited input from stakeholders and provided an important cost analysis of options. MACTEC's findings, published in an Interim and Final Report, served as a basis for MVC decision-making. Last month, the MVC moved forward with its effort to **improve motor vehicle inspections** as the Department of Treasury issued a Draft Request for Proposal (RFP) for the future Enhanced Inspection and Maintenance program. The announcement of the Draft RFP marked the culmination of more than a year of coordination between the MVC, the Department of Treasury, the Office of the Attorney General and the Department of Environmental Protection (DEP). To date, New Jersey has steadfastly maintained an open public process, while developing potential options for the next generation of the Enhanced I/M program.



With approximately 23 million pieces of mail processed annually, the MVC made critical upgrades to its mail unit that allowed for greater efficiencies and savings.

The MVC and its partners are presently reviewing Draft RFP comments from 11 different parties that are interested in managing the Enhanced I/M program. These comments will be used to produce a Final RFP that will allow the state to select a vendor through a transparent bidding process. Until that time, a 1-year extension agreement was signed with the current vendor, Parsons Infrastructure, which will provide the state with approximately \$7 million in savings. Parsons will continue to operate the MVC's inspection facilities until August 2008.

A necessary component to the MVC's future success with its inspection program is staying on top of new vehicle technology. In August 2004, the MVC began inspecting vehicles with **on-board diagnostics (OBD)**. Additionally, PIFs were upgraded with software that allows devices to be incorporated into the computer systems of new vehicles in order to monitor components and systems that affect emissions when malfunctioning. The software also stores important information about detected malfunctioning so that the repair technician can accurately find and fix the problem.

MVC inspection facilities in Newark, Flemington and Deptford have begun a pilot program for OBD-only lanes, which appears to be the future of the inspection process with more new vehicles on the road. More than 70 percent of the current vehicles inspected are considered OBD vehicles. Under the contract extension, Parsons Infrastructure will expand the number of OBD lanes statewide.

Security

Security upgrades for all aspects of motor vehicle services were a must for the MVC. To begin, the MVC created a new **Security, Investigations and Internal Audit Unit**, and appointed a director with extensive law enforcement experience. Investigative staff from the Department of Transportation was transferred to the MVC. New investigators were hired, along with the addition of seven investigators from the Division of Criminal Justice, whose salaries are reimbursed by the MVC. Each of these positions assists the MVC in its pursuit of enhanced security through risk assessment, vulnerability tracking, policy compliance monitoring and internal auditing.

To bring further security to facilities, the MVC established the Law Enforcement Agency Security Enhancement (LEASE) Program, which places a full-time, uniformed police officer in most of the organization's agencies and regional service centers during business hours. The officer's presence cultivates a more safe and secure work and business environment.



Over the last eight years, nearly 20 million vehicle safety and emissions inspections were conducted at centralized inspection facilities around the state.

In November 2003, the Stafford Township Police Department in Manahawkin signed on as the first law enforcement agency to participate in the LEASE Program. To date, the MVC has agreements that provide officers at 35 locations statewide, with the communities of Hazlet, Jersey City and Wyckoff having joined the program in the last six months. Since October 2006, 194 arrests have been documented at agencies statewide.

In May 2003, the MVC introduced a new, **more secure vehicle title** with six specific security features. This enhanced title curbs counterfeiting and eradicates title washing.

In order to enhance a victim's right to sue, the MVC worked with the New Jersey Legislature and the Office of the Attorney General to create legislation that would **stiffen penalties for identity theft** to combat the selling, manufacturing, possessing or exhibiting of false government documents, and to provide victims with the right to initiate a civil action. This legislation, signed into law shortly after the passage of the Motor Vehicle Security & Customer Service Act, provided another strong defense against fraud and abuse.

Since the adoption of the Motor Vehicle Security & Customer Service Act, more than 60 percent of the MVC's facilities have received **physical security enhancements** that include panic buttons, perimeter alarms and security doors. The upgrades were completed in 2005.

Security, Investigations and Internal Audit's **auditing functions** have provided tremendous support to the MVC's overall performance. As overseer of MVC policies and procedures,



The MVC's Law Enforcement Agency Security Enhancement (LEASE) Program helps the agencies to provide a safer, more secure environment for their customers.

the Internal Audit staff continuously monitors internal control processes, agency procedure compliance, accounting, security practices, transaction security and fraud reporting. Audits have increased substantially from the old DMV with the hiring of additional qualified staff.

In July 2004, the Trenton Regional Service Center became the first MVC office to utilize **security camera technology**. As mandated by state law, Security Services and Technology (SST) of Eatontown completed the installation of cameras at MVC agencies statewide by November 2004 through a \$3 million contract. This contract provided 500 cameras throughout MVC facilities, providing crystal clear, closed-circuit viewing of agencies for security personnel. Every agency, along with the Trenton Office Complex, is using cameras as part of the MVC's security efforts.

The physical security of the MVC's operations center has been enhanced with the installation of the **Compass 4E System**, a security interface system used to maintain the Trenton Office Complex and its parking garage. Among the many benefits of the system is the capability of identifying access cards immediately.

Another partnership that has improved security and customer service is one formed with the New Jersey Department of Health & Senior Services Bureau of Vital Statistics and Registration. With this agency's assistance, the MVC can now **cross-reference death certificates** with driving records. A record that remains active on the MVC's database increases the opportunity for fraud and abuse.

Seeking the public's assistance in combating fraud, the MVC activated its **866-TIPS MVC** fraud tip line. Established in 2004, this number is featured prominently on fraud prevention posters that are displayed at all motor vehicle agencies. The tip line, which features English- and Spanish-speaking operators, takes anonymous tips from callers who wish to report fraud and abuse. Since its inception, the tip line has generated thousands of "hits." Prior to the initiation of this effort, there was no clear line of communication between the public and the MVC when reporting suspicion of fraud.

Technology

With one of the most easily duplicated driver licenses in the entire country, New Jersey had an immediate need to upgrade its official identification using the latest technology. More than a dozen initiatives comprised the Digital Driver License (DDL) project, the biggest technological challenge to ever

face the MVC. Some of the initiatives focused on improving MVC business processes and security features, while others addressed the orchestration of a timeline with MVC business partners, which included the New Jersey State Police, the Office of Information Technology (OIT), the Office of Counter Terrorism and the Department of Treasury.

In order to increase the speed of services provided at the 45 motor vehicle agencies and to **implement a Digital Driver License (DDL) program**, the MVC



In January 2004, New Jersey went from having one of the easiest driver licenses to duplicate to one of the most secure in the entire nation with the MVC's implementation of the Digital Driver License (DDL).

the installation of more than 45 local area networks (LANs). The organization's legacy system was integrated with the digital capture system that accelerates the acceptance of the DDL in the MVC's network without interrupting services. The digital capture system is capable of storing millions of digital images and signatures that can be easily retrieved by law enforcement personnel. An automated inventory system is also part of the program that tracks DDL cards and other consumables for the project.

Prior to the launch of DDL, the MVC initiated a new policy to help prevent those individuals who are not legally entitled to a New Jersey driver license from obtaining one through the use of fraudulent documents or other means. In September 2003, the MVC began requiring all applicants to present proof of age, identity and address when applying for identification through its 6 Point Identification Verification Program. Specific documents are outlined on the MVC's Web site.

On January 24, 2004, the **MVC began issuing a new, secure driver license** (the DDL) at its Trenton Regional Service Center. With more than 20 advanced security features, including a high-quality digital photo, holograms and hidden ultraviolet text, the DDL brought New Jersey's ID from one of the most easily copied to one of the most secure in the nation. There are a number of other security features that have not been divulged to the public.

In May 2006, the MVC marked a **major milestone** by issuing DDL number four million. As of October 2006, the MVC had issued five million DDLs and was well on its way to licensing the state's more than six million drivers by July 2008.

The MVC has already assembled an internal team of professionals to begin preparations for the next generation of DDLs. The team will look at such items as the inclusion of new security features, the use of improved technologies and pending federal requirements such as Real ID. The team is also charged with developing an overall plan that brings a new, **Enhanced DDL** from concept development all the way to public communication.

In addition to the standard DDL, the MVC provides special **"Under 21" DDLs** and ID cards in a vertical format to younger drivers. In addition to its layout, the identification clearly states that the bearer is under the age of 21, which is a tremendous help to bars and restaurants who seek to prevent underage drinking.

The most important long-term technology project that the MVC presently faces is the **Motor Vehicle Automated Transaction System, also known as MATRX**. This project centers on a complete updating of the MVC's nearly 30-year-old system, known as the Comprehensive System. A project management oversight Request for Proposal (RFP) has been awarded, while an RFP for the MATRX project is in final review at the Department of Treasury's Division of Purchase and Property. We anticipate the RFP being issued within a matter of weeks.

Since 2003, the MVC has provided customers with **Web access (www.njmvc.gov)** to information and services. Two popular sections of the MVC Web site have been the "Request Your Driver History Record" and "Schedule a Road Test."

In 2004, the MVC introduced a number of new online options for customers, including **MyMVC**, a section where customers can personalize their own motor vehicle Web sites. Also introduced in 2004 was the 6 Point ID Web tool, or 'Quick ID Picker.' This tool promotes a better understanding of the MVC's 6 Point ID Verification Program by allowing customers to compile personal document point values before going to an MVC agency.

Personalized plates are a key punch away with customers able to search online for the availability of lettering for a personalized standard license plate. **MY PL8** is an online,

interactive tool for customers who wish to pick and choose personalized lettering combinations for any license plate. In addition, personalized specialty plates such as “Shore to Please,” “Animal Friendly,” and “Conquer Cancer” may also be ordered online.

In response to car dealers’ concerns about fees for certain vehicle types, the MVC developed an online **Accelerated Registration Fee calculator** when the new, four-year registration cycle was approved in the FY 2005 state budget.

To allow customers to easily follow state law, the MVC developed an **online service address change** program that allows them to change their address and update the organization’s Comprehensive System simultaneously.

In 2006, the MVC **re-launched an all-new customer-friendly site** with a streamlined look and improved content. The overhauled site makes it much easier and more convenient to find answers online and brings the public more self-service

options. Some of the new features of the site include micro-sites such as Moving to New Jersey and School Bus Safety, which are topic-specific sections that provide clear, concise information for users.

The MVC has also added **more downloadable forms** for customers online. To date, 37 additional forms have been made available, including Business License Compliance-related documents, applications for permits, Diesel Emission Repair facilities applications, Medical Evaluation request forms for medical doctors and driver examination forms.

In addition to the Web, the MVC continues to use cutting-edge technology solutions in other ways. The **PC Pen Tablet** is a device that is essentially a tiny PC that uses wireless technology to access MVC files. While it was only a pilot program in 2005, this empowering technology is now recognized as a “best practice” in New Jersey State Government. The tool has been brought to every agency in the state, allowing the MVC to quickly verify information from customers at agencies statewide. Technology of this type is bringing more efficient, accurate service to MVC customers.

The screenshot displays the homepage of the New Jersey Motor Vehicle Commission website. At the top, there is a search bar and navigation links for 'NJ home', 'Services A to Z', 'Departments/Agencies', and 'FAQ's'. Below this is a horizontal menu with categories: 'Popular Topics', 'Locations', 'Vehicles', 'Licenses', 'Violations', 'Inspections', 'Commercial', 'Business Licensing', and 'About MVC'. A large banner image shows a car on a road with the text 'Excellence in Motor Vehicle Services'. To the left, a sidebar lists popular topics like 'Renew driver license', 'Find locations', and '6 Pt ID Verification'. The main content area features a '6 Pt ID Verification' section with a 'Get the Facts' button and an 'En Español' link. Below this are two search boxes for 'Find Locations and Hours' and 'Find State Inspection Facilities', both set to 'Atlantic'. To the right, there are sections for 'Online Services' (e.g., 'Learn to MyMVC', 'Renew vehicle registration') and 'Highlights' (e.g., 'Closures and delays', 'Press Releases'). The footer contains contact information, a copyright notice for 2007, and accessibility links.

Providing better customer service through technology, the MVC revamped its Web site to offer more online services and information at the touch of a button.

The MVC is required by law to maintain millions of documents produced during motor vehicle transactions. The current imaging center uses microfilm technology to capture documents such as titles, driver licenses and registrations, as well as supporting documentation. Microfilm presently serves as both an archival medium and as a means to inquiry. However, limitations exist with this process, making document retrieval a challenge. To that end, in 2006, the MVC installed a **state-of-the-art enhanced microfilming system** to capture and store digital images of customer transactions. These new scanners, servers and software have replaced the MVC’s decade-old and failure-prone system. The new servers process approximately 1.2 million images monthly, including violation notices, registrations and license transactions.

The MVC’s **partnership with the Administrative Office of the Courts (AOC)** has proven to be advantageous to customers. The AOC awarded a contract to IBM in early March to convert its current database to a more convenient system capable of utilizing the Internet and other modern technologies. This critical database provides storage and retrieval of all municipal court records.

Since FIX DMV, the MVC announced the installation of an **Automated Driver License Testing (ADLT)** system in 28 driver testing locations throughout the state. This system administers computerized knowledge tests to driver license



Computerized knowledge testing is essential for both a secure and customer-oriented testing process.

applicants. The upgrade of this technology was essential for both a secure and customer-oriented MVC. It also allowed the MVC to discontinue paper-based testing. The test consists of 50 questions, up from 30 on the paper-based tests, and includes newer DWI-related and Graduated Driver License (GDL) questions. The new system automatically grades and enters the results in a database, which saves time and removes the possibility of human error.

In addition to English and Spanish language tests, the MVC provides the test in Arabic, Chinese, French, Korean, Japanese, Polish, Portuguese and Russian. These languages were chosen based on customer requests. The MVC is currently accrediting driving schools to administer its knowledge and vision tests.

One of the most popular pilot programs implemented by the MVC is a **credit card payment option** for customers. Launched in April 2006 at the Toms River Agency, this program has proven to be an excellent customer service offering and has been expanded to more agencies, as well as the Eatontown Regional Service Center. The MVC will continue the program in the coming months in an effort to roll it out statewide.

As the hub for all publication distribution to school districts, state, local and county government entities, and numerous other end users, the MVC Warehouse remains a key component to the organization's customer service efforts. Today, all warehouse functions such as receiving, shipping, inventory and reporting are performed manually. The MVC is instituting a **new Warehouse Management System** that will increase efficiency through increased productivity. This

enhanced system will incorporate a paperless item tracking system, timely order fulfillment, accurate validation of all warehouse activities and an automated inventory control process.

Committed to improving motor carrier safety, the MVC continues to support the International Registration Plan (IRP), in which New Jersey, like other states and jurisdictions in Canada and Mexico, facilitates the sharing of commercial carrier and vehicle information, as well as the collection of commercial motor vehicle registration fees. Looking to streamline its work with business partners, the MVC recently awarded a contract to California Analysis Center, Inc (CACI) for new software. The software will enhance carrier registration processing efficiency by offering more payment options such as Electronic Fund Transfer (EFT) and greater record keeping and accounting capabilities. The system is scheduled for implementation this year. Once online, the system will support two federally-funded programs: Commercial Vehicle Information Systems & Network (CVISN) and Performance & Registration Information Systems Management (PRISM).

Government Cooperation

Maintaining cooperative relationships with various entities of the state and federal governments is an important part of the MVC's progress. Since its formation as the Motor Vehicle Commission four years ago, the MVC has successfully implemented a number of federal and state requirements. With open lines of communication, the MVC is better able to share ideas and concerns on initiatives and projects that may require its participation.

The MVC continues to implement federal mandates such as the Federal Motor Carrier Safety Improvement Act (MCSIA) and USA Patriot Act provisions that are related to school bus and other commercial drivers. As implementation continues, the MVC's enhanced customer service and targeted communication strategies are helping these motorists to comply with federal standards. New Jersey will fully implement all provisions of the Federal Motor Carrier Safety Improvement Act of 1999, which sets new standards for moving violations committed by commercial driver license (CDL) holders. To date, the MVC has managed extensive programming efforts for the computer system and procedural changes within the agencies and driver testing centers.

The Transportation Security Administration (TSA) has cleared about 2,800 New Jersey-based applicants for the "H" or hazardous materials endorsement. There are about 50,000 commercial drivers in New Jersey who need to meet this

provision upon CDL renewal. In February 2005, the MVC began facilitating background checks for first-time applicants. Advisory notices for renewal applicants are sent 90 days in advance so that the applicant has sufficient time to meet the act's criteria.

In 2004, the MVC began promoting the School Bus "S" Endorsement Program, a MCSIA requirement for school bus operators. Since the October 2006 deadline, nearly 30,000 New Jersey drivers now have a school bus endorsement.

Another federal requirement on the horizon for the MVC is the implementation of Real ID. Part of a military spending bill signed by President George W. Bush, this federal security measure, which was originally slated for May 2008, requires all states to maintain uniform, electronically readable ID driver licenses, establishes certain requirements for obtaining a driver license and dictates the procedures for personal driver information storage. To date, New Jersey has not opposed Real ID, but like most states, the undetermined costs and other impacts remain tremendous concerns. The national estimate for nationwide implementation is approximately \$14 billion. On March 9, 2007, the Department of Homeland Security officially released proposed regulations for comment. The MVC is working with stakeholder agencies to provide comments by May 8, 2007. The state may, and will, request and extension, which will delay the issuance of the first Real ID compliant driver license until January 2010. Total re-enrollment must be complete by May 2013.

Although compliance with Real ID is not mandatory, it is important to recognize the potential consequences. Due to the fact that the driver license is such a huge part of proof of identification and the main document used to verify identity, a less than secure document and one that is not acceptable for federal purposes will create inconveniences for New Jersey citizens. Not only will citizens be unable to enter all federal buildings and court houses, unable to board planes, and have difficulty with interstate travel and gaining passports, they may also be unable to get loans (as banks are insured by the federal government) and much more. Furthermore, non-compliance would restrict the routine movement of individuals as New Jersey will not have reciprocal rights with other states and will be prohibited from participating in any such driver license agreements.

Finally, New Jersey would attract individuals from many other states that are unable to get driver licenses and identification cards due to strict federal requirements of those states. If this occurs, our incidences of fraud will undoubtedly skyrocket. The ultimate result is that New Jersey itself would have a seriously compromised system.

On the state level, the MVC continues to work closely with other state agencies, the Legislature and the governor with regard to a variety of projects and initiatives. Last summer, the MVC assisted Governor Corzine with his efforts to promote energy efficiency with the implementation of the Luxury and Fuel Inefficient Surcharge for certain vehicles.

The MVC has begun a coordinated effort with the organ donor community to improve the organ donor process. Earlier this year, the Legislature enacted legislation that requires the MVC to share its organ donor information with federally designated, private-sector organ procurement organizations (OPOs) operating in New Jersey. The mandate is an effort to better assist the OPOs, which are charged with procuring and equitably distributing donated organs and tissues within New Jersey.

With a fund established by the Legislature, the MVC will now be able to provide better enforcement in an effort to prevent illegal commuter vans. The legislation, enacted earlier this year, ensures that commuters are transported safely and legally in the State of New Jersey.

As the MVC moves forward, state and federal government cooperation will be an essential part of any improvements or progress. Maintaining open lines of communication will not only allow for a better sharing of ideas, but also ensure that those laws and regulations that are implemented are done so in an efficient and cost-effective manner.