



New Jersey Motor Vehicle Commission
March 30th, 2005 Service Assessment

MOTOR VEHICLE INSPECTION STATION



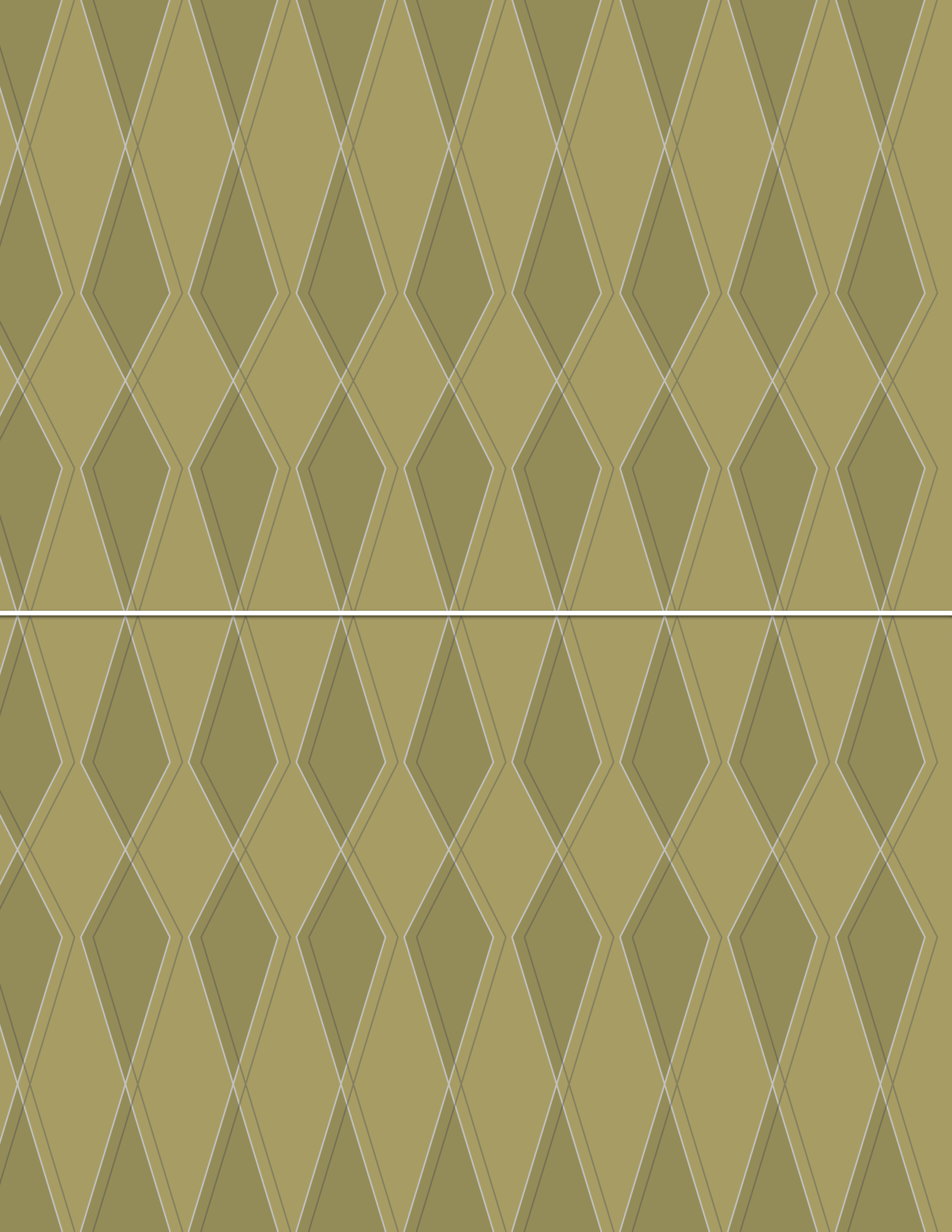




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SHEIN'S



The New Jersey Motor Vehicle Commission



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Chair & Chief Administrator, MVC



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A Message from the Chief Administrator

TO:

Honorable Richard J. Codey
Acting Governor
President of the Senate

3/30/05

Honorable Albio Sires
Speaker of the General Assembly

From the Chief Administrator

The NJ Motor Vehicle Commission (MVC) began its makeover nearly two years ago and has since worked diligently under a magnifying glass. What this continual close-up has shown the State is an organization that is now more efficient, secure and proactive than it was then.

You may wonder: When was “then?” Ask our customers. They’ll tell you. Ask those same customers: What about “now?” I suspect you’ll receive a different reply.

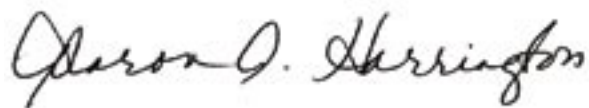
For New Jersey, this is remarkable. We happily point out this “then and now,” but only if we next ask and answer: How do we continue improving? This report, the organization’s fourth, answers that and other questions.

It is my privilege to continue reforming MVC alongside nearly 2,800 employees, individuals who thrive under the magnifying glass. Customer service and security are improved. Modern technologies and methods are prevailing. Employees are well trained. MVC is solving problems before they arise.

Let the close-up continue. And let MVC’s “now” always overshadow DMV’s “then.”

For your review, I hereby transmit this March 2005 Service Assessment of the NJ Motor Vehicle Commission.

Thank you.



Sharon A. Harrington
Chair and Chief Administrator, MVC



Security





Security enhancement remains an essential pillar of MVC's overall reform.

In this day and age, every policy or program related to a customer, business entity or partner – like virtually all MVC policies and programs – must have a defined security component.

MVC's do.

Security Cameras

One conspicuous enhancement recently completed is the prominent placement of security cameras in all 45 Motor Vehicle Agencies (MVA) and the four Regional Service Centers (RSC). They are a visible addition to MVC security and a deterrent to fraud, as well as an important investigative tool.

Each camera is encased in a small purple dome and mounted strategically throughout RSC and MVA ceilings. They are plainly visible in both employee and customer areas.

Initially, a panel of security experts determined camera counts for each MVA and RSC. In October 2004, the first phase of the project was finished, an undertaking that involved more than 500 cameras. Afterward, the panel reassessed facility needs. The project's second phase is underway, and involves adding cameras to certain agencies. As part of the second phase, MVC headquarters at the Trenton Office Complex will receive additional cameras.

The panel's determinations were based on agency size, layout and other factors.

In every case, the cameras are used only for investigative purposes.

Just a year ago, there were few security cameras at MVC facilities. As recently as September 2004, only 75 percent of MVC's agencies had this important technology; now, every agency uses cameras. Everyday, more than 500 cameras are making security more than just a word.

Without a doubt, MVC's facilities are safer today than just 12 months ago.

Security Camera Rollout Schedule

<i>Agency Sequence</i>	<i>Installation Date</i>	
Bakers Basin	10/1/2004	Finished
Bayonne	9/1/2004	Finished
Bridgeton	10/12/2004	Finished
Camden	9/27/2004	Finished
Cardiff	7/19/2004	Finished
Cherry Hill	9/28/2004	Finished
East Brunswick	9/2/2004	Finished
East Orange	8/12/2004	Finished
Eatontown Regional/Agency	8/9/2004	Finished
Edison	9/29/2004	Finished
Elizabeth	8/16/2004	Finished
Englewood	8/17/2004	Finished
Flemington	9/14/2004	Finished
Freehold	9/7/2004	Finished
Haddon Heights	9/30/2004	Finished
Irvington	8/30/2004	Finished
Jersey City	8/2/2004	Finished
Lakewood	9/23/2004	Finished
Lodi	8/18/2004	Finished
Manahawkin	10/4/2004	Finished
Matawan	9/21/2004	Finished
Medford	10/5/2004	Finished
Morristown	9/15/2004	Finished
Mount Holly	10/6/2004	Finished
Newark	8/26/2004	Finished
Newton	8/25/2004	Finished
North Bergen	8/5/2004	Finished
Oakland	8/24/2004	Finished
Rahway	9/9/2004	Finished
Randolph	9/16/2004	Finished
Rio Grande	10/13/2004	Finished
Salem	10/14/2004	Finished
Somerville	9/17/2004	Finished
South Plainfield	9/13/2004	Finished
Springfield	8/31/2004	Finished
TOC Special Services	10/20/2004	Finished
TOC State Police	-	-
TOC Training Room	-	-
Toms River	10/7/2004	Finished
Trenton Regional/Agency	7/9/2004	Finished
Vineland	10/18/2004	Finished
W. Deptford Regional/Agency	7/22/2004	Finished
Wallington	8/19/2004	Finished
Washington	9/8/2004	Finished
Wayne 46	7/26/2004	Finished
Wayne Regional/Agency	7/28/2004	Finished
Williamstown	10/19/2004	Finished
Wyckoff	8/23/2004	Finished

LEASE

Like security cameras, uniformed law enforcement officers present a formidable, visible deterrent to fraud. MVC is negotiating with municipal and county officials throughout New Jersey to bring uniformed police officers to each MVA.

MVC's Law Enforcement Agency Security Enhancement program – LEASE – contributes \$105,000 annually to local or county departments that station a police officer at the MVA in their jurisdiction. MVC has reached agreements for 29 of MVC's 45 MVAs. When fully staffed, the LEASE program will cost MVC an estimated \$5 million per year.

In 2003, just one facility could boast a uniformed police presence through MVC's LEASE program. Persuading law enforcement officials that a safe, secure MVC is in everyone's interest is a priority.

LEASE Program Participants

<i>Agency Sequence</i>	<i>County</i>	<i>Sheriff / Police Department</i>	<i>Start Date</i>
Cardiff	Atlantic	Egg Harbor Township Police Department	February 1, 2004
Englewood	Bergen	Englewood Police Department	June 1, 2004
Lodi	Bergen	Lodi Police Department	February 1, 2004
Wallington	Bergen	Wallington Police Department	February 1, 2004
Mt. Holly	Burlington	Mt. Holly Police Department	May 1, 2004
Camden	Camden	Camden City Police Department	September 1, 2004
Cherry Hill	Camden	Cherry Hill Police Department	June 1, 2004
Haddon Heights	Camden	Haddon Heights Police Department	May 18, 2004
Bridgeton	Cumberland	Bridgeton Police Department	March 29, 2004
East Orange	Essex	East Orange Police Department	February 17, 2004
Irvington	Essex	Irvington Police Department	April 19, 2004
West Deptford	Gloucester	West Deptford Township Police Department	July 1, 2004
Williamstown	Gloucester	Monroe Township Police Department	February 1, 2004
Bayonne	Hudson	Bayonne Police Department	March 1, 2004
North Bergen	Hudson	North Bergen Police Department	March 1, 2004
East Brunswick	Middlesex	East Brunswick Police Department	March 1, 2004
Eatontown	Monmouth	Eatontown Police Department	July 1, 2004
Manahawkin	Ocean	Stafford Township Police Department	November 24, 2003
Toms River (Dover Twp)	Ocean	Dover Township Police Department	May 2, 2004
Wayne 46	Passaic	Wayne Police Department	January 1, 2004
Wayne 23	Passaic	Wayne Police Department	March 1, 2004
Wayne Regional	Passaic	Wayne Police Department	March 1, 2004
Salem (Mannington Twp)	Salem	Salem City Police Department	April 1, 2004
Somerville	Somerset	Somerset County Sheriff	April 1, 2004
Elizabeth	Union	Police Department	April 1, 2004
Springfield	Union	Police Department (verbal)	September 1, 2004
Washington	Warren	Washington Police Department	March 15, 2004
Oakland	Bergen	Oakland Police Department	December 1, 2004
Flemington	Hunterdon	Raritan Township Police Department	January 1, 2005

Arrests

Through LEASE and other means – such as MVC’s partnership with the State Division of Criminal Justice – law enforcement authorities and MVC personnel work in conjunction everyday. These relationships are prospering. Customer arrests for fraud and other crimes at MVAs are increasing. Since MVC hired a Director of Security, Investigations & Internal Audit in July 2003, nearly 1,500 customers have been charged with document or other fraud. MVC employees are among those who have been arrested, too. More than 30 MVC employees have been arrested during that time.

DMV did not keep accurate arrest records before MVC was created in 2003. Most of the nearly 1,500 customers arrested since July 2003 attempted to use fraudulent or improperly acquired documents to obtain a driver license. Generally, employees who are caught are accused of issuing documents illegally.

Death Certificates

An important behind-the-scenes security initiative to deter identity theft is to update MVC’s files by cross-referencing death certificates with driver records. *Active records for deceased drivers on MVC’s database increase the opportunity for fraud.* Through a partnership with the New Jersey Bureau of Vital Statistics, MVC is making appropriate updates. This is a vital step to enhance security: Identity thieves commonly attempt to assume a deceased person’s identity.

For Fraud, call 866-TIPS-MVC

This message is featured prominently on MVC’s Internet home page. MVC created the tip line in April 2004. MVC also created Tip Line posters for more traditional viewing, and they’re prominently placed in each MVA.

The Tip Line posters and online content encourage callers to report suspicious behavior and potential document fraud through MVC’s toll-free number. Anonymity is offered. So, too, are Spanish-speaking representatives. The public has responded by providing information about potentially fraudulent vehicle titles, registrations, driver licenses and insurance cards.

The Web site feature promoting the Tip Line has generated several thousand “hits” since its inception, while nearly 1,000 telephone calls have been made to 866-TIPS-MVC. The Security & Investigations Unit answers all calls to the Tip Line during business hours and replies to all voicemail left after-hours.

Before April 2004, with no Tip Line, there was no clear line of communication between the public (which could report suspicions of fraud) and MVC (which could investigate). Now, customers and employees are reminded on the MVC Web site and at every MVA that a toll-free, confidential line of communication is available to them. It is helping to secure us all.

More Options: Temporary Visa Restricted Driver Licenses (TVR)

Exceptional customer service and enhanced security: Every day, MVC employees prove these ideas are not mutually exclusive. One example is MVC’s TVR process.

MVC has made it a priority to provide additional options around the State for legal immigrants to apply for and receive a driver license. In the recent past, just four locations were available for these transactions. Nearly 30 are available now. MVC hopes to have this number to 45 before 2006.

This program illustrates MVC’s overall mission to enhance customer service by providing more options to motorists.

TVR History

Prior to 9/11, the then-DMV would issue a standard four-year driver license to non-U.S. citizens legally in this country who had appropriate documentation. After 9/11, MVC reconsidered this policy, designating this transaction to the four RSCs and coordinating the license expiration date with the immigrant’s visa expiration date. This was done for two reasons: To close security loopholes, and to better track these motorists’ immigration status.

While this move tightened security in the short-term, subsequent Fix DMV reforms helped tighten security system wide. Today, for instance, New Jersey issues one of the nation’s most secure driver licenses and has one of the most secure identification verification policies. Still, it became clear that in the long term, in order to balance security with customer service properly, this policy needed to evolve. And it has.

Within the last six months, MVC has added more than one dozen additional locations for non-U.S. citizens to complete this transaction. As you know, more are on the way. Employees at these locations have been trained to efficiently and securely complete this important transaction.

In the current security climate, all immigration processes must be monitored and audited. But these processes don't have to be cumbersome, as MVC has shown. Safety has increased as more options become available.

TVR Training & Live Roll-Out Schedule

Agency	Training	Live
Lakewood	2/22/2005	2/24/2005
Mt. Holly	2/28/2005	3/2/2005
Somerville	2/28/2005	3/2/2005
Matawan	2/28/2005	3/3/2005
Manahawkin	3/7/2005	3/9/2005
Salem	3/7/2005	3/9/2005
Williamstown	3/14/2005	3/16/2005
Bridgeton	3/14/2005	3/16/2005
East Orange	3/14/2005	3/16/2005
Medford	3/21/2005	3/23/2005
Haddon Heights	3/21/2005	3/23/2005
Randolph	3/21/2005	3/23/2005
Oakland	3/29/2005	3/31/2005
Washington	3/29/2005	3/31/2005
Newton	4/4/2005	4/6/2005
Cherry Hill	4/4/2005	4/6/2005
Irvington	4/11/2005	4/13/2005
Wallington	4/12/2005	4/14/2005
Springfield	4/19/2005	4/21/2005
Wyckoff	4/26/2005	4/28/2005
Rio Grande	TBD	TBD
Newark	TBD	TBD



Security and Privacy Advisory Council

The primary focus of this council is to review security and privacy issues that confront MVC, while making recommendations for improvement through new technologies and processes.

Recommendation: Requests for Federal Grants

- \$800,000 for full Temporary Visa Restriction implementation at MVC agencies.
- \$60,000 to purchase five fingerprint and live-scan machines for quick, Trenton-based state and federal criminal history checks.
- Study of US-VISIT, an automated, high-speed biometric program that helps ensure illegal immigrants do not receive driver licenses; to be undertaken by the federal Department of Homeland Security.

Recommendation: The Communicator

- The NJ State Police and NJ Office of Counter-Terrorism use a reverse 911 system, the “Communicator,” which notifies specific personnel of incidents. MVC is researching the system’s relevance to the organization.

Recommendation: Augment Document Fraud Training

- MVC is analyzing the methods now in place to train employees. One result may be to purchase new training equipment, such as digital projectors, magnifying lenses and other tools of the trade that would make training more practical and realistic for new employees.

The council recommended that MVC research these additional areas:

- **Wireless camera capability** that would make MVC’s security cameras visible from sources other than desktop computers.
- A **Horton (revolving-type) door** at MVC’s Trenton Office Complex, which would prevent more than one person at a time entering on one access card.
- **Facial Recognition Software** that would scan driver license databases in real-time to identify individuals who hold driver licenses for different identities.

Arrests at MVC Facilities, 6-03 thru 2-05 (by Agency)

<i>Agency</i>	<i>Cases</i>	<i>% of all Cases</i>
BAKERS BASIN MVA	25	1.78%
BAYONNE MVA	5	0.36%
BRIDGETON MVA	28	2.00%
CAMDEN MVA	13	0.93%
CARDIFF MVA	128	9.14%
CHERRY HILL MVA	13	0.93%
CRF INVESTIGATION	9	0.64%
EAST BRUNSWICK MVA	43	3.07%
EAST ORANGE MVA	132	9.42%
EATONTOWN MVA	126	8.99%
EDISON MVA	34	2.43%
EDISON DTC	1	0.07%
ELIZABETH MVA	49	3.50%
ENGLEWOOD MVA	12	0.86%
FLEMINGTON MVA	17	1.21%
FREEHOLD MVA	1	0.07%
HADDON HEIGHTS MVA	15	1.07%
IRVINGTON MVA	27	1.93%
JERSEY CITY MVA	18	1.28%
LAKEWOOD MVA	74	5.28%
LODI MVA	32	2.28%
MANAHAWKIN MVA	13	0.93%
MATAWAN MVA	3	0.21%
MAYS LANDING DTC	1	0.07%
MEDFORD MVA	3	0.21%
MORRISTOWN MVA	18	1.28%
MORRISTOWN SALVAGE	1	0.07%
MOUNT HOLLY MVA	32	2.28%
N/A	32	2.28%
NEWARK MVA	35	2.50%
NEWTON MVA	3	0.21%
NJCAR	0	0.00
NORTH BERGEN MVA	14	1.00%
OAKLAND MVA	12	0.86%
PARSONS EDISON	2	0.14%
PARSONS LAKEWOOD	1	0.07%
RAHWAY MVA	37	2.64%
RANDOLPH MVA	7	0.50%
RIO GRANDE MVA	9	0.64%
SALEM MVA	2	0.14%
SOMERVILLE MVA	78	5.57%
SOUTH PLAINFIELD MVA	30	2.14%
SPRINGFIELD MVA	37	2.64%
TOMS RIVER MVA	4	0.29%
TRENTON REGIONAL MVA	55	3.93%
VINELAND MVA	13	0.93%
WALLINGTON MVA	19	1.36%
WASHINGTON MVA	8	0.57%

<i>Agency</i>	<i>Cases</i>	<i>% of all Cases</i>
WAYNE 46 MVA	34	2.43%
WAYNE RSC MVA	52	3.71%
WEST DEPTFORD MVA	4	0.29%
WEST DEPTFORD RSC	17	1.21%
WILLIAMSTOWN MVA	8	0.57%
WYCKOFF MVA	11	0.79%
TOC	4	0.29%
TOTALS	1401	100.00%

(by County)

<i>Agency</i>	<i>Cases</i>	<i>% of all Cases</i>
ATLANTIC	141	10.06%
BERGEN	79	5.64%
BURLINGTON	39	2.78%
CAMDEN	40	2.86%
CAPE MAY	1	0.07%
CUMBERLAND	41	2.93%
ESSEX	195	13.92%
GLOUCESTER	27	1.93%
HUDSON	37	2.64%
HUNTERDON	18	1.28%
MERCER	88	6.28%
MIDDLESEX	110	7.85%
MONMOUTH	140	9.99%
MORRIS	26	1.86%
OCEAN	95	6.78%
PASSAIC	93	6.64%
SALEM	2	0.14%
SOMERSET	80	5.71%
SUSSEX	3	0.21%
UNION	134	9.56%
WARREN	7	0.50%
UNKNOWN	5	0.36%
TOTALS	1401	100.00%

continued..... >







Customer Service



Everyday, NJ Motor Vehicle Commission (MVC) employees are chipping away at the public perception of this organization, a perception formed over the years when poor customer service was thought to be the norm at MVC agencies.

Some of New Jersey's elected officials have noted the improvements best:

"I don't get the kind of complaints I used to get."

– State Senator Andrew Ciesla

"I would give you an 'A.'"

– State Senator Fred Madden

(Senate Transportation Committee hearing, to Chief Administrator Sharon Harrington, Feb. 7, 2005.)

Better training methods and hiring practices have brought MVC to a remarkable place, one where most customers are satisfied with the service options provided to them. Whether it's face-to-face, over the telephone or via the Internet, more options are now available than ever before for completing MVC business.

Knowledgeable, friendly customer service representatives enhance those options. As MVC continues to hire and plan strategically, customer service will continue to improve, as it has since MVC was created.

An End to Busy Signals?

MVC's new telephone system is, in a word, working. Any system that virtually eliminates busy signals at the former DMV must be.

Enhanced customer service in the MVC Contact Center is a necessity. Customer service representatives there answer more than three million telephone inquiries each year. *General Information* representatives personally answer approximately 100 calls each day with an average of about two minutes per call. *Suspensions and Restorations* representatives handle about 70 calls each day, averaging three minutes and twenty seconds for each call. Representatives in *Surcharge* (monetary assessments levied on drivers with motor vehicle violations) receive more difficult inquiries and average 35 calls each day per representative. Each call lasts about three-and-a-half minutes.

These representatives have used a new telephone system since mid-October 2004 that is the foundation of MVC's commitment to helping each caller in an efficient manner. This significant customer service enhancement has essentially ended the busy signals that defined the previous DMV for almost three-fourths of all motorists who called.

Results have been immediate. In the four-month period from November 2004 through the end of February 2005, MVC was able to assist almost 66,000 more callers per month compared to the same period a year earlier.

During this same period, only about .01 percent of callers heard a busy signal.

MVC receives more than 265,000 inquiries each month in the Contact Center.

An interactive voice response (IVR) system, which allows customers to get general and generic MVC information after hours and on weekends without talking to a "live" customer service representative, will be working for customers this spring.

Customers can also readily access different MVC units, or skill areas, without transferring and extensive waiting. This "first contact" concept is helping MVC meet customers' needs. It is enhanced customer service. Most transfers, waiting and dropped calls have been eliminated. In the four-month period between November 2004 and February 2005, the percentage of inquiries handled on first contact averaged about 87 percent.

No comparison is available to past years because, previously, callers often heard a busy signal or abandoned their call after an extended wait.

Another indication that MVC is shifting its thinking

Spanish-speaking customer service representatives are now available in the two Contact Center areas that receive the most inquiries: General Information and Suspension & Restoration (driving privilege suspension and restoration). More bilingual representatives will be added this year. There are 28 subject-specific skill groups. MVC's goal is to have at least one Spanish speaker for each skill group.

Other enhancements to the Contact Center:

- New statistical reports give management the ability to adjust staffing levels to meet demand
- Software allows management to post a “scrolling” marquee to each PC used by customer service representatives, such as for communicating temporary agency closings
- Allows management to view the number of callers on hold, average call length, number of available representatives and other analytical data

The Contact Center is indeed functioning efficiently. It is a modern and adaptable information bank, just as the Fix DMV Commission envisioned.

[MY PL8] by MVC: A Fun Online Service

Hmmmm. Fun? MVC is fun?

Since when?

Certainly, fun might be an unusual description of the organization that delivers motor vehicle services to New Jersey drivers. However, with the introduction of MY PL8 in spring 2005 by MVC, it will be an accurate description.

MVC’s latest online service is an interactive tool for motorists. Pick and choose personalized lettering combinations for any license plate that MVC offers to the public, through the MVC Web site.

MY PL8 allows motorists to check the availability of that lettering through the same application on the same Web site – the MVC Web site. This is fun stuff. But it’s much more: It’s also easy. Pay online by credit card to complete the transaction – without leaving the house. Convenience!

Of course, MVC approval of letter combinations is required, as it always has been. But MY PL8 gives the customer another option, which is among MVC’s top customer service-related goals: More service delivery options.

Agency Staffing Levels

Inappropriate staffing levels made enhanced customer service in MVC’s agencies impossible. This lesson is among the harshest learned from the former DMV, where the result of years of budget cuts at DMV was years of staff rollbacks.

It’s been a long way back, but MVC is approaching an optimum staffing level at every agency. Important vacancies still do exist, however. These positions must be filled, but only with qualified individuals

who complete a thorough background check. MVC hopes to complete this process in 2005.

Currently, almost 1,300 of MVC’s nearly 2,800 employees serve the public each business day at motor vehicle agency counters across the State. MVC considers this staffing level to be adequate, but not yet optimum. In the pre-MVC days, no plans existed to fill these vacancies. Clearly, this is no longer the case. Over the last two years, MVC’s priority has been providing an enhanced level of customer service. In fact, since DMV was abolished, more than 600 full- and part-time positions have been added to the agencies to meet organizational priorities.

These new employees are helping MVC provide a level of service unheard of just two years ago at MVC. On average, however, each of MVC’s 45 agencies has four customer service vacancies to be filled.

Illustrating how understaffed DMV was is the fact that despite those new hires, vacancies still exist. MVC knows that efficiency increases each time a vacancy is filled. These positions must be filled for MVC to achieve the enhanced level of customer service the entire organization is seeking. Funding for these anticipated new hires is contained in the FY 2005-06 MVC budget.

Some of MVC’s busiest agencies require more immediate attention than others. Many are located in northern New Jersey. For example, while the Elizabeth agency has added 10 new employees since MVC was created, six more employees are needed to reach an optimum level of customer service; in Newark, seven vacancies exist; in Trenton, six; and, the Wayne Regional Service Center, one of MVC’s busiest places of business, would operate best with an additional five representatives.

As these vacancies are filled, and new MVC employees are trained, customer service and customer satisfaction will continue to improve and perceptions will continue to change.

The Customer Service Advisory Council

Customers begin their MVC experience when correspondence reaches their hands, or upon entering an agency, dialing our telephone number or surfing our Web site.

This council's members are champions of customer needs, and their recommendations reflect that background. In 2004, this council visited MVC MVAs and RSCs, and took MVC's Web site and new Contact Center for a spin. As customer service experts, their understanding of MVC's current service is helping to improve how we work with our customers.

Recommendations

- Re-branding campaign, for a consistent look
- Create a non-monetary employee 'Reward and Recognition' program
- Separate Temporary Visa Restriction functions from regular business operations
- Find alternative service delivery channels

Benchmarking

To begin defining MVC's customer service objectives, council members discussed methods that large private and public organizations use to benchmark – or rate and track – customer service.

While MVC lacks direct competition for comparison, opportunities still exist to measure MVC's performance against "best-in-class" organizations and other states' motor vehicle departments. In fact, MVC's strategic plan calls for benchmarks to be established in 2005 to rate our organization against other states' departments of motor vehicles.

Surveys

Your Opinion Counts!

At a rate of 1,350 opinions or more each week, MVC surveys State residents' opinions after they've completed a transaction at one of MVC's 45 motor vehicle agencies.

MVC plans to increase this collection rate using the organization's Web site. By modifying it to include an interactive version of the customer survey, Web users will take the survey and submit responses.

MVC plans to make this option available in 2005. Until then, about 225 randomly solicited opinions each day help MVC determine how customers perceive service in the agencies.

These perceptions help MVC to determine areas of customer service that require work. For MVC, these data are performance measures that gauge the effectiveness of MVC reforms and identify service gaps that need improvement.

Since May 2004, more than 20,000 customers have filled out comment cards rating performance in staff helpfulness, facility cleanliness, wait time and overall satisfaction. In the six-month period between July 2004 and January 2005, overall customer satisfaction averaged 3.7 on a four-point scale where 4 is considered excellent. Staff helpfulness was 3.8; facility cleanliness was 3.5; and, customers rated wait times at 3.6.



Rutgers' 2nd Survey for MVC

The Center for Public Interest Polling (CPIP) at Rutgers' Eagleton Institute of Politics is now engaged in its second survey of MVC customers. The first survey, finished in late 2003 and reported in MVC's March 2004 Service Assessment, consisted of two telephone surveys. It was a good first step, forming a baseline for how MVC saw itself through customers' eyes.

In 2003, questions posed to individual and business customers focused on satisfaction rates with MVC agency services and environment.

Now, MVC has contracted CPIP to formulate a more extensive "snapshot" of what MVC is doing right, how we can improve and what more is expected of us. CPIP is conducting both qualitative and quantitative research. These data will help answer three main questions CPIP researchers have posed regarding MVC:

1. How is MVC Doing? How have general perceptions of MVC services and products shifted since 2003? Have customers' satisfaction ratings shifted? Has there been a change in the way customers rate their experiences with MVC?

2. Has the change been for the better? Are customers aware of shifts in service and organizational changes at MVC? How are these changes viewed? Do customer perceptions and experiences with MVC match the MVC mission? Is the MVC brand being clearly registered?

3. What do customers want? What services, products, and messages are most likely to improve customer experiences and perceptions? What types of efforts are most likely to build customer support and confidence? What is the most compelling way to express MVC's mission?

The 2005 survey will focus not only on MVC agencies but also inspection facilities and the Contact Center, which has been totally made-over since MVC's massive reform effort began.

Six focus groups will be conducted: Four with individual customers, and two with business customers that will include representatives from an array of MVC stakeholders, such as car dealerships or driving schools.

Members of MVC's Customer Service Advisory Council, after reviewing CPIP's proposal, recommended that the survey also include internal customers – MVC's employees. The timing to consider both forms of feedback – customer and employee – has never been better. As part of MVC's Strategic Plan, the organization is committed to formalize a program for on-going employee feedback. This research project would provide a forum to begin collecting that critical data.

Complete results of this survey will be prepared for MVC's next report, in September 2005.







Changing Perceptions *One Customer at a Time*

These words are Donna Thompson's: "It's great to find yourself taking an active role in changing the public's perception about motor vehicles."

Donna, a customer service representative at MVC's Haddon Heights agency, has a history with MVC and its predecessor dating back to 1988. She's seen both the "then" and the "now." The "now" includes a revolution that impacts every employee and customer. As an agency customer service representative, Thompson and hundreds of others are at the frontline of the revolution.

She says the change in customers' and employees' mindset is quite obvious. "We've been able to increase turnaround time dramatically and customers can't believe it. I talk to people everyday who are shocked at how fast the service is."

The ability to provide enhanced customer service is the result of the myriad enhancements implemented in the past two years. Donna says: "The new business process, coupled with updated computers, has been the biggest change."

Greeting customers when they enter an agency, being proactive in reviewing their documents and processing information directly at the counters have created a face-to-face atmosphere previously missing at MVC agencies.

"The opportunity to interact one-on-one with customers has removed a lot of stress and pressure for both parties," Donna says. "We can focus on getting customers in and out as fast as possible now. Customers appreciate that."

HYDROCARBONS

CARBON M



INSTRUCTIONS
1. CHECK ZERO
2. ZERO ADJUSTMENT
3. SAMPLE PREPARATION
4. SAMPLE INTRODUCTION
5. MEASUREMENT
6. CLEAN UP
7. STORAGE

REPLACE
CLEAN F

HYDROCARBON

CHECK ZERO ZERO ADJUST OPEN TEST HOLD TO TEST HOLD TO CALIBRATE

STANDBY SWITCH

CIRCUIT BREAKER POWER ON

STANDBY SWITCH

ON/OFF HOLD PAUSE

The control panel features several knobs and switches. On the left, there is a 'CHECK ZERO' knob with 'SET ZERO' and 'RETURN TEST' labels. Next to it is a 'ZERO ADJUST' knob. To the right is an 'OPEN TEST' knob with 'HOLD TO TEST' and 'HOLD TO CALIBRATE' labels. Below these are a 'CIRCUIT BREAKER' button, a 'POWER ON' button, and a 'STANDBY SWITCH' knob. At the bottom, there are three indicator lights labeled 'ON/OFF', 'HOLD', and 'PAUSE'.

MONOXIDE

Technology



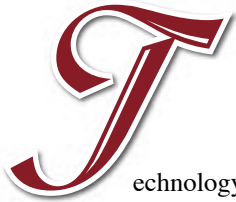
CARBON MONOXIDE

0 1000 2000

1000 2000

PROP. CIRCUIT BREAKER

A control panel featuring two large rotary knobs with curved arrows indicating clockwise and counter-clockwise rotation. There are also several smaller buttons and a 'PROP. CIRCUIT BREAKER' label.



Technology modernization continues to be the cornerstone of the NJ Motor Vehicle Commission's (MVC) reform effort.

MVC's information technology (IT) successes in the last two years focused on modernizing the 45 Motor Vehicle Agencies' technology infrastructure, primarily to pave the way for the Digital Driver Licenses (DDL). During that time, MVC expanded its Web presence with "self-service" options for customers that improve the customer-to-government experience.

Using the Internet to serve customers continues to be a strategic direction for the MVC. In the near future, MVC will extend its Internet strategy to streamline how it interacts with another segment of its customer base – business partners.

MVC's overall modernization strategy can be categorized into three separate but parallel efforts:

Modernization of Agency and Field Operations

Automated Driver License Testing

In January 2005, Driving Testing Centers around the State were provided with software that allowed MVC to discontinue all paper-based testing.

The automated knowledge test for a basic driver license consists of 50 questions, up from the 30-question paper-based test. The new automated test includes newer DWI-related and Graduated Driver License questions. In addition to English and Spanish, MVC provides the knowledge test in Arabic, Chinese, French, Korean, Japanese, Polish, Portuguese, and Russian. The foreign languages were selected based on the frequency of customer requests.

MVC's new system automatically grades and enters results into a database, saving time and removing the possibility of human error. Overall, the updated software has proven to be more secure than the paper-based tests and allowed MVC to eliminate yet another area for potential misuse and fraud.

As an added convenience, MVC is currently accrediting private driving schools to administer its knowledge and vision tests.

Terminals Out, PCs In

With an improved technology infrastructure in place and working, MVC is in the process of replacing all old-style computer terminals. The newer machines will be retail-hardened PCs that lay the groundwork for future enhancements to over-the-counter business, such as credit card processing. Placing powerful, flexible tools in employees' hands improves MVC's ability to deliver enhanced customer service. This on-going replacement strategy is expected to be completed by the end of 2005.

In the Palm of Our Hand

MVC's use of cutting-edge technology solutions continues. The latest enhancements are PC Pen Tablets. This device is essentially a tiny PC that uses wireless technology to access MVC files. MVC introduced tablet PCs to a few agencies in early 2005. Eventually, greeters at all agencies will use this technology to help ensure efficient customer movement. MVC's goal is to empower all greeters to screen information for accuracy and security, saving customers time before they even reach the counter.

Agencies in Medford and Mount Holly first used the tablets as part of MVC's pilot program. After a few weeks and a thorough evaluation of the program, adjustments were made and MVC continued to roll-out the technology to other agencies. Currently, about one-third of MVC agencies are using the technology. This rollout is scheduled for completion in July 2005.

Increasing Use of the Internet

A Helping Hand to Business Partners

There was a time when access to the motor vehicle network was limited to motor vehicle employees using motor vehicle applications at motor vehicle sites. Now, with hundreds of business partners, thousands of employees and millions of on-line customers – each of them demanding expedient, accurate and secure access – MVC recognizes that this scenario is no longer realistic.

Last year, MVC unveiled a Web service strategy to satisfy all MVC customers by helping them to easily find specific services. Citizen-centric online services for driver history abstracts and personalized plates were initially made available. In the coming months, MVC will focus on extending Web service to business partners, who are integral to MVC's ability to deliver its portfolio of services. Among these business partners are banking institutions, lien holders and others.

Creating the Modern Information Systems

Modernization

MVC's immediate concern after it was created in June 2003 was to enhance the customer service experience at the 45 agencies. That meant that core MVC systems had to be put on hold until customer service improvements were made. Today, faced with a deluge of pent-up demand to revamp its primary computer systems, MVC is working closely with a vendor to lay out the vision for its next generation information system.

Why the need for such a massive reconfiguration? MVC is dealing with a much larger population of motorists who need more services in more ways than ever before. Also, the introduction of several State and Federal mandates in the past 10 years resulted in unstructured, overly complicated and fragile systems.

To help guide this critical initiative, a Project Steering Committee was created to shape the vision and goals of this project. Over the next three years, MVC will completely redesign existing systems with modern, more reliable and more adaptable technology.

Technology Advisory Council

The council helps ensure that MVC recognizes the benefits of current technology solutions so that modern facilities and equipment, security and customer service become synonymous with MVC.

Mainframe Comprehensive Computer System Recommendations

- A flexible, secure system designed with a three-tier architecture
- To minimize development costs and effort, use off-the-shelf software, to the greatest extent possible, instead of custom-built applications
- Discuss federal initiatives that may impact MVC's technology modernization efforts
- High-level coordination of technology improvements among MVC, the Administrative Office of the Courts and the Office of Information Technology

Recommendation: Credit Card payments

MVC should have the ability to accept credit card payments at its agencies similar to how retail businesses operate. MVC is working to offer the credit card payment option in 2005.



Technology as a Community Builder

Yvonne Dawkins says that at the core of MVC's massive reform effort is community building. The community about which Yvonne so readily speaks, the community she's witnessed grow over her 36 years with MVC's many incarnations, "Is now receiving the quality of attention that was once missing."

That community includes more than 10,000 MVC business partners, companies with whom Yvonne's Business Licensing Unit works closely.

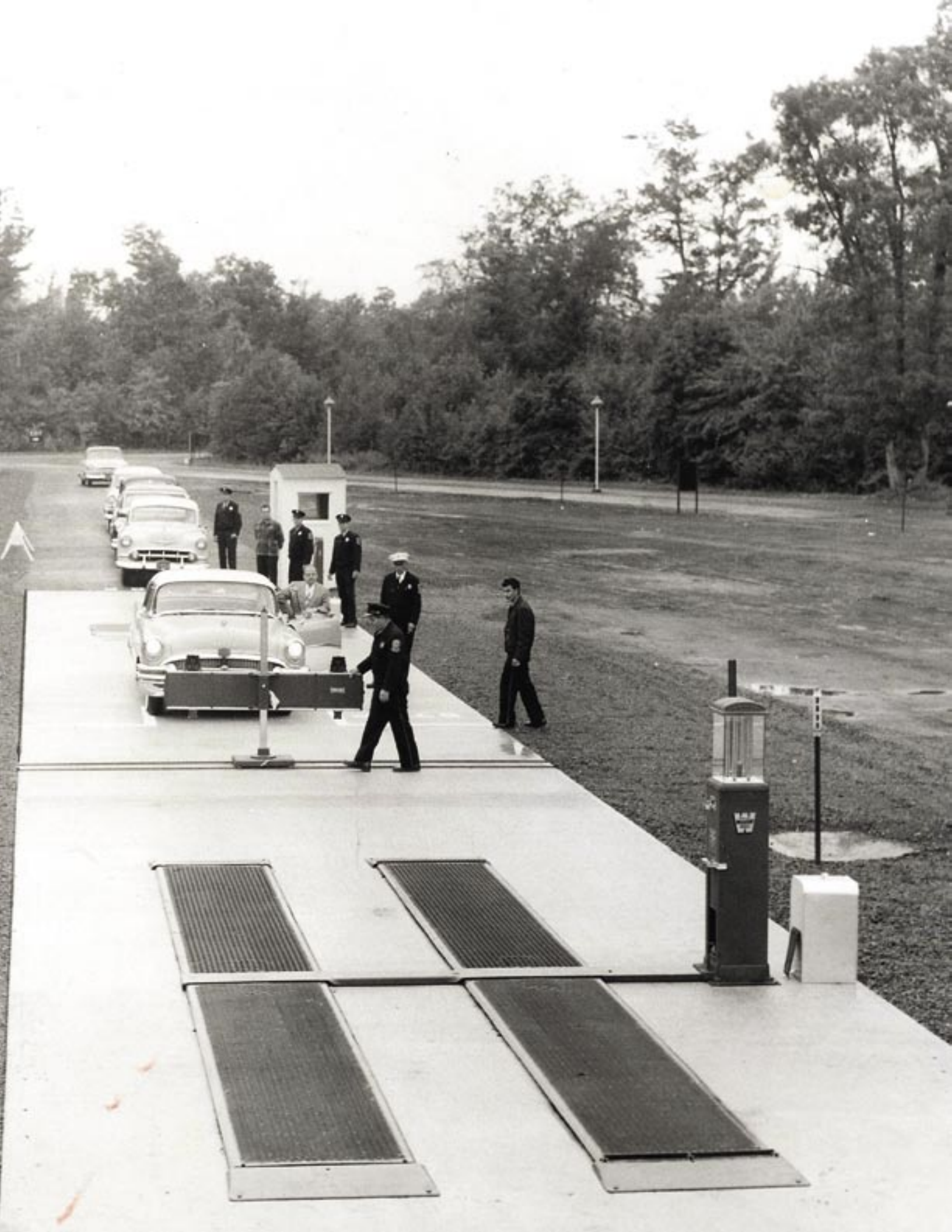
"Things have absolutely been a plus since the Commission was formed," says Yvonne, who supervises 28 of MVC's finest. "What I see now is a community where everyone feels like they're part of a team."

While the recent introduction of the Digital Driver License to the public has been the most significant change Yvonne has witnessed, she acknowledges that smaller technological advancements have been the greatest resources for Yvonne's unit.

"In the past, many areas here at motor vehicles were [technologically] stifled," Yvonne says when asked a 'Then and Now' question. "Now, we have the proper tools to do our jobs, the organization is working to become as advanced as possible and it feels great. I feel like a kid in a candy store."

MVC's mission to become a leader in technology has delivered personal computers to employees, a cutting edge customer Contact Center, and a commitment to redesigning MVC's comprehensive computer system. Employee needs are being met and customer service and business relationships are thriving, she says.

"I think I speak for all employees when I say that we've always prided ourselves on having a great relationship with those that we do business with. In our eyes, it's the best way to get things done."







Mandates



The NJ Motor Vehicle Commission (MVC) is often required by federal or State laws to complete certain motor vehicle-related undertakings. These mandates could impact groups of motorists, from commercial drivers to everyday commuters, the organization in its entirety, or how the organization communicates with other government entities.

MVC has made it a point to efficiently and effectively complete these mandates within the timeline that is attached to these projects. In fact, MVC is utilizing its newest unit, Intergovernmental Relations, in this pursuit.

The MVC Siting Study

Completing Fix DMV initiatives has become habit.

On December 14, 2004, MVC chalked up yet another “check mark” when the members of MVC’s Commission voted to accept Standard & Poor’s Corporate Value Consulting (S&P CVC) much-anticipated Siting Study Recommendation Report. S&P CVC analyzed every MVC facility, from agencies to inspection centers to driver testing locations, and formed dozens of recommendations to improve MVC operations statewide based on 7,500 staff and customer interviews.

MVC decision-makers now face several questions, including: What recommendations would best serve the public interest? What is the budget availability for any or all of these recommendations?

The resolution of these and other questions will only in part be driven by monetary concerns. Like all decisions made by MVC, employee and customer security and safety concerns must be addressed as well. In this case, other concerns include property issues, such as environmental interests and lease-buy benefits.

What’s clear is that MVC has been provided an “improvement blueprint” for its vast portfolio of facilities. MVC has also been provided a strategy to add facilities at strategically placed locations.

Modifying or expanding existing facilities, moving and consolidating others, and adding locations in specific zip code areas are among the recommendations put forward by S&P CVC that could help MVC better meet the needs of the public. S&P CVC

considered public interest factors, such as drive times to agencies and proximity to mass transit, in recommending specific zip code areas in which a new facility could be placed.

To steer MVC through any new site selection process, S&P CVC provided a “Property Selection Tool” as part of the report. MVC will use this computer model as one way to evaluate potential properties within the zip codes specified in the report.

In the coming months, MVC will face these decisions head-on, like it has with every aspect of the organization’s massive reform effort.

More MVC Accomplishments: Federal Commercial Driver License Mandates

Unlike standards adopted by each state for basic driving privileges, commercial drivers in all states are subject to uniform federal requirements.

These requirements are related to permitting, driver testing, license classes, medical qualifications and driving offenses.

Recently, MVC has been planning and implementing two major federal initiatives that involve many of the State’s commercial drivers.

School Bus Endorsement

The Federal Motor Carrier Safety Improvement Act (FMCSIA) requires all states to implement stricter licensing requirements for school bus drivers by October 2005. Under the new rules, school bus drivers must pass a new, more specific written and road test. New Jersey began implementing this mandate in late 2004. In February 2005, MVC began issuing “S” endorsements.

School bus drivers will receive the new school bus-specific Commercial Driver License (CDL) endorsement when they meet the new requirements. (Endorsements allow CDL holders to operate vehicles with specific cargo.) In the past, CDL holders needed only a “P,” or passenger endorsement, to transport school children. The more specific school bus endorsement, the “S” endorsement, will increase safety standards for drivers and, as a result, school children’s safety.

More than 13,000 of the state’s approximately 40,000 licensed school bus drivers have been tested through a customer friendly “group testing” program set up by MVC. Forming partnerships with school bus carriers, driver associations, school districts and



MVC's Team 12

Wayne Stein, currently a Safety Specialist 1 and Team 12 member, has spent the last 6 1/2 years “delivering” his services in an effort to make school buses safer for students across the state.

Focusing on tires, front ends, shocks, brakes, emissions and a laundry list of other items, Team 12 puts its expertise into practice by inspecting an average of 15 buses per day, roughly 75 buses every week and an estimated 4,000 buses each year. “The key to our success,” says Stein, “is our team make-up.”

Team 12 has nearly 100 years of combined mechanic and inspection experience. Stein, who recently celebrated 32 years of motor vehicle service, says he has grown to love the work. “I truly enjoy inspecting vehicles. My job is easier because our team works well together. We have five knowledgeable guys all checking each other’s work and offering opinions. We’re a real tightly knit group.”

It’s that attitude, expertise and professionalism that help MVC reach thousands across the state each day in a positive way. “If you love your job it should be fun. We all enjoy the job that we do and have a lot of fun doing it.”

Building great relationships with business partners has proven to be another piece of the puzzle, says Stein. “I think bus companies really respect what we’re trying to do. They appreciate that we make the effort to visit them. The process saves time for everyone involved.”

Although inspection procedures have for the most part remained the same, he says, the attitude has changed. “People’s perception of our unit, and the entire organization for that matter, has gotten better. We work around schedules and try to be accommodating.”

other entities has allowed MVC to administer the new rules efficiently.

MVC began communicating these requirements to the school bus driver population in October 2004. Targeted outreach continues today. MVC's commitment to all motorists is to communicate all information that affects them. For the school bus driver population, a new brochure was created and an "S" section was added to MVC's Web site. Informational fact sheets, special notices, packets and study manuals in English and Spanish are among other ways MVC has communicated with drivers and employers.

Hazardous Material Endorsement

Another CDL-related improvement MVC is implementing involves in-depth background checks for all drivers who transport hazardous materials (HAZMAT). These improvements are outlined in the USA PATRIOT Act, which designates the federal Transportation Security Administration (TSA) to oversee all background checks.

The new rules pertain specifically to running drivers' fingerprints through international, federal, state and various known-terrorist databases. Applicants must be fingerprinted and submit an application to TSA, which will notify MVC of New Jersey-based applicants' eligibility. Nearly 60,000 commercial drivers who hold "H" endorsements in New Jersey are affected by these rules. Drivers will have to complete these steps when renewing their CDL endorsement. First-time applicants began the process in February 2005.

This initiative required MVC to undertake an enormous educational campaign to inform those affected. The campaign continues. Many of the communication tools and strategies MVC is using to inform school bus drivers of their new endorsement are being used to inform HAZMAT drivers and motor carriers of new rules that now affect them.

Intergovernmental Relations

Making its debut as the New Jersey Motor Vehicle Commission's (MVC) newest departmental area, the Intergovernmental Relations (IGR) Unit has already made a sizable impact upon MVC Operations. Prior to the Unit's creation, MVC rarely interacted directly with lawmakers concerning potential legislation. This resulted in a number of unfunded mandates being passed onto the Commission.

With the creation of the IGR Unit, lawmakers now have an avenue where they can discuss potential legislation both prior to introduction and throughout the legislative process. As a result, when new proposals

move through the legislative process, lawmakers are assured their intent will be accomplished in the most efficient and effective method possible.

During the last six months, the IGR Unit has advised lawmakers on a number of initiatives, including the four-year registration bill and the recently enacted law banning hand-held cell phones while driving. This collaboration has not only resulted in laws that are crafted with a deeper understanding of how MVC functions, but it has also assisted the Commission by enabling it to prepare ahead of time for new programs or functions that will soon be required.

A Debate on License Suspension Fairness

Upon MVC's creation in 2003, a mandate for an Affordability and Fairness Task Force was also created. By law, the task force must review and analyze the fairness of driver license suspensions, New Jersey's point system and any related, but unintended, consequences.

Based on those findings, the 19-member task force will issue a report to the Governor and the Legislature that may recommend changes to provisions of current laws. The task force initially met on February 25, 2005 and must issue its report within 12 months.

Recommendations to modify New Jersey's insurance surcharge program, alter the Parking Offense Adjudication Act and change certain court-issued penalties could result. Moreover, the task force could recommend extending limited driving privileges to some suspended drivers through a so-called "work license."

License suspension trends, new mechanisms to help low-income drivers restore their driving privilege, and increasing the collection rate of surcharges are additional issues facing the task force.

To aid the task force in its work, the Voorhees Transportation Center (VTC) at Rutgers University began researching these issues on behalf of MVC in December 2004. Data gleaned from a survey of 7,500 randomly selected New Jersey residents who've been suspended from driving will also be helpful. Additional analysis of the issue using New Jersey driver records and surveying other states' experience is ongoing.

The Business Advisory Council

In 2004, this council met three times and communicated often with MVC's business partners. Its concern is improving MVC's business processes by conferring with those immersed in them: Public and private partners, regulated entities and interest groups.

Case Study: Salvage Titles

A five to eight week backlog in Trenton was slowing MVC's processing of salvage titles. Insurance companies and salvage auctions – which resell damaged vehicles – were upset. Complaints came from both, and then from legislators representing them. To resolve this situation, MVC diligently eliminated this backlog before 2005 and is studying long-term remedies with the council's advice to prevent a reoccurrence.

To eliminate the backlog, MVC needed to learn industry concerns, so it sponsored two Salvage Forums in 2004. Auction owners requested that MVC's Web site provide relevant information and common forms for printing. MVC responded. This response is helping eliminate phone calls and in-person appearances for salvage-specific information and forms.

For even more effective communication, MVC created an e-mail group for salvage title stakeholders, who are now regularly updated on short- and long-term progress.

Four-Year Accelerated Registration Program & Elimination of Passenger Automobile License Plate Decals

In October 2004, MVC instituted a four-year registration cycle for new vehicles. At the same time, MVC stopped requiring license plate decals that display a vehicle's registration expiration date.

Following this council's recommendation, MVC created fact sheets for dealerships, developed a Web-based "registration calculator" and effectively communicated this information to car dealerships and other affected entities. One business touched by the new rules is NJ CAR, MVC's dealer agency, which helped MVC refine its communication strategy.

Strategic Planning: How Will We Get to Where We're Going?

The NJ Motor Vehicle Commission (MVC) put its strategic planning process into action in early 2005, joining the ranks of thousands of government and private entities that use similar processes to meet goals and mandates.

MVC is building on momentum created through successful projects like the Digital Driver License, Saturday Hours and the MVC Siting Study with Standard & Poor's Corporate Value Consulting. Each of these has helped pave a path toward success. The strategic planning process will bring more success in the years to come.

The process MVC will follow was detailed in the organization's March 2004 Service Assessment. Through the strategic plan, MVC can "look" three years into the future, using annual action plans to achieve goals. Each year, a new set of annual plans will be created, keeping MVC three years ahead of the curve.

Benefits of the strategic planning process include:

- Satisfying MVC's obligation to meet Fix DMV report mandates that later became law in the Motor Vehicle Security and Customer Service Act of 2003
- Linking employees' daily work to overall MVC and area-specific goals, allowing employees to align their work with MVC's long-range goals
- Permitting MVC to remain flexible by continually assessing and adjusting, if necessary, strategic directions in response to a changing environment.

The steps that make up this process include:

- Development of an "environmental scan" of MVC, consisting of input from MVC directors, customers, employees and Advisory Councils, among others, and put forward by the organization's Strategic Planning Office through a "SWOT" analysis of strengths, weaknesses, opportunities and threats.
- Identification of dominant tactical plans from each unit
- Linking forward thinking to the budgetary process and MVC's Information Technology plans

This process calls for creativity and accountability from ALL employees at the organization. Its ultimate goal is to mold MVC into the model for the delivery of motor vehicle services.

PROPOSED ANNUAL BUDGET

For Fiscal Year Ending June 30, 2006

Resources

FY 2005 Reappropriation	\$ 55,080,705
MVC Base Budget	196,215,596
New Fees	62,870,280
MVC Trust Fund Eligible Capital Proceeds	56,635,000
Commercial Vehicle Enforcement Fund	8,144,600
Security Responsibility	14,700,000
Bus Inspections - School and Commercial	1,907,000
Grant Awards	5,568,475
TOTAL RESOURCES	\$ 401,121,656

Operating Expenditures

Salaries & Fringe	\$ 139,247,711
Materials and Supplies	5,789,003
Services Other Than Personal	32,595,048
Maintenance and Fixed Charges	7,400,950
Claims & Indirect	2,000,000

Special Purpose:

Vehicle Inspection Program	73,968,000
Agency Modernization	5,182,000
Digitized Driver's License	2,066,000
Graduated Driver's License	775,000
Reflectorized Plates	4,600,000
On-Line Registrations	3,191,000
Bus Inspections - School and Commercial	4,920,000
Surcharge Administration	3,261,000
Additions, Improvements, Equipment	1,500,000
TOTAL OPERATING EXPENDITURES	\$ 286,495,712

MVC Trust Fund Capital Projects

Infrastructure	\$ 1,840,000
Systems and Applications	21,000,000

continued..... >

eMVC	740,000
Supporting Technologies and Process	0
Other	33,055,000
SUBTOTAL MVC TRUST FUND CAPITAL PROJECTS	\$ 56,635,000
<i>Non-MVC Trust Fund Capital Projects</i>	
Technology	\$ 10,021,631
Capital Equipment	4,397,586
SUBTOTAL NON-MVC TRUST FUND CAPITAL PROJECTS	\$ 14,419,217
<i>Other Fund Supported Expenditures</i>	
Commercial Vehicle Enforcement Fund	\$ 7,100,000
Security Responsibility Fund	14,700,000
SUBTOTAL OTHER EXPENDITURES	\$ 21,800,000
<i>Grant Funded Projects</i>	
Commercial Driver's License	\$ 2,155,835
Motor Carriers	212,291
MCSIA	3,080,000
HAVA	120,349
SUBTOTAL GRANT FUNDED PROJECTS	\$ 5,568,475
TOTAL EXPENDITURES	\$ 384,918,404
TOTAL RESOURCES	\$ 401,121,656
TOTAL EXPENDITURES	\$ 384,918,404
SURPLUS / (DEFICIT)	\$ 16,203,252

