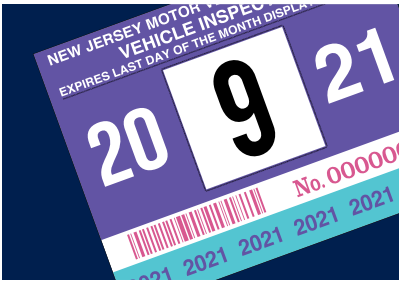
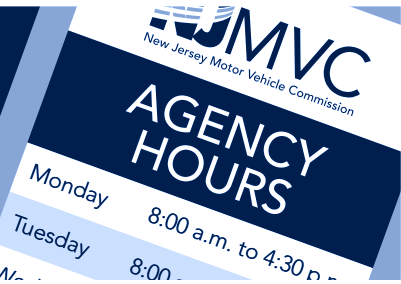


2019

Annual Report



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Message to Our Customers

2019 was a year of remarkable accomplishment for the New Jersey Motor Vehicle Commission. Our new look and logo reflect not just an aesthetic change, but a real overhaul, and substantive improvement in our systems and our organization—all in service to our customers, the people of New Jersey.

The federal mandate to offer **REAL ID** licenses and IDs proved an enormous challenge – one that the old MVC just couldn't meet. Fortunately, with the best team on the planet (my humble opinion), we pulled together and laid out all the improvements we needed to be ready for **REAL ID**.

In these pages you will see our **REAL ID** Readiness program in detail: upgrades, new systems, staffing strategies, and organizational change. An astonishing number of IT projects, installed and completed in record time with the help of our OIT partners. A massive change in our hiring and staffing to put more people at customer-facing counters and provide the training and resources they need.

And then you'll see our **REAL ID** Rollout – not just implementation, but the training, communications, and continuous improvement involved in a successful launch. You'll see an ambitious communications strategy to educate the people of New Jersey.

Our **REAL ID** mission launch comes down to two key objectives:

1. Everyone who needs a **REAL ID** gets one before they need it. Not everyone needs a **REAL ID**, but if you do, it's our job to get it into your hands before you need it.

AND

2. Every customer visit is successful. We don't ever want to send a customer home because they don't have the right documents. That means reaching them before they come in, with all the information they need. We even set up a special website for just that - helping to simplify and walk our customers through the process – at **REALIDNJ.com**.

We're not done with **REAL ID** implementation. And we're not done improving customer service. But I hope that this report gives you an idea of what a group of talented, motivated, dedicated people can accomplish together. As we say in our new Vision Statement: **We are driven to set the standard** for efficient, innovative, and responsive government services.

DRIVING  FORWARD

B. Sue Fulton
NJMVC Chief Administrator

Mission, Vision, and Values

The New Jersey Motor Vehicle Commission recently took a step back to reassess ourselves and our mission and then set down our principles for service. We invite you to take a moment to look these over. At their core, they tell the story of our team's aim to deliver as we drive forward every day for you, our valued customers.



New Jersey Motor Vehicle Commission




MISSION
We serve the people of New Jersey by promoting motor vehicle safety, earning the public trust through the integrity of our documents and services, and delivering exceptional service.




VISION
We are driven to set the standard for efficient, innovative, and responsive government services.





New Jersey Motor Vehicle Commission



CORE VALUES



Professionalism
We are dedicated to our profession of public service, and committed to quality and efficiency in all our work.

Integrity
We work with the highest standards of integrity and honesty, producing documents that are universally recognized as secure and valid. We vigorously fight fraud.

Respect
We are courteous and supportive in all of our interactions with customers and colleagues. We foster an environment that encourages career development and recognizes the contribution of all individuals. We are proud to serve one of the most diverse states in the nation, and that we treat every individual with respect and dignity regardless of race, religion, gender, national origin, sexual orientation, or ability.

Creativity
We approach challenges with creativity and flexibility. We are constantly searching for ways to improve how we do business and to create more value for those we serve.

Accountability
We are accountable for what we say and do. We say what we mean and we do what we say.

REAL ID READINESS



NJMVC Technician Nnamdi Ezewuiro walks New Jersey 101.5 correspondent David Matthau through the **REAL ID** process step-by-step during the Trenton Regional Agency's beta test.

In 2018, we did a deep-dive review to assess our readiness to implement **REAL ID**. What we found was troubling: some of our systems were aging out, there was minimal use of online services, our counter staffing dipped below 50% at the busiest times, and worst of all, we had no way to even measure our wait times in the agencies. If we didn't make major change, offering **REAL ID** would be a disaster.

The level of change over the past year – the number of projects undertaken and completed, the drastic changes in staffing and operations – is a testament to remarkable people at every level in the Motor Vehicle Commission. Here are some of our major accomplishments.

REAL ID Readiness Initiatives Completed in 2019

- ▶ "Take-a-ticket" queuing system
- ▶ Increased customer-facing staff
- ▶ New point-of-sale payments system
- ▶ New servers
- ▶ Website revamp
- ▶ Online "Skip the Trip" services added
- ▶ Expanded weekend hours
- ▶ Updated DARTSS driver testing system

SKIP THE TRIP

“Every online transaction not only means convenience for the customer, but reduces the foot traffic at the agency, building our capacity for **REAL ID.**”

Sue Fulton
NJMVC Chief Administrator

Online Services

Standard license/ID renewals	138,511
License/ID replacements (duplicates)	23,299
% Standard license renewals + replacements done online	17.5%
% Registration renewals + replacements done online	38.9%

These data reflect the time period since the launch of online license renewals & replacements, May, 2019.

To prepare for the coming of **REAL ID**, one of our first orders of business was to revamp the NJMVC website, turning a dense, difficult-to-navigate site into a pared-down, welcoming one. The fresh new platform is also more intuitive, and aligns with agency priorities. These include offering easy access to online license and registration renewals as well as other services enabling customers to “Skip the Trip.”

This effort to reduce agency congestion resulted in the MVC issuing through its online portal more than 128,000 standard licenses and ID renewals and 22,000-plus standard license and ID replacements in 2019. That’s potentially some 150,000 fewer customers in the agencies, freeing up resources and personnel for transactions that require agency visits.



Mobile Units

Agencies-on-Wheels

“The MVC’s Mobile Units offer fast, friendly, and convenient services. This amounts to time saved and easier access for our residents, who in some cases – due to disability, transportation or schedules – find it challenging to get out to an agency.”

Annette Chaparro
Assemblywoman, 33rd District

2019
 Our Agencies-on-wheels traversed the state, covering close to 25,000 miles and visiting more than 90 towns.



NJMVC deployed its Agencies-on-Wheels to 90 stops in 2019, delivering fast and convenient services to residents throughout the Garden State.



The NJMVC’s Mobile Units emerged as another strategy to stave off in-agency congestion, as the Commission shifted into high gear to revitalize the program. In 2019,

our Agencies-on-Wheels traversed the state, covering close to 25,000 miles and visiting more than 90 towns and other locations. Services offered range from standard driver license renewals and replacements to veteran placards, license plate disposal and more. As a new feature added to the operation, Mobile Unit teams were joined by NJMVC’s Inspection Services unit teams at stops to offer customers emissions checks.

	New Driver Licenses	Drivers License Renewals	New Non-driver IDs	Non-driver ID Renewals	Registration Renewals	Disabled Persons Placards	Disabled Veteran Placards	Purple Heart Placards	Surrendered Plates	Veteran Indicator
Mobile 1	167	591	187	141	558	130	373	11	1,410	337
Mobile 2	112	304	72	57	605	60	70	2	621	101
Total	279	895	259	198	1,163	190	443	13	2,031	438

Upgraded Systems

In the lead-up to the launch of **REAL ID**, the new federal standard for driver licensing and identification, the MVC embarked on a sweeping revamp of its agency practices, operations, and equipment. This also included the hiring and fielding of hundreds of new personnel. These changes were an integral

part of ensuring all MVC agencies were adequately equipped with the tools needed to see the **REAL ID** initiative through to a successful outcome. Debuting in lockstep with the **REAL ID** campaign, the changes included:



Adding a “take-a-ticket” queuing system to allow agency managers to track wait times and speed customer flow.

Replacing computer servers and adding nearly 900 new PCs, keyboards and monitors at all 39 NJMVC agencies.

Transitioning our DARTSS driver testing system to faster, more reliable software and incorporating additional languages needed to serve New Jersey's increasingly diverse customer base.



Upgrading our point-of-sale payment system with cloud-based technology that expands the Commission's ability to scan credit cards. Eventually this technology may be used for electronic driver licenses and QR codes that can link directly from the NJMVC website to a customer's completed application.





Giving a digital makeover to the NJMVC call center, transitioning from an antiquated platform to the AVAYA System. This new, integrated system enables the Commission to better handle the large volume of calls received, as well as to implement future innovations like interactive voice response.



Building our own computerized appointment system for the orderly phase-in of **REAL ID**, allowing staff to pressure-test agency systems and gain full proficiency, while simultaneously enabling customers to avoid long in-agency wait times.

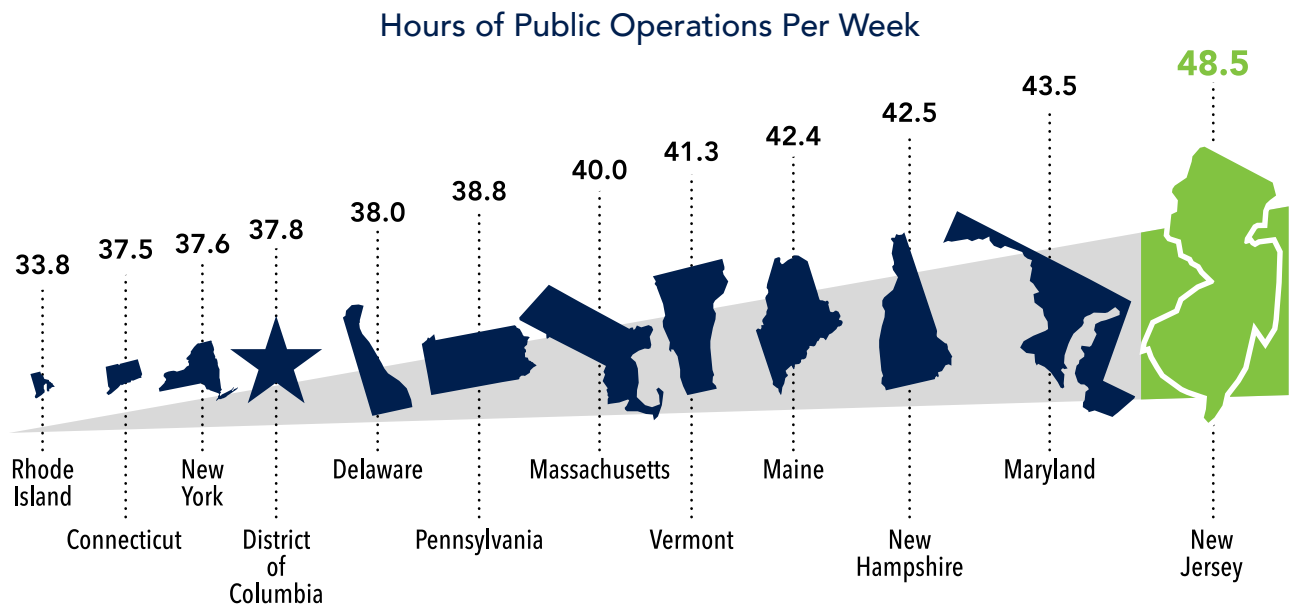
More than
32,000
appointments
scheduled



NJMVC teamed up with Lambertville, N.J.-based Oxford Communications to develop an attention-grabbing animated video to alert the public about the coming of **REAL ID**.

Developing and launching REALIDNJ.com, an interactive microsite dedicated to **REAL ID** in New Jersey. The site includes FAQs as well as customer notification and appointment systems for **REAL ID**. It also features an interactive document selector, so customers know exactly which documents to bring to an agency. In only a few short months, the site scheduled over 32,000 appointments for **REAL ID**.

Agency Hours



The NJMVC reorganized agency operating hours to achieve improved service for our customers. We also added two hours to our Saturday schedule and staffed the agencies with specially hired part-time workers. Even

with the changes, the NJMVC retained its position as the undisputed leader across the region for the number of hours per week – 48.5 – that our agencies are open to service our customers.

Agency Operations

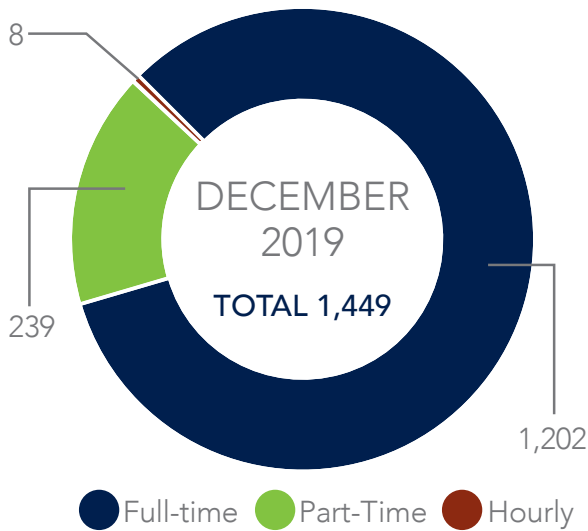
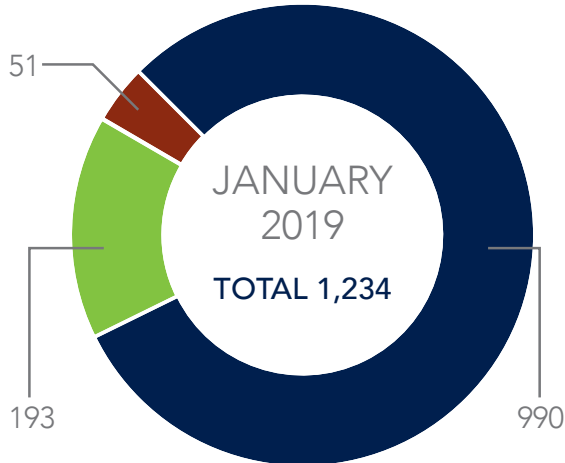
To improve consistency in both business processes and messaging throughout all 39 motor vehicle agencies, the Coordinators and Compliance Officers within the Division of Agency Services were centralized to form a newly created Division of Agency Central Operations. The centralization of resources has leveraged expertise at the Agency, Regional and Trenton Office Complex levels, resulting in expanded coverage throughout the state. Coordinators and Compliance Officers now work closely together in monitoring agency functions, identifying risks, inconsistencies, and training needs, as well as communicating established policies and procedures in a uniform manner.



As seen here in Cardiff, Atlantic County, top MVC management was on hand each time a REAL ID-compliant agency was added.

Agency Staffing

Number of Customer-facing staff
(in agencies)



MVC staff prepares to greet applicants interviewing for one of some 300 customer-facing position openings to improve agency services ahead of the rollout of REAL ID.

Employees underwent two days of REAL ID-issuance training at the Trenton Office Complex headquarters to ensure all our customers receive the most efficient and reliable service possible.

The NJMVC added **215 additional customer-facing agency staff** in 2019 in order to help address the anticipated increase in agency traffic resulting from added driver license and non-driver ID processing time brought on by the launch of **REAL ID** in New Jersey. The increased staffing and a change in agency operating hours to a 40-hour, 8:30 am-4 pm Monday-Friday schedule, enabled the Commission to reduce backups in the agencies by opening each day with 100 percent staffing at our windows, up from as little as under 50 percent in many cases. The MVC moved its full-time staff to weekdays, and shifted its hourly workers to part-time status, working Saturdays almost exclusively.



The NJMVC takes great pride in its employees, who embody all the values that guide the operation, namely professionalism, integrity, creativity, respect and accountability. (photo from Trenton Regional Agency)

Security and Investigations



The Division of Security, Investigations and Internal Audit is primarily responsible for the protection of the Motor Vehicle Commission's infrastructure, employees and customers. Security & Investigations personnel assist Agency Operations in the detection of routine attempts to defraud the MVC and its customers. The Division is comprised of three Units; Security and Investigations, Investigative Support Services, and Internal Audit.



REAL ID Readiness Results

REAL ID

Arranged
more than
32,000
Appointments

Issued
7,000
REAL IDs

We improved our customer service in 2019 by hiring, reorganizing staff, and deploying new systems, all of which achieved remarkable wait time stats – which will be our pre-**REAL ID** baseline. **REAL ID** will push that up. It will be our goal – and a monumental task – over the next two years to get that number back to our baseline.



STANDARD



REAL ID Rollout

Most New Jerseyans have no idea what **REAL ID** is. We embarked on an aggressive campaign to inform and educate the public – while also trying to manage expectations. We needed to ramp up our capacity as quickly as possible – with employee training and software rollout and debugging – while managing the level of demand. We couldn't have 6.5 million drivers come into our agencies all at once! Our appointment systems would help with that, managing the volume of customers while we got faster and more efficient.



Chief Fulton took to the podium at a September 18 press conference to announce the phased rollout of **REAL ID**.



Organ Donation

“People who represent that gift of life, being in a motor vehicle agency and checking that box, noting that you’re willing to be an organ donor, that helps us get needed organs to people right at the point when they need it most.” – NJMVC Chief Sue Fulton addressing representatives from the New Jersey Sharing Network during Donate Life’s National DMV Appreciation Week in September 2019.



Representatives from the NJ Sharing Network, accompanied by organ donors and recipients, presented Chief Fulton with a plaque and a banner for the TOC lobby to recognize the important contributions from the NJMVC and its customers to this life-saving program.

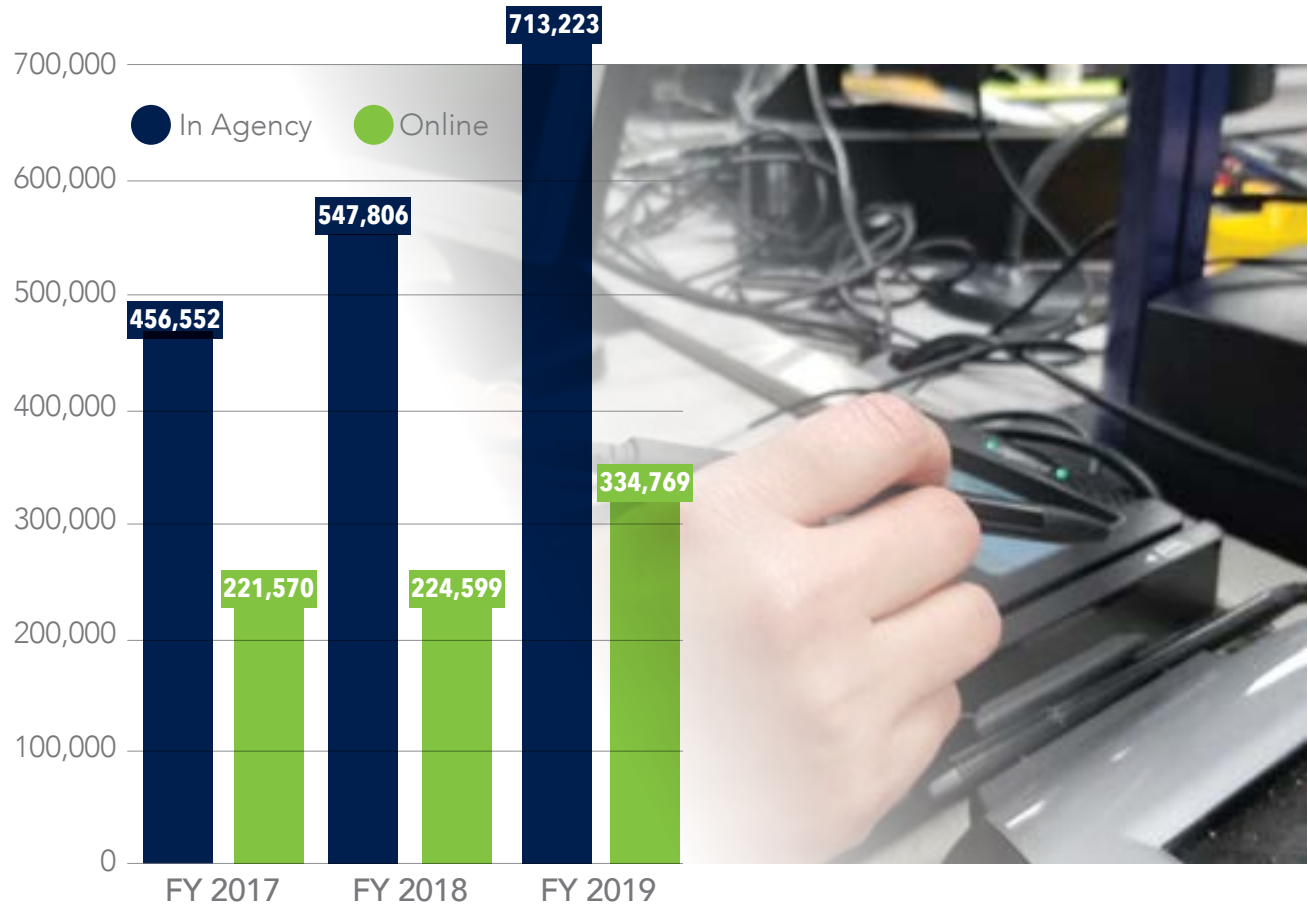


Voter Registration



The NJMVC marked one year of automatic voter registration, made possible through legislation signed into law by Governor Phil Murphy. New technologies enabled 713,223 residents who were applying for licenses, an examination permit, a probationary driver license or non-driver ID to simultaneously register to vote in 2019.

Yearly Voter Registration/Verification



Our People

The remarkable accomplishments of 2019, and the exceptional service we strive to provide the people of New Jersey, are only possible with a diverse team of talented and caring professionals. We are proud of the people of the Motor Vehicle Commission and the work they do every day to serve our customers.



Budget

New Jersey Motor Vehicle Commission FY 2019 Annual Budget Report

	Actuals ¹	Budget ²
Resource		
Reappropriation		
Surplus/(Deficit) Adjustment ³	\$37,760	\$52,775
Transfer Adjustments In/(Out) ⁴	\$8,001	\$7,596
Operating Resources		
MVC Base Budget	\$317,995	\$331,051
Security Surcharge (\$7)	\$43,310	\$41,102
Digital Driver License Fee (\$6)	\$14,862	\$13,719
Sub-Total Operating Resources	\$376,167	\$385,872
Dedicated Resources		
Commercial Vehicle Enforcement Fund	\$16,254	\$15,398
Commercial Bus Inspections	\$963	\$793
School Bus Inspections	\$1,251	\$1,221
Omnibus	\$19	\$13
Motorcycle Safety Education Fund	\$473	\$461
Security Responsibility ⁸	\$23,533	\$21,900
Texting While Driving Campaign	\$2,282	\$2,154
Other Various Dedicated Revenues	\$1,156	\$494
Sub-Total Dedicated Resources	\$45,931	\$42,434
Bond Fund		
Bond Fund Reappropriation ⁵	\$4,127	\$2,306
Bond Fund Interest ⁶	-	-
Sub-Total Bond Fund	\$4,127	\$2,306
Grant Funds		
Prior Year Grant Award Balances ⁷	\$3,094	\$2,383
Grant Awards	\$1,490	\$1,264
State Match Grant Accounts	\$210	\$304
Sub-Total Grant Funds	\$4,794	\$3,951
TOTAL RESOURCES	\$476,780	\$494,934

	Actuals ¹	Budget ²
Expenditures		
Operating Expenditure		
Salaries & Fringe	\$170,926	\$193,296
Materials and Supplies	\$15,534	\$16,234
Services Other Than Personal	\$59,998	\$71,046
Parsons Inspection Contract	\$35,499	\$35,217
Maintenance and Fixed Charges	\$6,269	\$6,885
Claims and Indirect	\$-	\$507
Additions, Improvements, Equipment	\$15,630	\$17,718
Sub-Total Operating Expenditures	\$303,856	\$340,903
Dedicated Fund Supported Expenditures		
Commercial Vehicle Enforcement Fund	\$5,349	\$5,705
Commercial Bus Inspections	\$2,572	\$3,382
School Bus Inspections	\$8,579	\$9,384
Motorcycle Safety Education Fund	\$61	\$546
Texting While Driving Campaign	\$1,294	\$1,370
Omnibus	\$18	\$15
Security Responsibility ⁸	\$23,533	\$21,900
Sub-Total Dedicated Expenditures	\$41,406	\$42,302
Bond Fund	\$1,718	\$1,821
Grant Award Expenditures	\$2,313	\$2,260
State Budget Contributions⁹	\$62,516	\$92,590
TOTAL EXPENDITURES	\$411,809	\$479,876
Total Resources: All Funds	\$476,780	\$494,934
Total Expenditures: All Funds	\$411,809	\$479,876
Surplus/(Deficit): All Funds ¹⁰	\$64,971	\$15,058

¹ FY 2019 Actuals are based upon close-out, which includes expended and encumbered through July 31, 2019.

² FY 2020 Budget is the approved amount through the Executive and Legislative Processes (Approp Act) and includes any carry-forward of funds for projects deferred from FY 2019.

³ Surplus Adjustment excludes prior year grant balances and bond fund reappropriations. The FY 2020 Surplus is per the final 2020 Budget submission to OMB.

⁴ Transfer Adjustments are those funds identified through Memoranda of Agreement for services not specifically listed in the expenditure categories.

⁵ Bond Fund Reappropriation includes unexpended interest earnings from prior fiscal years and is based on the Fiscal Plan submitted to Treasury that includes FY 2019 actuals.

⁶ No Bond Fund interest is anticipated to post to the Treasury Accounting System.

⁷ Prior year federal grant program funding balances for ongoing projects.

⁸ Security Responsibility revenues equals its expenditures.

⁹ State Budget Contributions are those funds made available through expenditure reductions as directed through budget language or a Department of Treasury request to help close the State's budget deficit.

¹⁰ For FY 2019, \$60.081 million of surplus balance is MVC operating and dedicated funding balances. The remaining \$4.89 million surplus is grant and bond monies. For FY 2020, \$12.882 million of surplus balance is MVC operating and dedicated funding balances. The remaining \$2.176 million surplus is grant and bond monies.

Board of Directors



Gurbir S. Grewal
Attorney General

Former Bergen County Prosecutor and Assistant U.S. Attorney for the Eastern District of New York and District of New Jersey. General Grewal was sworn in as New Jersey's 61st Attorney General January 16, 2018.



Diane Gutierrez-Scaccetti
Commissioner of Transportation

Former Executive Director, New Jersey Turnpike Authority, and former Executive Director and CEO, Florida's Turnpike Enterprise. Member of the Board of Directors of the American Association of State Highway and Transportation Officials, the International Bridge, Tunnel and Turnpike Association, and the Northeast Association of State Transportation Officials.



Diane Legreide
Board Member

Former Director of NJ Division of Motor Vehicles, and first NJMVC Chair & Chief Administrator, 2002—2008. Former Vice Chair of the New Jersey Casino Control Commission and Deputy Chief of Staff to former Governor Jon Corzine.



Elizabeth Maher Muoio
State Treasurer

Former Assemblywoman representing the 15th Legislative District, former Chair of the Mercer County Board of Chosen Freeholders, former Director of Economic Development and Sustainability for Mercer County, and former member of the Board of Directors of the Princeton Regional Chamber of Commerce.



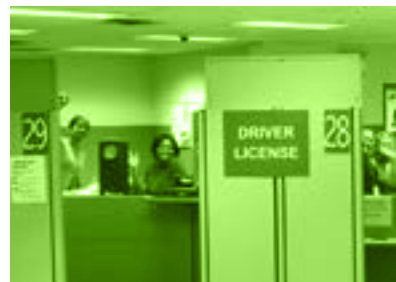
Stephen S. Scaturro
Board Member

Director of Consumer Affairs for Ocean County, Legislative Aide for Senator James Holzapfel, and Vice President of the Ocean County Vocational Technical School Board of Education. Past President Brick Chamber of Commerce and Rotary International. Retired U.S. Army and Air Force veteran.



Walter S. Orcutt
Board Member

Executive Vice President NVE Pharmaceuticals. Former Mayor, Township of Blairstown, former Chief of Staff for former Assembly Speaker Garabed "Chuck" Haytaian, and former Assistant Executive Director, New Jersey Housing and Mortgage Finance Agency (NJHMFA).



NJ MVC

New Jersey Motor Vehicle Commissioner

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Trenton, NJ 08666

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