



Toward a Self-Service Model of Efficiency

NEW JERSEY MOTOR VEHICLE COMMISSION

March 30, 2006 Service Assessment



MESSAGE FROM THE CHIEF ADMINISTRATOR



When the New Jersey Motor Vehicle Commission last assessed its services, in September 2005, the organization's reform efforts were successfully, undeniably moving forward. Today, the same is true.

Consistent security and service improvements, innovations and enhancements, as shown in the results of a comprehensive survey completed by Rutgers University, are now an MVC mainstay.

One intended consequence is more efficient government for the citizens of New Jersey.

Among our enhancements are:

- School bus inspection records, uploaded in real-time, now on MVC's Web site
• Shorter wait times through intelligent policy decisions
• Important recommendations from the Affordability and Fairness Task Force
• A new MVC mailroom that saves the state thousands of dollars each month
• Amended auto dealer regulations that ensure the integrity of official documents.

MVC marches on toward excellence. Our distinguished corps of employees will continue to work aggressively to find more efficient ways to do business in our varied operations.

In the spirit of responsible governance, I transmit for your review MVC's March 2006 Service Assessment.

Respectfully,

Handwritten signature of Sharon A. Harrington

Sharon A. Harrington

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1) EAGLETON INSTITUTE EMPLOYEE AND CUSTOMER STUDY

In October 2005, the Center for Public Interest Polling (CPIP) at Rutgers University completed a study designed to gauge key MVC stakeholder groups' satisfaction. The study tapped individual customers', business partners' and MVC employees' experience. To facilitate this study, CPIP carried out customer focus groups, conducted 1,500 telephone surveys and completed a confidential Web survey that was also made available through the mail.

CPIP presented the final data on October 18, 2005. These results are helping steer MVC in its mission to provide the best in customer service while integrating superior business processes and enhanced security in everyday operations.

In MVC's favor, results of surveys and focus-group discussions reflected a vast increase in the level of stakeholder satisfaction with MVC services from the previous survey, which CPIP conducted in 2003. In fact, a comparison between the results of the 2005 and 2003 studies highlights a credible, significant improvement in stakeholders' perceptions of MVC.

The study's focus on these three principal stakeholder groups will guide MVC's refinement in practices and processes related specifically to each principal group. To that end, MVC has examined the findings through a three-tiered prism. MVC has designed improvements in areas identified by each sector, according to CPIP's findings.

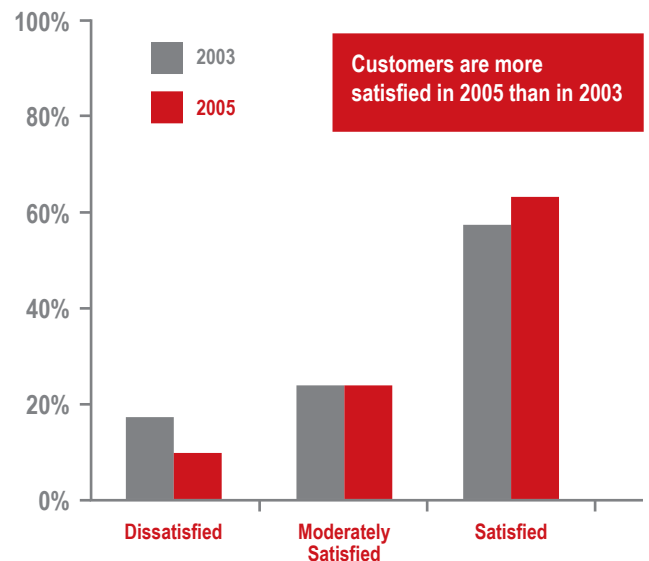
Individual customers reacted positively to MVC office hours and staff, despite a lingering confusion about the organization's name. Nearly eight of 10 individual customers surveyed praised MVC staff as efficient, courteous and very helpful, representing an approximate 13-percent increase from 2003 in the aggregate rating of these three categories. Improved hours of operation also earned higher plaudits over 2003. Increased hours of operation earned MVC a "very convenient" rating, up to 63 percent from 51 percent, in just about two years. This acknowledgement was complimented by a lower median reported wait time at MVC agencies, to just 10 minutes, down from 20 minutes in 2003.

A key finding also showed the need for MVC to provide consistent levels of service. Some customers from the business and individual sectors noted that information provided by MVC differs occasionally from agency to agency. They noted that a perception of, "If you go to this agency, you can get this done," exists. MVC is working to ensure that agencies provide uniform information to rectify this issue.

Business partners, including used car dealers, bus companies and driving schools joined individual customers in reporting higher levels of satisfaction. On a scale of zero to 10, with 10 representing the highest satisfaction level, 73 percent rated MVC at seven or higher, up 12 percent from 2003. These respondents also observed a reduction in their wait time from an average of 10 minutes in 2003 to just seven minutes. Additionally, transaction speed for surveyed business partners improved, with 68 percent reporting transaction times of 10 minutes or less; in 2003, just 48 percent reported similar transaction times. Finally, a 78 percent "very convenient" rating for hours of operation represented an 18 percent rise from 2003. This improvement eclipsed even the approval level among surveyed individual customers.

Customer Satisfaction

How satisfied are you with the job the DMV is doing in providing services to its customers?



The survey of 1,100 MVC employees revealed strikingly positive results with an overwhelming majority expressing satisfaction with their jobs in general. Particularly, most felt their workload was reasonable, and that they're accompanying benefits more than met their expectations. Coupled with a strong endorsement of MVC's leadership, this portion of the study conveyed a strong sense that MVC has fostered, and continues to foster, a very positive work environment. Areas to improve, according to surveyed employees, include a perception that promotions are not always merit-based.

Digesting this praise and addressing the deficiencies in services is a key component to continued improvements at MVC. MVC thanks CPIP for their help in improving the organization's diverse interactions with its customers and business partners, as well as enhancing employees' work environment.

2) REAL ID ACT

New Jersey remains poised to comply fully with the federal Real ID Act, which establishes regulations and standards for the issuance of driver licenses by states.

However, federal authorities have not yet fully defined what constitutes compliance. MVC has taken part in work sessions to define this. Earlier this year with federal government officials and those from the American Association of Motor Vehicle Agencies (AAMVA), a national association comprised of federal, state and transportation industry, and motor vehicle stakeholders to determine criteria for a federally recognized document. States must comply with the Act by May 2008.

The "Fix-DMV" reforms MVC has implemented during the past several years provide the foundation for New Jersey's compliance. Already, our digital license is obtained through an accepted ID verification process and motorists' driver licenses expire with any federal immigration status they may have. Additionally, MVC maintains an online, real-time connection to the Social Security administration.

Until the federal government promulgates the final regulations, however, New Jersey and other states must wait to determine what more must be invested for compliance to be assured.

Regardless, MVC knows the Act will impact New Jersey's driver licensing system in several important ways. A provision requiring MVC to verify documents' validity and completeness through issuing agencies likely will be required. This would entail a new communication process between MVC and not only all other New Jersey issuing agencies, such as the bureau of vital statistics, but those similar issuing entities in every state. No such system exists today to enable this type of verification. If this required "verification" of source documents requires electronic verification, expensive additional technology or system changes may be needed.

MVC must also obtain technology to capture digital images of those identity source documents, such as birth certificates. MVC does not currently possess the technology to capture or store transferable digital images of source documents.

Continued cooperation with AAMVA and federal authorities to determine operational impacts, as well as the feasibility of the implementation of new systems by May 2008, is necessary and planned. While specific estimates in temporal and monetary terms are not yet available, the Act imposes severe logistical and financial requirements.

3) MOTOR VEHICLE AUTOMATED TRANSACTION SYSTEM

"MATRX," MVC's most broad-based and long-term project, is the major component of this organization's drive to fully modernize and economize. MVC is moving along in this endeavor, meeting milestones that are bringing completion of this project into reach. Both internal processes and customer transactions will benefit greatly from "MATRX." Modern computer components will replace MVC's existing 20-year old systems, which today process core business transactions, such as licenses, registrations and titles. This obsolete computer system is unreliable and inefficient.

MATRX will incorporate important everyday improvements, such as a relational database, an increase in Web-based services, e-mail integration and much more. MVC will become more cost efficient and responsive to changes, mandates and customer needs.

EFFICIENCY IN BUSINESS COMMUNICATION

A more proactive approach to electronic and written communications with MVC business partners is another aspect through which MATRX will better serve New Jersey. A prime example of improved communication relates to the issuance of "blue-light" permits to certain, designated motorists. The blue light is issued to first responders or emergency workers designated by the local government. While the municipality designates the permit recipient, MVC must maintain correspondence with the municipal liaison that requests the special permit. This process generally involves the exchange of multiple letters over a period of at least one month.

Such steps can be consolidated through the MVC Web site which, powered by MATRX, will accommodate the initial request, the authentication of the permit holder's driving credentials and the final electronic approval by municipal and MVC authorities for a "blue-light" permit.

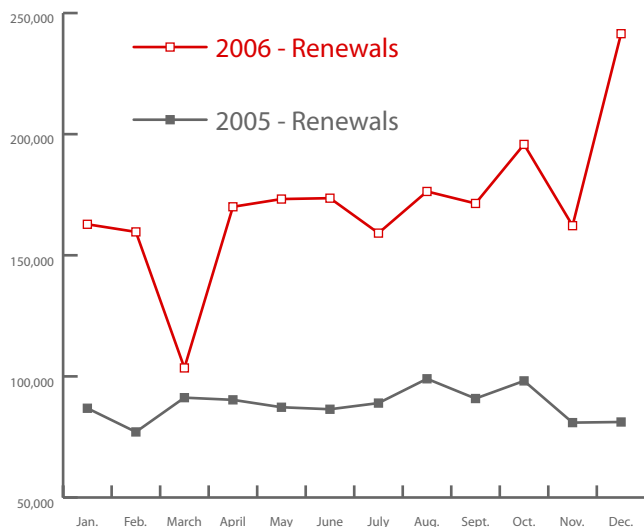
The benefits of satisfying customer needs without a call or visit to an agency or the TOC are real and tangible to both the

customer and MVC. Rather than spending time and resources on routine transactions, employees will refocus their attention to more complex matters. Customers reap the reward of saving multiple trips to Trenton each year.

While it is impossible to create a Web-based alternative for every transaction, enough simple transactions are subject to this alternative which will reduce long-term operating costs for both MVC and its business partners.

4) VOLUME SPIKE

As a result of ever-changing license expiration terms throughout the 1970s and 1980s, annual driver license renewal volumes produced two years of inflated agency-customer volume, followed by two years of more moderate volume. This oscillation was moot prior to the implementation of New Jersey's secure Digital Driver License (DDL) because hundreds of thousands of customers renewed their driver licenses through the mail.



However, with the advent of New Jersey's DDL and the security requirements associated with the new, secure issuance process, MVC ended the renewal-by-mail option. Today, each applicant for a new or renewal license must visit a motor vehicle agency in-person. They must follow MVC's 6 Point ID Verification procedure, and provide a digital image and signature, which MVC stores centrally.

An unintended consequence of the steps involved in creating a more secure driver license is the current agency volume spike, which could impact customer service: An additional one million customers are expected to visit MVC agencies in both 2006 and 2007 compared to 2005 and 2004.

A LEGACY OF VALID LICENSE TERMS

The term of a New Jersey driver license has been changed various times, most often in the 1970s and early 1980s. Licensees chose terms of one or three years before 1977. Afterwards, the term became two years for all drivers. The term was then changed again in 1979, allowing a two-year non-photo license or a three-year photo license. Next, validity terms changed in 1981, when the state issued a four-year photo license for all drivers except those older than 60 years, who could choose the two-year non-photo license. In 1985, the license term for all driver licenses, photo or non-photo, was adjusted to four years, eliminating the two-year non-photo license term. The legacy of this manipulation is a disparity in the number of driver licenses expiring year to year in today's standard four-year cycle.

THE SOLUTION

To ensure that agencies do not become plagued by the problems of the past, MVC is handling this potential customer service crisis with both short and long term solutions.

To "smooth out" the renewal population evenly over a four-year period, MVC has created a one-time, 6-year driver license. This driver license will help create an even distribution in annual license renewal volume of approximately 1.5 million per year. The one-time 6-year driver license will be issued to about 700,000 randomly, pre-selected drivers between May 2006 and December 2007.

Exclusions for the 6-year driver license:

- Commercial Driver License (CDL) holders
- Temporary Visa Restriction License (TVR) holders
- Anyone age 65 or older
- Non-driver ID Card and Handicap Placard holders (Class I and K)
- Motorcycle, Moped and Agriculture license holders (Class E, F and G)
- Boat-only license holders
- Applicants with out-of-state addresses
- Provisional license holders

FEE CHANGE AND IMPACT ON FUTURE REVENUES

The current fee for the standard, initial, 4-year DDL is \$24, a combination of \$18 (or \$4.50 per year) for the license and \$6 for the digital photo. The 6-year driver license fee is \$33, including \$27 (\$4.50 X 6 years) for the license plus \$6 for the digital photo.

The fee does not increase, but is pro-rated, for the new 6-year license.

However, it accelerates fee collection for approximately 700,000 licenses, funds originally to be collected in calendar years 2010 and 2011. The total revenue acceleration for the 6-year program is approximately \$8.1 million – to be realized in calendar years 2007 and 2008.

This solution will end the volume spike problem in the long term.

It is worth noting that at print, MVC had not felt a system-wide impact from the volume spike, indicating that public information campaigns and strategic business practices reached their target audiences.

In the short term, MVC has taken several other steps to diminish the volume spike's impact on customer service. For instance, in January, MVC added an additional 20 digital cameras to the state's busiest agencies. This brought to 140 the total camera supply MVC uses to meet the customers' needs.

The mobile unit, operated by MVC's Tiger Teams, has also been dispatched at typically busy periods, like the beginning and end of the month to supplement agencies experiencing unusually high volume.

Additionally, MVC has saturated free media, and used the organizational Web site to educate New Jersey motorists about the issue.

5) THE MOTOR VEHICLE AFFORDABILITY AND FAIRNESS TASK FORCE

Convened in February 2005, the Affordability and Fairness Task Force had a mandate to research and explore a prevailing perception that in New Jersey, driver license and registration suspensions were on the rise.

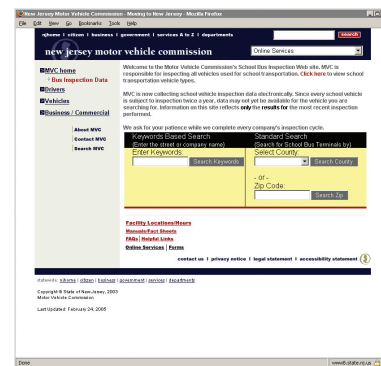
Creation of the Task Force was outlined in the law that created MVC, the Motor Vehicle Security and Customer Service Act of 2003. The 17-member Task Force investigated, analyzed and discussed the social impact of driver license and registration suspensions, as well as issues of motor vehicle-related safety, insurance and finance. Public hearings were held in Atlantic City, Camden, Newark and New Brunswick, all locations with easy access to and from public transportation.

Four public hearings were held, and e-mail comments were accepted from the public through MVC's Web site over the course of the Task Force's 12 month charge, as well as through written comments.

Its conclusions were made in the form of 21 recommendations. Those recommendations include modifications to New Jersey's license suspension system that require legislative, regulatory or statutory changes.

MVC is committed to working with groups and individuals to ensure that the Task Force's work continues. A download of the Task Force's report is available at www.njmvc.gov, MVC's Web site.

6) BUS INSPECTION RECORDS, ONLINE



Concerned parents can take comfort knowing they can review the inspection records for their children's school buses. School bus inspection records are now available online at MVC's Web site, another example of MVC's commitment to streamlining bureaucracy and facilitating customer services.

In 1998, MVC revolutionized New Jersey's school bus inspection process by visiting school bus terminals directly. This centralization helped MVC create improved safety within New Jersey's school bus fleet. It also reduced the heavy flow of traffic at New Jersey's Central Inspection Facility lanes.

Despite modernization in its inspection process, the Unit's record keeping relied on an outmoded practice of paper filing. Simple

inquiries by school bus operators, news reporters and even state legislators into school bus inspection statistics were difficult to answer quickly. To find these records, MVC had to scour two years of inspection paperwork for each of New Jersey's nearly 24,000 school buses, paperwork the organization stored in more than 30 filing cabinets.

At a stakeholders meeting in 2002, participants suggested making school bus inspection records publicly available via MVC's Web site. MVC's operations managers and Office of Information Technology (OIT) rolled-out the system in September 2005, when the first results of completed school bus inspections were made available.

MVC's inspectors make use of modern technology in their work. Wireless hand-held computers upload the inspection data in real-time, which are available immediately at MVC's Web site.

With a click, anyone from businesses and districts reviewing its own records to parents looking for the safety record of their child's school bus, can easily access this information at www.njmvc.gov, MVC's home on the Web.

Additionally, school bus inspection unit employees can easily access information via online record keeping. As of September 2005, all school bus inspection records completed by MVC online can be retrieved for up to two years after the completed inspection.

7) RESTORATION PAYMENTS, ONLINE

Here's one of MVC's latest innovations in convenient cost-effective customer service: Motorists began paying driver license restoration fees online in December 2005.

Before this latest Internet innovation, a driver whose license had been suspended was required to visit one of four Regional Service Centers (RSC), located in Wayne, Eatontown, Trenton and West Deptford. In total, more than 18,000 restorations were transacted at those facilities each month in 2005.

MVC recognized the benefit of adding restoration fee payment to the organization's expanding menu of online services. Since the program's debut, MVC has collected over \$170,000 in restoration payments online. Each restoration payment is \$100.

With fewer visitors to RSCs, more time is available every day to handle more complex, in-person transactions that many

MVC customers require. Additionally, cumbersome paperwork has been eliminated, saving MVC unnecessary handling costs and filing time.

8) NEW AND USED AUTO DEALER REGULATIONS

In a January public meeting, MVC adopted improved regulations that govern motor vehicle dealers in New Jersey. These changes, long sought by law enforcement and consumer protection officials, took effect on March 6. This regulatory change bolsters both MVC customer service and security.

These changes address abuses that have surfaced within the auto dealer industry over the years. Indeed, New Jersey often served as a haven for dealers' applications that were denied in other states because of a history of criminal or fraudulent activity. New Jersey's antiquated regulations left consumers vulnerable to fraud and abuse by such dealers.

One common abuse was the use of "accommodation addresses," essentially mail drops used by dealers, allowing them to qualify for a NJ dealer license and set up "phantom dealerships."

Phantom dealerships abused customers in the old regulations. For instance, stolen vehicles with "washed titles," fraudulent, forged or otherwise false vehicle documentation were sold to unsuspecting customers. These dealerships would sell MVC's temporary registrations, dealer plates and other official documents on the black market. Such abuses raised both consumer-protection and homeland-security concerns. In fact, according to law enforcement, black market temporary registrations traceable to the most egregious of phantom dealerships have surfaced in terrorism investigations. Dealer regulation changes will play a major role in curtailing these abuses.

Because phantom dealerships do not occupy their licensed locations and, more often than not, conduct business elsewhere while moving titles through the MVC database, they operate beyond the reach of regulatory and enforcement authorities.

Today, a number of robust, newly-implemented provisions have strengthened MVC efforts to combat such activities.

Standards for business premises have been tightened, requiring business owners to have licensed location which meets the physical infrastructure deemed sufficient to support a dealership business. Now, MVC requires licensed dealers to commit to

maintaining a business presence at the licensed location for at least 20 hours each week.

The new regulations also mandate additional background screenings of license applicants and their employees, excluding anyone who has been convicted of fraud. This provision is designed to prevent out-of-state applicants who are unqualified for licenses in their own state from being licensed in New Jersey.

New Jersey’s and New York’s law enforcement community, as well as the federal government, have supported these new security regulations, calling them essential to the collective fight against terrorism. New Jersey’s Divisions of Consumer Affairs and Taxation both support the changes, testifying to that fact in a public forum. Today, temporary registrations, inspection stickers and dealer plates are tracked and audited, minimizing fraud and potential security breaches. These regulations are a powerful new tool for New Jersey citizens’ benefit and security.

9) VEHICLE INSPECTION PROGRAM

MVC’s September 30, 2005 report to the legislature detailed the initial steps taken to re-evaluate New Jersey’s Vehicle Inspection System, which is overseen by MVC and the Department of Environmental Protection (DEP). It is a two-tiered safety and emission system run by a state contractor at Central Inspection Facilities (CIFs) and available through Private Inspection Facilities (PIFs) as well.

INSPECTIONS FY 2004 THRU FY 2006	
CIF	PIF
Year: 2004	
2,215,557	663,756
Year: 2005	
2,311,241	669,513
Year: 2006*	
2,426,803	702,989
*FY 2006 PROJECTED	

MVC is committed to an efficient and open public process that produces results. To that end, MVC, DEP and Treasury have worked with MACTEC, a state consultant, in a process to evaluate options going forward. We have held public stakeholder meetings - on Nov. 30, 2005, and Jan. 30, 2006. Additionally, MVC, DEP and Treasury, along with dozens of inspection-system stakeholders, including private emissions, safety and repair facilities. Public input also has been and continues to be received through an e-mail address available on MVC’s Web site.

NJ INSPECTION OVERVIEW	
FACILITIES	SAFETY INSPECTION
<ul style="list-style-type: none"> • 31 Centralized Inspection Facilities (CIFs) • 124 Centralized Lanes • 1,327 Private Inspection Facilities, including: <ul style="list-style-type: none"> 1,251 Class One Facilities (Private garages for general public) 76 Class Two Facilities (Private garages owned by fleet owners; can inspect their own fleet) • 4,140 State-Licensed Inspectors (State and Private) • 2,025 Emission Repair Facilities (ERFs, licensed to repair emissions problems) 	CREDENTIALS Driver License Registration Insurance Card
	STEERING & SUSPENSION Wheels Wheel Lash Ball Joints Tie Rods
	SAFETY EQUIPMENT Horn Wipers Glazing Vision Obstruction Mirrors Wiring Switching
	LIGHTS Parking Lights Direction Signals Marker Clearance Identification Reflectors Red Rear Lights Plate Light Stop Lights Headlights
	EXHAUST SYSTEM Noise Leaks Tampering-Catalytic Converter
	BRAKES Service Brakes Pedal Reserve Brake Equalization
	MISCELLANEOUS Loose Seat Sharp Edges on Body and Bumper Transmission Leak Improper Hood Operation Seat Belts

With that and other integral, diverse input in mind, MACTEC, the state’s contractor in this process, has identified four potential options for New Jersey’s next inspection system:

1) A Private-Inspection-Facility-only network. This scenario would provide little choice to motorists in terms of facility types as all inspection facilities would be private. However, ample choice in venue would be available within the PIF network.

2) A Central-Inspection-Facility-only network - the opposite of the first option. Inspections would no longer be available through PIFs, and CIFs alone would provide initial and re-inspection services.

3) Preserves the current two-tiered system that uses CIFs and PIFs.

4.) Separates the two current components of New Jersey's inspection system. Private inspection facilities would inspect for safety, while state Central Inspection facilities would inspect for emissions. This option would involve a motorist visiting two separate locations.

MVC will continue working with MACTEC, ensuring the safest, most cost effective and technologically current system is selected. New Jersey's current inspection contract expires in August 2007.

10) INTERGOVERNMENTAL RELATIONS

The Intergovernmental Relations (IGR) Unit has made an immediate positive impact on MVC operations. Prior to the creation of the IGR Division, MVC rarely interacted with legislators or participated in discussions regarding new legislation. As a result, over a 10-year period more than 100 mandates were enacted without a review of the actual impact on MVC.

Today there is an open line of dialogue between lawmakers, business stakeholders and MVC. Legislation designed to improve motor vehicle services is crafted with a new understanding of how MVC operates and the public we serve. The result has been new initiatives that are more relevant and effective.

During the last legislative session, IGR advised lawmakers on a number of initiatives including the so-called Go-Ped bill, the Clean Air Diesel Retrofit measure and legislation that facilitated the implementation of the federal Motor Carrier Safety Improvement Act. These initiatives were the result of collaboration with the sponsors as well as other areas of state government and affected communities. The final product assures the bill language not only accomplished the sponsor's intent, but that MVC was prepared to properly implement the new laws.

11) HIGH-SPEED MAILROOM

MVC looks to refine even the simplest tasks through greater efficiency. Until 1996, MVC employed an antiquated mail pre-sorting system, through which more than 14 million out-going pieces were sorted annually. The bar-code reading equipment, first used by MVC in the early 1980s, became obsolete by the mid-1990s, paving the way for a change in the mail-processing system. Following extensive deliberation, MVC decided to send a majority of its mail through the Capitol Post Office, which sorts mail for numerous state departments and agencies. However, certain pieces of mail, such as suspension and restoration notices, could not move through the Capitol Post Office because legally, such mail must travel directly from MVC to the United States Postal Service (USPS). Despite handling MVC mail capably, the Capitol Post Office was inherently slower in sorting MVC mail given its workload. As well, MVC was still obligated to send a percentage of its mail directly, paying higher costs for mandated first-class postage. The full potential for savings and efficiency were not being realized.

A push to invest in new sorting technology had been building for 10 years. To achieve greater efficiency, MVC acquired a new sorting system that immediately produced a speedier, more modern mailroom. The OPEX not only works more quickly but also can read optical codes (such as handwriting) and bar codes to sort the mail. The OPEX system expedites delivery of critical mail to MVC customers. Mail is stuffed, sealed and sorted on the same day and in the same place rather than less efficient and less reliable outsourcing.

In addition to faster mail processing, MVC capitalizes on postage-rate discounts by presorting mail to specific zip codes. Mail is taken directly to municipalities for delivery, rather than the USPS sorting pieces twice. Since the OPEX system debuted on January 11, 2006, MVC has saved—and will continue to save—at least 7.5 cents per piece of mail sent. With more than 14 million individual pieces originating at MVC each year, savings to New Jersey taxpayers are significant.

About 1.6 million pieces of mail have been processed through the new sorter, pre-publication of this report, for an estimated savings of \$121,000 in just two months.

12) TVR ISSUANCE AT ALL AGENCIES

Within the last year, MVC began issuing Temporary Visa Restriction licenses (TVR) at all Motor Vehicle Agencies. These transactions, previously confined to the four Regional Service Center (RSC) locations, are now conducted at all 45 local agencies.

In the not-so-distant past, non-U.S. citizens with a valid immigration status in the United States were permitted to obtain a four-year NJ driver license regardless of their visa's lapse date. After the September 11 terrorist attacks, like many state transportation and document-issuing organizations, MVC initiated an exhaustive, internal review of driver license issuance practices to non-U.S. citizens. This review resulted in the creation of the more secure Digital Driver License (DDL), and the implementation of changes to the TVR licensing process. The result is a TVR driver license, which looks similar to New Jersey's standard driver license, with an expiration date that is directly tied to the visa's expiration date.

Additionally, this improved, secure process is helping MVC insure compliance with the federal Real ID Act.

Decentralizing transactions from the perennially busy RSCs to local agencies has contributed to faster, more efficient customer service for the diverse and geographically vast community of federally authorized non-citizens driving in New Jersey.

13) TOC BUSINESS SERVICES

MVC's ongoing Trenton Office Complex (TOC) renovation project included moving two customer-service units to the 2nd floor in October 2006. Before this move was made, customers walked with virtually unlimited access throughout MVC administrative headquarters. Customers were often misdirected, resulting in their having access to areas reserved for MVC employees, which is a potential security risk. Not only was this inefficient for business, it was also unsafe.

To take the guesswork out of serving customers, MVC relocated the Business License and Motor Carriers divisions. Today, all MVC customers go directly to the 2nd floor at the TOC which is monitored by a security guard. Approximately 35,000 customers conduct business with these divisions annually. The move represents a substantial security and customer service enhancement at the TOC.

14) SECURITY

The Motor Vehicle Commission (MVC) is committed to providing secure, safe places of business and employment for customers and employees. Technology in use today is helping MVC investigators and security personnel root out document fraud, thwart ID theft and provide the secure documents New Jersey deserves.

MVC continues to form relationships with local law enforcement, such as through out LEASE program, which stands for Law Enforcement Agency Security Enhancement, which places uniformed police officers in more than 30 of MVC's 45 agencies. MVC continues to work with municipalities, counties and the State Police to improve coverage.

Our relationship with the Division of Criminal Justice is thriving.

As mandated by the law that created MVC, please find, on the next page, a chart that breaks down the arrests that have occurred at MVC agencies since the organization last reported on its progress, September 2005.

AGENCY ARREST CHART

(key)

A Total	C Counterfeiting (Knowingly exhibit or possess, tampering w/ records, forgery)	E Other	G Warrants	I Disorderly Conduct	K Trespassing	M Robbery
B Official Misconduct (Theft, Bribery)	D Identity Theft	F Drug Possession	H Assault	J Deportation	L Receiving Stolen Property	

(10/1/05 - 2/28/06)

AGENCY	A	B	C	D	E	F	G	H	I	J	K	L	M
1.Bakers Basin	2		1	1									
2.Bayonne	0												
3.Bridgeton	12		10		1				1				
4.Camden	7	1	5		1								
5.Cardiff	14		12						1			1	
6.Cherry Hill	1		1										
7.East Brunswick	28		17	1			10						
8.East Orange	77		77										
9.Eatontown	7	1	6										
10.Edison	1		1										
11.Elizabeth	8		6	2									
12.Englewood	5		5										
13.Flemington	0												
14.Freehold	4		4										
15.Haddon Heights	5		1		1		1		1			1	
16.Irvington	11		11										
17.Jersey City	1				1								
18.Lakewood	16		15							1			
19.Lodi	4		2	1			1						
20.Manahawkin	9		9										
21.Matawan	1						1						
22.Medford	1		1										
23.Morristown	3		1	2									
24.Mt. Holly	6		2	1			2	1					
25.North Bergen	3		3										
PAGE SUBTOTALS	225	2	189	8	4	0	15	1	3	1	0	2	0

(chart continued on next page)

AGENCY	A	B	C	D	E	F	G	H	I	J	K	L	M
26.Newark	7		6		1								
27.Newton	3		3										
28.Oakland	8		7				1						
29.Rahway	6		3	1	1								1
30.Randolph	4		2	2									
31.Rio Grande	3		2	1									
32.South Plainfield	6		2	4									
33.Salem	0												
34.Somerville	17		11	5			1						
35.Springfield	18		18										
36.Toms River	2		2										
37.Trenton	9		8					1					
38.Vineland	4		4										
39.West Deptford	6	1	5										
40.Wallington	4		3						1				
41.Washington	3		3										
42.Wayne Regional	14		11				2	1					
43.Wayne 46	6		5				1						
44.Williamstown	2		2										
45.Wyckoff	1		1										
46.CRF INVESTIGATION	0												
47.Other	5	1	3									1	
48.Trenton Office Complex	3	2											
49.PARSONS/BRIDGETON	2	2											
PAGE SUBTOTALS	132	6	100	13	3	0	5	2	1	0	0	1	1
ARREST TOTALS	357	8	289	21	7	0	20	3	4	1	0	3	1

LEASE PROGRAM PARTICIPANTS

Agency Sequence	Sheriff / Police Department
Cardiff	Egg Harbor Township Police Department
Englewood	Englewood Police Department
Lodi	Lodi Police Department
Wallington	Wallington Police Department
Mt. Holly	Mt. Holly Police Department
Camden	Camden City Police Department
Cherry Hill	Cherry Hill Police Department
Haddon Heights	Haddon Heights Police Department
Bridgeton	Bridgeton Police Department
East Orange	East Orange Police Department
Irvington	Irvington Police Department
West Deptford	West Deptford Township Police Department
Williamstown	Monroe Township Police Department
Bayonne	Bayonne Police Department
North Bergen	North Bergen Police Department
East Brunswick	East Brunswick Police Department
Eatontown	Eatontown Police Department
Manahawkin	Stafford Township Police Department
Toms River (Dover Twp)	Dover Township Police Department
Wayne 46	Wayne Police Department
Wayne 23	Wayne Police Department
Wayne Regional	Wayne Police Department
Salem (Mannington Twp)	Salem City Police Department
Somerville	Somerset County Sheriff
Elizabeth	Police Department
Springfield	Police Department (verbal)
Washington	Washington Police Department
Oakland	Oakland Police Department
Flemington	Raritan Township Police Department

Commission Members of the New Jersey Motor Vehicle Commission

Sharon A. Harrington
Chair, Chief Administrator

Stephen S. Scaturro
Vice Chair

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Pamela S. Fischer

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Commissioner, Dept. of Transportation

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