

2024 ANNUAL REPORT

DRIVING NEW JERSEY FORWARD

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Message to Our Customers



I can state with absolute confidence that MVC operations are more productive, efficient, and accessible than ever. We continue to meet and overcome technological challenges to enhance the customer experience...

The New Jersey Motor Vehicle Commission's commitment to delivering best-in-class customer service while at the same time ensuring unparalleled document security and a positive workplace culture continued unabated in 2024.

Never settling, the Commission, which serves over 7 million licensed drivers, has built on its successful track record over the past year, handling more than 12 million transactions for the fourth year in a row, reaching a record 12.7 million in 2024.

We accomplished this through actions our dedicated team of employees has taken both large and small, from engaging emerging technologies to old-fashioned one-on-one customer service at the counter. Nearly two-thirds of our transactions, or 59 percent, were accomplished online in 2024 while almost a third, or 29 percent, were handled in our agencies. The 40 agencies averaged just over 72,000 transactions per week in 2024, over 4,000 more per week than in 2023. Transactions occurring through the mail fell to 11 percent in 2024, down from 13 percent the year before and as high as 16 percent as recently as 2021.

I can state with absolute confidence that MVC business operations are more productive, efficient, and accessible than ever before. With ever-increasing demands to modernize our systems, we continue to meet and overcome technological challenges to enhance the customer experience at our agencies, via Mobile Unit availability, road test locations, central inspection facilities and through 24/7/365 availability of a broad array of services on our website, from driver license and registration renewal to change of address.

Any enhancements in our business are underpinned by a Commission-wide awareness and sensitivity to Identity (Cyber) Security, which remains among our top priorities. The MVC ensures all personally identifiable information (PII) is safeguarded in all our processes.

We minimize risk through adherence to the NJ State Government Statewide Information Security Manual and other sources, including the NJ Office of Homeland Security and Preparedness.

We also continued in 2024 to modernize the way the MVC interacts with our customers by offering a robust MVC appointment scheduling system for services, special Mobile Unit events, new video conferencing options for driver hearings or meetings, and improved interactions through our customer-friendly case management system as well as modernization of document submission and storage.

Once again in 2024, the MVC leaned into emerging technologies by implementing AI within Administration-approved guidelines to upgrade the Commission's internal processes and further empower our Customer Service agents. AI transcription summaries allow our supervisors and managers to see the subject and result of a call in seconds. In addition, we have gathered information internally from our various leadership personnel and subject matter experts to build AI knowledge bases, so that no one is ever more than seconds away from expert support.

We also transitioned from a 35-hour work week to a 40-hour work week for our Call Center, resulting in a 14 percent increase in productivity while decreasing queue wait times. Other enhancements included revamping our Amazon Web Services (AWS) to include a customer feedback prompt and a pilot for live AWS Agent Chat sessions.

We also revamped the New Jersey temporary license tag design with significant security enhancements to more effectively combat both vehicle registration and electronic tolling fraud. These enhancements provide law enforcement with additional tools to ensure proper registration compliance and offer in-state tolling partners increased revenue from previously evaded tolls.

New security paper is now centrally managed through a dealer services portal to better trace tags issued back to the issuing dealer.

The MVC established a School Bus Re-inspection team in 2024 within the Commission's Division of Inspection Services. This unit is dedicated to performing re-inspections inspections for new buses and/or buses purchased outside New Jersey, resulting in fewer interruptions to regular inspections.

We remained current with REAL ID compliance through the implementation of the State Pointer Exchange Service (SPEXS). Through SPEXS, we can electronically check with all other participating states via the American Association of Motor Vehicle Administrators (AAMVA) to determine if the applicant holds a driver license or identification card in another state. This helps satisfy the federal Department of Homeland Security requirement limiting each person to one driver license.

The Exclusive Electronic Exchange (EEE) federal mandate was also put in place. EEE requires state driver licensing agencies (SDLAs) to adopt a system for the exclusively electronic exchange of commercial driver history records (DHR) information via AAMVA through the Commercial Driver's License Information System (CDLIS), including information about driver convictions and disqualifications. Also adopted per federal mandate: the Drug & Alcohol Clearinghouse (DACH) system, an online database that gives employers and government agencies real-time access to information about CDL driver drug and alcohol program violations.

A major modernization initiative the MVC completed was the implementation of Electronic Lien and Titling (ELT) as standard MVC procedure. Lending institutions can now complete motor vehicle lien transactions digitally, which dramatically reduces handling, printing, storage, and mailing costs associated with paper titles. ELT also significantly speeds up the lien release process while offering greater protections against fraud.

We brought another technological advancement to our Regional Centers, installing video conferencing capabilities to allow customers and/or their legal representatives to meet virtually with Commission personnel rather than in-person. The elimination of travel in many instances is a tremendous added convenience as well as a potential significant cost savings for our customers. The success of this service has spurred the MVC to expand the initiative to other units, including Medical/Fatal/Accident and Business Licensing.

Our new Salesforce case management software enabled efficiencies and replacement of hard-copy, paper processes throughout the Commission; supporting Governor Murphy's "green", paperless business initiative.

New, upgraded security cameras were installed in 16 of 40 brick and mortar agencies as well as our four Mobile Units using \$1 million in federal grant monies.

Inside the ranks of the Commission, the MVC continued its initiatives aimed at ensuring a more diverse and inclusive workplace. In addition to ongoing employee recruitment and retention efforts, the Division of Diversity, EEO and Ethics organized four panels of inspirational and insightful discussions for Black History Month, Women's History Month, Asian American Pacific Islander (AAPI) Heritage Month and Hispanic Heritage Month. For Pride Month, the Division worked with other MVC units to organize a successful lunchtime film festival to highlight the joys and struggles of the LGBTQ+ community. The Division recruited distinguished leaders representative of these communities to serve on the panels, including current and retired NJ State Police, state legislator and cabinet members and educators. Panelists shared their stories with MVC employees while networking with other community leaders.

As we look back on a successful 2024, we are proud of the accomplishments we have made as a team, with assists from legislators, stakeholders and our valued customers.

The MVC will continue to strive to stay ahead of the curve in 2025 and beyond for an enhanced customer experience. We will continue to support our extraordinary MVC team with a positive and fulfilling workplace as we upgrade technologies at our agencies, road test locations, and central inspection facilities, as well as online. Together, we pledge to continue to offer best-in-class service for our customers while protecting the integrity of our systems as we help move the Garden State forward in 2025!



Latrecia Littles-Floyd
Acting Chair & Chief Administrator

Budget

MVC FY 2024 Annual Budget Report

	FY 2024	FY 2025
	Actuals ¹	Budget ²
RESOURCES		
Reappropriation		
Surplus/(Deficit) Adjustment ³	\$72,026	\$19,135
Transfer Adjustments In/(Out) ⁴	\$15,460	\$57,870
Operating Resources		
MVC Base Budget	\$327,670	\$332,459
Security Surcharge (\$7)	\$45,168	\$45,881
Digital Driver License Fee (\$6)	\$14,386	\$18,763
Sub-Total Operating Resources	\$387,224	\$397,103
Dedicated Resources		
Commercial Vehicle Enforcement Fund	\$18,329	\$15,512
Commercial Bus Inspections	\$597	\$900
School Bus Inspections	\$1,301	\$1,250
Omnibus	\$6	\$12
Motorcycle Safety Education Fund	\$397	\$644
Security Responsibility ⁸	\$20,756	\$20,500
Texting While Driving Campaign	\$1,300	\$100
Other Various Dedicated Revenues	\$6,779	\$7,222
Sub-Total Dedicated Resources	\$49,465	\$46,140
Bond Fund		
Bond Fund Reappropriation ⁵	\$4,558	\$1,444
Bond Fund Interest	\$191	\$435
Sub-Total Bond Fund	\$4,749	\$1,879
Grant Funds		
Prior Year Grant Award Balances ⁶	\$1,872	\$2,387
Grant Awards	\$2,162	\$2,949
State Match Grant Accounts	\$129	\$56
Sub-Total Grant Funds	\$4,163	\$5,392
TOTAL RESOURCES	\$533,087	\$527,519

	Actuals ¹	Budget ²
EXPENDITURES		
Operating Expenditures		
Salaries & Fringe	\$264,525	\$312,622
Materials and Supplies	\$19,668	\$19,054
Services Other Than Personal	\$68,962	\$66,526
Parsons Inspection Contract	\$39,797	\$39,237
Maintenance and Fixed Charges	\$7,577	\$7,729
Claims and Indirect	\$41	\$139
Additions, Improvements, Equipment	\$8,223	\$7,942
Sub-Total Operating Expenditures	\$408,793	\$453,248
Dedicated Fund Supported Expenditures		
Commercial Vehicle Enforcement Fund	\$12,877	\$7,111
Commercial Bus Inspections	\$1,734	\$2,634
School Bus Inspections	\$10,493	\$9,671
Motorcycle Safety Education Fund	\$124	\$150
Texting While Driving Campaign	\$1,300	\$100
Omnibus	\$7	\$13
Security Responsibility ⁷	\$20,756	\$20,500
Sub-Total Dedicated Expenditures	\$47,291	\$40,179
Bond Fund	\$3,114	\$878
Grant Award Expenditures	\$1,768	\$1,431
State Budget Contributions⁸	\$26,821	\$26,821
TOTAL EXPENDITURES	\$487,787	\$522,557
TOTAL RESOURCES: ALL FUNDS	\$533,087	\$527,519
TOTAL EXPENDITURES: ALL FUNDS	\$487,787	\$522,557
SURPLUS/(DEFICIT): ALL FUNDS	\$45,300	\$4,962

¹ FY 2024 Actuals are based upon close-out, which includes expended and encumbered through July 31, 2024.

² FY 2025 Budget is the approved amount through the Executive and Legislative Processes (Appropriation Act).

³ Surplus Adjustment excludes prior year grant balances, bond fund reappropriations, and dedicated resources. The FY 2024 Surplus is per MVC's FY 2024 close-out, while FY 2025 is per the FY 2025 Appropriation Act.

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

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

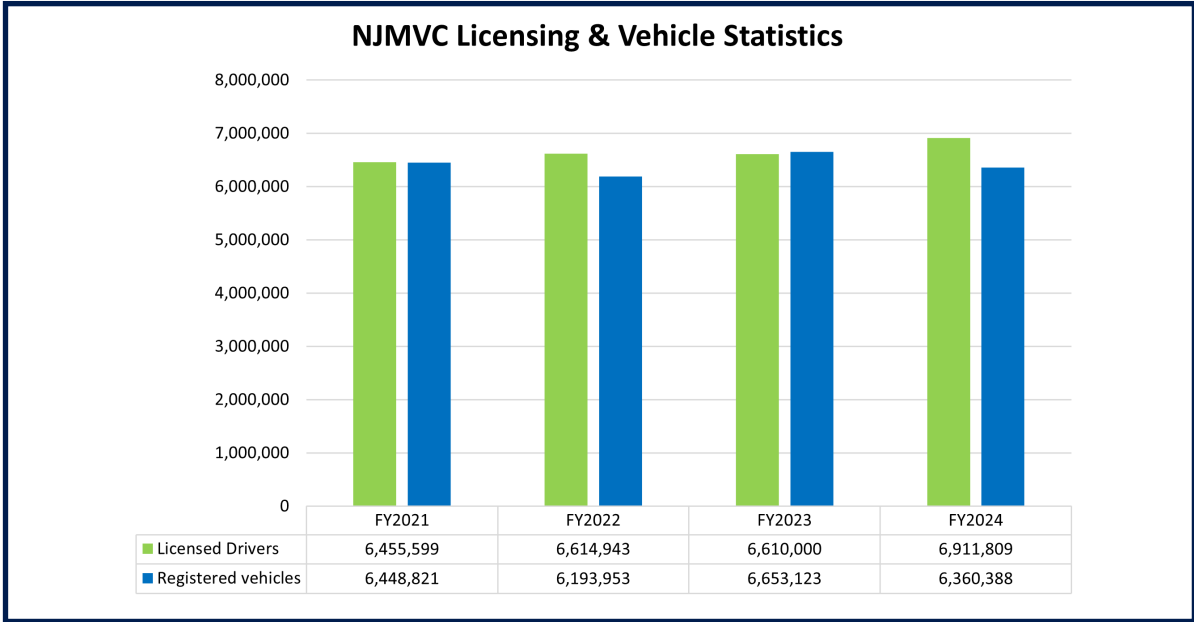
⁶ Prior year federal grant program funding balances for ongoing projects.

⁷ Security Responsibility revenues equals its expenditures.

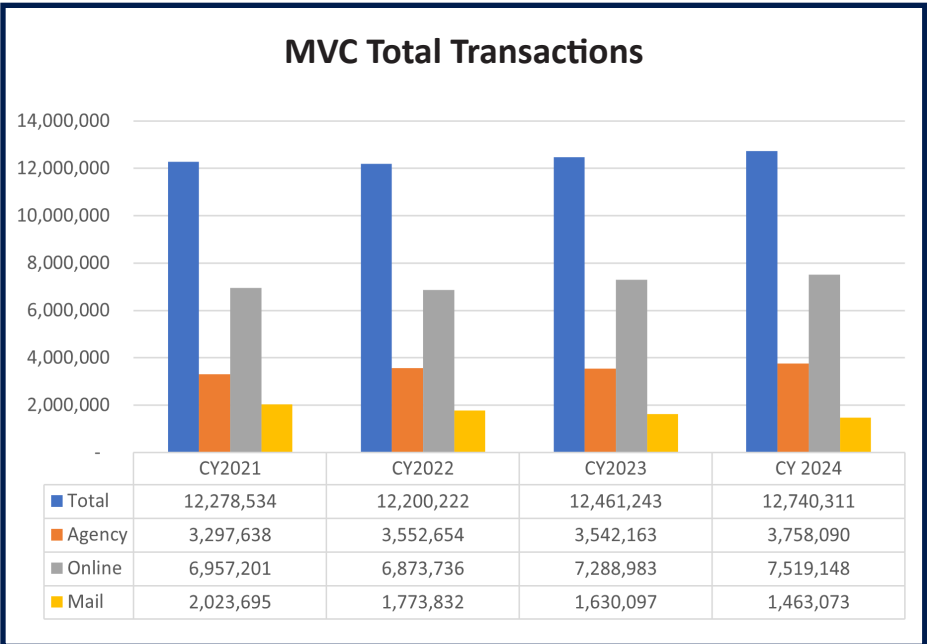
⁸ State Budget Contributions are those funds made available through expenditure reductions as directed through budget language or the Department of Treasury.

MVC’s Business Model Accomplishments

By the Numbers



Generating maximum productivity, accessibility, and efficiency are hallmarks of the New Jersey Motor Vehicle Commission’s service model for delivering for our customers. That model allows us to serve all New Jerseyans most effectively. The changes and improvements we have implemented in recent years have proved successful in meeting even the most pressing MVC operational challenges.



Transactions completed both online and in our agencies continued to rise in CY 2024, to 7.5 million online and 3.7 million in the agencies, up from 7.3 million online and 3.5 million in our agencies in CY 2023. This, as the number of mail-in transactions dipped by about 2 percent in CY 2024, to just under 1.5 million, from just over 1.6 million in CY 2023. When taken as a whole, the MVC set a record with 12.7 million transactions, breaking the 12 million transaction threshold for the fourth year in a row.

Proven Results

Motorist Services Improvements

Temp Tags - The paper license plates the MVC issues for new vehicles or those that have changed hands received a new look in 2024. And it wasn't cosmetics we were after. The change has serious law enforcement applications, including combatting instances of fraud in evading mandatory vehicle insurance laws as well as toll evasion.

Security enhancements provide law enforcement with additional tools to ensure proper registration compliance while offering in-state tolling partners increased revenue from previously evaded tolls. Access to security paper used in the process is now also centrally managed through a newly established dealer services portal that better assists in tracing temp tags back to dealers that issued them.



Electronic Lien and Titling (ELT) - Vehicle titling in New Jersey rolled into the digital age in 2024. The MVC Information Technology division and our partners completed the implementation of Electronic Lien and Titling (ELT) as standard MVC procedure. Lending institutions can now complete motor vehicle lien transactions digitally. This change will dramatically reduce handling, printing, storage, and mailing costs associated with paper titles. ELT also significantly speeds up the lien release process for consumers while offering greater protections against fraud.

Through the ELT system maintained by the NJMVC, lenders can confirm lien transactions, make any corrections, or release liens with the satisfaction of a loan.

In addition to improved security and quicker response times, the implementation of ELT will result in various cost and time savings for all parties involved, particularly those created due to reductions in printing needs, physical document storage, and manual shipment and delivery of paperwork.



Motor Vehicle Services

Bottom Line: No Lines



MVC business operations in 2024 continued building on past successes and as a result were more productive, efficient, and accessible than at any point before in MVC history. We're continuously modernizing our systems to meet ever-increasing demands; while meeting and overcoming technological challenges to enhance the customer experience at our agencies, via Mobile Unit availability, road test locations, central inspection facilities and on our website – www.njmvc.gov. We continue to streamline and modernize the way the MVC interacts with our customers by offering a robust appointment scheduling system for services, augmented by special Mobile Unit events, video conferencing options for hearings and/or meetings with MVC personnel, improved customer interactions through our customer-friendly case management system as well as the modernization of our document submission and storage for the ease of the customer.

MVC strives to stay ahead of the curve and will continue to replace antiquated technology not only at our agencies, road test locations, and central inspection facilities, but also to enhance our online services for an improved customer experience.

Mobile Unit

Our popular MVC Mobile Units logged nearly 50,000 miles criss-crossing the Garden State in 2024. Our four Mobile Unit teams – doubled from two Units as recently as 2022 - delivered services in underrepresented communities as well as senior citizen and community centers, veterans homes and more. Everything from driver licenses to registration renewals were delivered for the convenience of our customers.

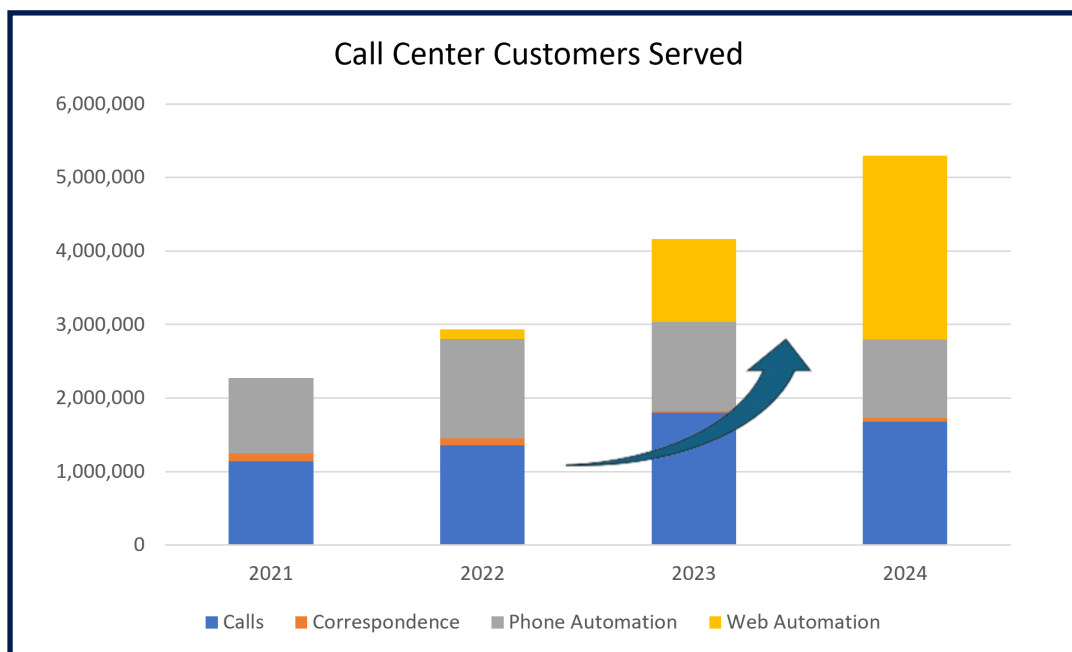


The Mobile Units are a big hit with our customer base, state and local elected officials who appreciate the availability of the Units for their constituencies, as well as other stakeholders.

We look forward to our "agencies on wheels" rolling across New Jersey in 2025 and beyond, as we pride ourselves on this special service that brings the MVC even closer to the hundreds of communities the Commission and its dedicated employees serve across our great state.

Proven Results

MVC Answers the Call



The outstanding performance of the New Jersey Motor Vehicle Commission's Call Center in meeting our customers' needs once again proved to be nothing short of stellar in 2024. The Commission's forward-looking use of cutting edge technology helped the number of customers served significantly increase for the fourth year in a row, with 2024 registering 133% above the 4.1 million customers served in 2023.

AI comes to the MVC Call Center

The future is now at the MVC. That collection of technologies that allow computers to perform tasks that usually require human intelligence - better known as AI - is now being utilized to improve customer service at the MVC Call Center. Launched with the appropriate industry-recognized and Administration-approved guidelines, AI transcription summaries allow our supervisors and managers to see the subject and result of a call in seconds. In addition, information gleaned from our leadership personnel and subject matter experts has been used to build AI knowledge bases, so that no one is ever more than seconds away from expert support.

We also transitioned from a 35-hour work week to a 40-hour work week for our Call Center, resulting in a 14 percent increase in productivity while decreasing queue wait times. Other enhancements put in place in 2024 include revamping our Amazon Web Services (AWS) to include a customer feedback prompt and a pilot for live AWS Agent Chat sessions.

Inspection Services Improvements

Setting New Standards in Safety and Efficiency

In 2024, the NJMVC Inspection Services division made significant strides in improving safety for both school and commercial bus transportation, as well as enhancing the efficiency of salvage inspections.

The implementation of MVC's specialized inspection teams for School Bus, School Bus Re-Inspection, Commercial Bus, and Salvage Inspections is setting a new standard in productivity and customer service by providing the highest levels of safety and reliability, prioritizing the well-being of our communities and protecting school children, while ensuring dependable transportation for commuters. By streamlining workflows and reducing service delays, the inspection teams have drastically improved operational efficiency. As a result, the daily intake capacity has increased, enabling faster and more reliable service for our customers.

This transformation underscores the MVC's commitment to innovation and excellence in specialized inspections.

School Bus Inspections

The team ensures driver compliance through reviewing bus drivers' abstracts, physicals, criminal compliance background checks, complaint investigations, court appearances and school bus accident investigations.



2024 Year-End Statistics

- Over 70,000 inspections were conducted statewide by seventeen school bus inspection teams.
- Inspections encompass over 150 major specifications on bus, gas and diesel emissions tests.

New School Bus Re-Inspections Initiative



In the third quarter of 2024, a School Bus Re-Inspection team was established, consisting of five inspectors based at the MVC's Trenton Office Complex headquarters. This team is focused exclusively on re-inspections and specification inspections for new buses and buses purchased outside of New Jersey. Their work helps expedite the inspection process, saving valuable time for bus teams and minimizing disruptions to their weekly inspection schedules.

2024 Year-End Statistics

- Nearly 22,000 bus re-inspections were conducted.

Proven Results

Commercial Bus Inspections Initiative

The operation is comprised of four teams statewide, tasked with overseeing bi-annual, in-terminal safety inspections for all commercial buses in New Jersey, including NJ Transit buses. These teams are responsible for conducting initial specification inspections on new and used buses, along with audit inspections. The commercial bus team leads investigations into accidents, including fatalities, and illegal operations and actively enforces the Bus Safety Compliance Act through the issuance of summonses and warnings.



2024 Year-End Statistics

- Conducted 4,846 roadside commercial bus safety inspections as part of the Motor Carrier Safety Assistance Program (MCSAP).
- Approximately 7,600 NJ commercial buses, including NJ Transit buses, underwent initial specification inspections for new and used buses, as well as audit inspections, as part of the bi-annual internal safety inspection requirement.

Salvage Inspections



The Salvage Inspection Team conducts inspections at three regional sites. The team has improved processes through a searchable database, enhanced scheduling, and streamlined paperwork. These changes reduce environmental impact, boost productivity, and improve customer satisfaction while supporting fraud prevention and faster service delivery.

2024 Year-End Statistics

- Over 8,500 salvage inspections were conducted across three regional sites (Secaucus, Eatontown, and Winslow).
- Scheduling system updates transitioned from 30-minute to 15-minute appointment increments, improving efficiency.

Media Campaigns

REAL ID



The NJMVC's REAL ID social media campaign exemplifies the agency's commitment to proactive communication and exceptional customer service. The campaign was launched in anticipation of the upcoming federal requirement, effective May 7, 2025, which mandates that individuals must

possess a REAL ID-compliant driver license or ID to fly within the United States or to get into federal facilities or military installations, unless they have a U.S. passport or another federally approved form of identification www.nj.gov/mvc/realid/.

In collaboration with the Transportation Security Administration (TSA), the NJMVC successfully captivated a broad audience through the usage of impactful graphics, strategic messaging, and real-time customer service via direct messaging. These efforts ensured that customers received the essential information needed to comply with the impending change to federal rules and regulations. Throughout the campaign, MVC's REAL ID posts reached over

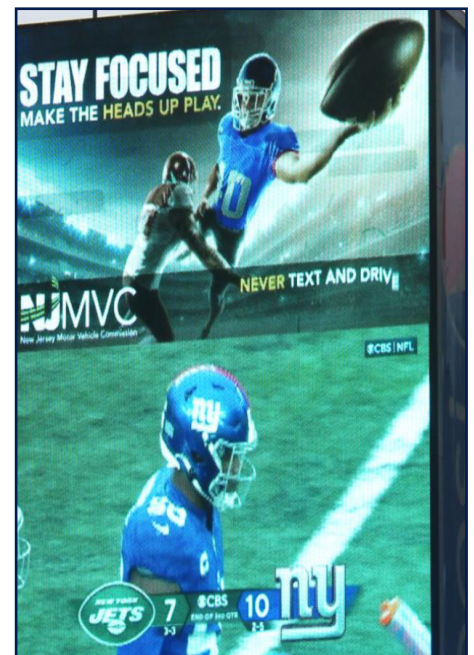
75,000 followers across all social media platforms, generating more than 15,000 interactions in the form of likes, shares, comments, and direct messages. The campaign's effectiveness has been evident in the significant increase in REAL ID awareness among the public.

As a result, the campaign contributed to a noticeable uptick in appointment bookings, reflecting a growing readiness among qualified New Jerseyans who want to convert to REAL ID-compliant identification well ahead of the deadline. The campaign's success underscores the value of strategic communications in public service, highlighting the MVC's role in guiding citizens through significant regulatory changes with clarity and efficiency.

JustDrive

Since its 2023 relaunch, the MVC's *JustDrive* campaign has stood as a testament to the Commission's relentless pursuit of enhanced road safety as well as its mission to cultivate a responsible driving culture across the Garden State. The campaign leverages powerhouse New York and New Jersey sports franchises and venues to deliver a bold call to action: "Stay Focused, Make the Heads Up Play. *JustDrive*." The slogan creatively links sports performance with road safety, inspiring fans to adopt a "heads-up" mindset behind the

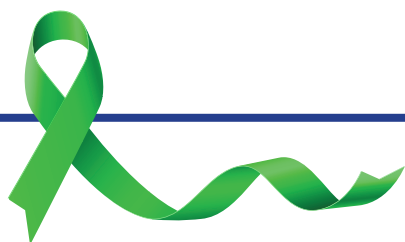
wheel. Through partnerships with major sports franchises like the New Jersey Devils and New York Giants, who together attract over 5 million fans annually, the MVC's *JustDrive* initiative engages motorists and their families throughout the season. The campaign seeks to transform road safety into a shared community value, empowering the audience to accept the responsibility of consciously making safe driving a personal commitment. *JustDrive* messaging efforts will continue to be featured at New Jersey professional sporting events and facilities through 2025.



Security & Investigations

Keeping our customers' documents safe and secure is a top priority of the New Jersey Motor Vehicle Commission. The Security, Investigations & Internal Audit Unit is the Commission's bulwark against fraud attempts perpetrated on the public, whether through attempted identity theft or crimes involving vehicle registrations, titling, or other official instruments. The unit also oversees on-site security at our 40 agencies, Trenton headquarters, and other facilities.

The Security & Investigations Unit carried out a record 10,609 investigations in 2024, topping by nearly a thousand the previous record established in 2023.



Organ Donation

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

Online and In-agency Organ Donation participants for FY 2022, FY 2023 and FY 2024:

FY 2022	FY 2023	FY 2024
992,556	1,189,370	1,086,442



Voter Registration

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

Online and in-agency Voter Registration numbers for FY 2022, FY 2023, and FY 2024:

FY 2022	FY 2023	FY 2024
795,321	928,575	817,885



Diversity, Equity, and Inclusion

NJMVC's Bold Initiative to Build a Diverse and Inclusive Workforce

The New Jersey Motor Vehicle Commission remains firmly committed to prioritizing the development of an inclusive internal culture, with diversity, equity, and inclusion (D&I) fully integrated into its core values of Professionalism, Integrity, Respect, Creativity, and Accountability.

In 2024, a series of events were developed to encourage dialogue, educate staff, and strengthen relationships among colleagues and executive staff, going beyond traditional diversity training to focus on:

- Addressing unconscious bias and promoting open dialogue around diversity and inclusion.
- Equipping employees with strategies to create an inclusive environment.
- Showcasing the diverse perspectives of MVC staff and guest speakers through personal stories.

The MVC collaborated with New Jersey state agencies, universities, and political and community activists, where participants shared personal stories, challenges, and triumphs, showcasing how diversity has shaped their first-hand experiences.

The Commission curated a series of events, including panel discussions and celebrations, to emphasize the diverse representation within the MVC. Such events keyed on Black History Month, Women's History Month, Asian American & Pacific Islander Heritage Month, and Hispanic Heritage Month, showcasing culturally appropriate activities including music, dance, food tastings, and impactful discussions.

MVC's Diversity & Inclusion internal events are making a profound and lasting impact on both employees and the organization collectively. By creating spaces for employees to share their stories and collaborate with community leaders and others, the MVC has strengthened trust and built deeper connections among staff from diverse departments and backgrounds, creating a more unified and inclusive workplace that reflects the diverse population we serve.



Our People

Leadership and teamwork are important keys to realizing success in any organization, and the New Jersey Motor Vehicle Commission is proud of the example it sets in these critical areas. They help explain why, year after year, the NJMVC's more than 2,500 dedicated employees can produce tangible results in providing best-in-class service to our customers. Whether it's the more than 12 million transactions completed for the fourth year in a row in 2024, or the service regularly delivered to New Jersey's nearly 7 million licensed drivers and a like amount of vehicles, we always aim for excellence. Our team looks forward to continuing to deliver impressive results like these in 2025 and beyond!



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