

South Carolina Department of Motor Vehicles



2010-2011 Accountability Report

Transmittal Form

Agency Name: South Carolina Department of Motor Vehicles

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Nikki R. Haley
Governor



Kevin A. Shwedo
Executive Director

State of South Carolina

Department of Motor Vehicles

September 12, 2011

In February 2010, I was appointed the Executive Director of the South Carolina Department of Motor Vehicles (SCDMV) and I could not be more proud to be associated with such a fine organization. During my tenure at SCDMV, I have worked with the Office of the Governor to address agency performance, technology improvements, budgetary concerns and employee recognition.

When I arrived at SCDMV, I discovered the SCDMV employees had not received a pay increase in four years and a hiring freeze left the agency without 20% of its workforce. Given these circumstances, it was normal to expect low employee morale, however, the SCDMV employees continued to provide quality service to state citizens, while maintaining the agency's incredible operations and constant customer service. Although we could not provide monetary compensation to these employees, we began an Employee Recognition Program to recognize them for their dedication and service. We also established an agency mission statement and core values to demonstrate our commitment to the state citizens.

During the past several months, I visited every SCDMV field office and spoke to employees. By asking each of them for their ideas, I acquired more than 140 positive suggestions for improvement. Several of these suggestions have already been implemented and we are continuing to evaluate additional changes. We have also held two "Town Hall" meetings with headquarters employees to hear their suggestions and respond to their questions about the direction of the agency.

The goal of SCDMV is to continue to provide competent, committed and courteous service to the citizens of South Carolina.

A handwritten signature in black ink that reads "Kevin A. Shwedo".

Kevin A. Shwedo
Executive Director
Department of Motor Vehicles

Post Office Box 1498, Blythewood, South Carolina 29016

I. Executive Summary

I.1 Purpose, Mission, Vision and Values:

Purpose: The Department of Motor Vehicles exists to serve the citizens of South Carolina.

Mission: The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.

To accomplish this mission, SCDMV will administer South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

Vision: SCDMV is a model state agency delivering exceptional customer service and promoting efficient business processes, professional employees, innovative technology and strategic partnerships.

Values: Committed, Competent and Courteous.

I.2 Major Achievements from the Past Year

During Fiscal Year 10-11, the agency successfully accomplished the following:

- **Developed an Employee Recognition and Awards Program.** The program was developed to recognize and reward employees who are committed, competent and courteous.
- **Implemented the Emergency Contact Online Transaction on June 21, 2011.** This new online transaction allows customers with a driver's license, beginner's permit or identification card to enter emergency contact information for their SCDMV record. In the event of a collision or other medical emergency, law enforcement will have access to this information and may provide it to emergency medical personnel.
- **Developed an Internal Incident Reporting Program.** The program provides a means of immediate notification for Department-directed incidents including the following:
 - Loss, theft, corruption, or any violation of the integrity of our data or database systems. (IT w/support from the affected Discipline)
 - Death and or serious injury to a DMV employee. (HR w/support from the affected discipline)
 - The unplanned closure of any DMV office or potential suspension of service to the public for greater than two (2) hours. (FA w/ support from Facilities)

- The DMV website has an unplanned outage and is inoperable during normal business hours of operation. (IT with Support from Strategic Communication.)
 - Theft or loss of control of DMV funds or resources. (IG w/support from the affected area.)
 - Any complaint from a citizen involving criminal or ethical wrongdoing by a DMV employee. (IG w/support from the affected area.)
 - Media Inquiry regarding any potentially negative publicity regarding DMV conduct, operations, or services. (Strategic Communication/IG with support from the affected area.)
 - Loss of HVAC, water, or sewer capability at any SCDMV office potentially exceeding four (4) hours. (FA w/support from Facilities.)

- **Implemented Disaster Relief Procedures and Reporting.** The SCDMV established procedures for securing personnel, state equipment and for communicating during disasters situations.

- **Converted 37 temporary employees to permanent status on May 17, 2011.** Due to vacancies and high personnel turnover rates, the agency investment in its employees resulted in the conversion to permanent status.

- **Opened a new Columbia area field office located at 228-A O’Neil Court on June 20, 2011.** The new office replaces the Dutch Plaza and Decker Office locations. The two offices were combined into a single, large location to better serve the Columbia community and save taxpayer dollars.

- **Developed a new Motor Carrier services system that will improve business communications and allow online transactions in the future.**

- **Held Amnesty Week (May 16-20, 2011) for drivers with select license suspensions.** Drivers who lost their driving privileges for suspensions and met certain conditions were able to reduce or clear the remaining time of their suspensions during that week.

- **Began issuing new driver license and identification card credentials on October 19, 2010.** The credentials were designed to improve the security and integrity of the driver’s license and identification card. The new cards are available in every SCDMV office. The transition from the old cards to the new cards went smoothly and occurred with minimum disruption in customer service.

- **Implemented integrated National Motor Vehicle Titling Information System.** This system allows agencies like SCDMV to quickly verify a paper title with electronic data obtained from the state that issued the title.

- **In June 2010, successfully implemented SC Enterprise Information System (SCEIS) and built customized reports from the SCEIS/HR system.** SCDMV’s Human Resources Office was asked by the SCEIS Team to assist in building the customized reports in Business Objects for other state agencies to use.

- **Implemented a new customer queuing system (Q-Flow).** The Q-Flow system will allow the Department to track initial wait time, door to door wait time, transaction time and employee productivity.
- **Began issuing free identification cards to customers who are at least 17 years old on June 1, 2011.**
- **Initiated a driver's license reinstatement fee payment program.** SC residents who have a suspended driver's license and owe \$300 or more in reinstatement fees may now establish a prorated payment plan that allows individuals to pay upfront 15% of total fees due, and a percentage of remaining fees over a six-month period. All fees must be paid at the completion of the six months.
- **Began suspending vehicle registrations and/or canceling driving privileges for patrons who render a dishonored check.** Individual and business customers who provide the DMV checks with insufficient funds will not be allowed to submit a check for any SCDMV services and a "cash only" alert will be placed on the customer's record for three years from the date all check fees are paid.
- **Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR).** The uninsured motorist rate has fallen from an estimated 23% in 2003 to 8% in FY10-11.
- **Enhanced Facial Recognition System.** The Department of Motor Vehicles increased the size of the image repository to more than 4.7 million photographs and adds new images daily through a new extract process as a means to detect/deter fraud and assist law enforcement agencies with investigations.
- **Expanded the available locations for registration and decals.** Allendale and McCormick join 29 other county offices by offering SC citizens access to vehicles registration and decals.
- **Optimized the Recycle Program.** The SCDMV implemented a recycle program which will generate an estimated \$5,000.00 in increase revenues through the sale of aluminum. SCDMV has implemented a new recycle program and projects to realize \$50,000.00 in increase revenues for FY2012. Likewise, the recycle program increases the security in SCDMV's disposal of driver's licenses and driver's license supplies.
- **Saved the State of South Carolina \$106,727 by participating, testifying and presenting evidence to oppose unemployment compensation claims.** The agency's goal was to prove that the employee(s) quit work without good cause or was dismissed due to job related misconduct. Based on evidence presented at unemployment hearings, unemployment benefits for former employees of the agency were reduced and in some cases denied. The agency's charges for benefits paid decreased by 52% from \$204,819 in 2009 to \$98,092 in 2010.

- **Achieved a 91.5% goal attainment for Equal Employment Opportunity Commission (EEOC)/Affirmative Action (AA) purposes.**
- **Reduced Worker’s Compensations Premiums.** Over the past three years, the SCDMV achieved a 48.2% reduction in workers compensation premiums, thus, saving the agency over \$500,000 annually. The premium set for FY 11-12 continues the trend of decreased premiums.
- **Implemented changes to support and populate the state’s new Organ Donor Registry.**
- **Redesigned and re-missioned the Office of Integrity and Accountability to serve as the Department’s Inspector General.** The mission of the Inspector General is to provide a range of support services to include assistance, investigations, investigative inquiries, inspections, and teaching and training. Additionally, the Inspector General will conduct inspections to include developing a detailed inspection plan, gathering information, analyzing data, identifying root causes of any deficiencies, and recommending possible solutions.
- **Met with every Cabinet Member and Department Head.** Sharing best practices with each Cabinet Member and Department Head fosters cooperative relationships across the state.
- **Visited four Division or Department of Motor Vehicle Executive Directors within the United States.** Sharing best practices with each other state Division or Department of Motor Vehicles eliminates waste in resources and fosters rapid implementation of time-tested initiatives.
- **Visited 70 Field Office locations and facilitated the relocation or closure of 3 offices.** The Executive Director’s visit to 100% of the field offices him the means to communicate one-on-one with each SCDMV employee. This in-depth validated validate the value of each employee, capture their recommendations and provided a means to implement necessary change for more efficient operations.
- **Optimize the use of Websites and Social Media.** The Department expanded it use of websites and social media venues such as Facebook and Twitter to communicate SCDMV procedural changes, recognize employees, highlight Department successes and inform those we serve.
- **Revitalized the SCDMV Facilities Management Maintenance Program.** The program refines the use of the work order system to provide confidence and credibility in repair, maintenance and services of 67+ field offices and SCDMV Headquarters.

I.3 Key Strategic Goals for the Present and Future Years. The Executive Director developed the strategic goals for the South Carolina Department of Motor Vehicles by assessing the mission and goals of the Department. Specific Strategic goals include the following:

- Provide secure and valid credentials to South Carolina citizens in an expeditious manner,
- Improve accountability of Titles and Registration through both technological advances and strict internal controls,

- Meeting the professional and personal needs of the Department of Motor Vehicle employees through recognition and education,
- Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates,
- Establish appropriate fiscal controls to ensure accountability of states resources, through auditing and oversight management to ensure compliance and physical and personal stewardship,
- Optimize cost avoidance by sharing best practices gained through cost benefit analysis to optimize the services provided to South Carolina citizens,
- Constantly review law, policies and regulations to improve public safety and consumer protection by ensuring relevance and support of State priorities through effective legislative engagement,
- Build and foster strong and positive working relationships among all Department, Agencies, Commissions, and State entities to create a more effective working environment by mitigating cumbersome bureaucratic processes with effective communications and partnership,
- Leverage Strategic Communications through community partnerships and by developing engagement plans to enhance the services of those we serve.

SCDMV key strategic goals for this year and future years are to continue to review and improve current processes, allowing for a higher level of efficiency in providing accurate, quality customer service in a professional, courteous manner. Specific strategic goals include the following:

SCDMV specific objectives include:

- Reduce or eliminate critical physical security failures at field operating sites and potential IT catastrophic failures
- Leverage technology to create a more effective organization.
- Reduce waste, eliminate redundancy, improve customer service and decrease wait times by leveraging technology and best business practices.
- Establish and implement a staff recognition program and strategic communications plan to adequately recognize the undervalued public servants at the SCDMV.
- Implement the “Photo up-front” strategy
- Achieve “Material Compliance” with Real ID to provide more secure ID without sacrificing any States Rights issues

Specified and Implied Tasks for SCDMV:

- **Administer South Carolina’s motor vehicle licensing and titling laws**
- Implement new programs as required by new legislation
- Establish standards for and issue driver licenses and identification cards to those qualified
- Provide **identification that is universally recognized as secure and valid**
- Create, record and renew registration and titling of vehicle ownership
- Enforce all laws pertaining to the purchase, sale and exchange of motor vehicles in the State
- License and inspect SC motor vehicle dealers and wholesalers
- Administer Motor Carrier International Registration, interstate fuel tax agreements, compliance and federal audits.
- Receive adjudication data that will be used to **accurately update driver records**
- Provide efficient and effective services; **maintain public trust** and develop strong partnerships

- Maintain **strict controls to ensure the accurate collection and timely distribution of all revenues**
- Strive for excellence in public service, make our services more convenient for our customers
- Ensure the integrity and privacy of our records
- Achieve public trust and confidence in the quality and integrity of services
- Maintain Fiscal responsibility
- Examine new technologies and business practices that will reduce wait times and improve customer service
- Commitment to continuous improvement, innovative use of technology solutions, empowerment of employees, collaboration through teamwork, cultivate work environment on trust, respect, support and recognition
- Increase efficiency and effectiveness of Customer Contact Center

I.4 Key Strategic Challenges

Key strategic challenges include:

- **Balancing Public's Needs for Safety and Security**
A driver's license or identification card functions both as an authority to drive as well as the primary identity document for most citizens. The challenge exists in the requirements to protect individuals' privacy while creating a more secure credential. The credentialing system is vulnerable the SCDMV must take all means available to protect its citizens from fraud.
- **Reduced Staffing**
Senior leaders continue to meet departmental goals with reduced staffing. The impact of the four year hiring and pay freezes handicaps the department's ability to man its departments to meet the needs of South Carolina citizens.
- **Training**
Training personnel and providing quick and easy access to new and updated information and resources with limited funding. These challenges were met by using our web-based knowledgebase, internet, and intranet all of which are available on employee desktops.
- **Unfunded Mandates and 2001 fees freeze**
Projects derived from legislative mandates require additional personnel and funding to implement. Projects are implemented with limited resources and budget. SCDMV is a non-appropriated agency and survives on fee generation to resource its operational budget.

I.5 Use of Accountability Report to Improve Organizational Performance

The FY2010-2011 Accountability Report is a self-assessment on the health of SCDMV and will be used as a means to project its vision and goals for 2012.

II Organizational Profile

II.1 Key Products, Services and Delivery Methods

II.2 Key Customer Groups and their Key Requirements/Expectations

SCDMV provides more than 400 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and state agencies, as well as to other states and counties.

Because SCDMV is focused on providing superior customer service, these products and services are delivered through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, and call center operations.

Our web services are constantly expanding so that customers can avoid a trip to a local SCDMV office. There is increasing demand for automated means of providing data and services to our individual and business customers.

Customer Groups	Products and Services
General Public	<p>Driving Credentials</p> <ul style="list-style-type: none"> • More than 20 different types and functions of driver’s licenses, beginner’s permits and ID card credentials. <p>Vehicle Plates</p> <ul style="list-style-type: none"> • 320 different vehicle plate classes, including regular and specialty plates. <p>Motor Vehicle Records</p> <ul style="list-style-type: none"> • Title history, plate history and vehicle ownership history. <p>Titles</p> <ul style="list-style-type: none"> • Original, duplicate, transfer, salvage and junk, and lien processing. <p>Registration Certificates and Decals</p> <ul style="list-style-type: none"> • More than 10 different product types and functions. <p>Other</p> <ul style="list-style-type: none"> • Permanent and temporary handicapped placards with a photo of customer. • Temporary license plates and golf cart permits.
Motor Carriers	<p>Plates, Registrations, Certificates and Taxes</p> <ul style="list-style-type: none"> • International Registration Plan certificates, apportioned plates and Certificates of Compliance. • Collection and administration of International Fuel Tax through International Fuel Tax Agreement (IFTA). • Administration of Unified Carrier Registration (UCS) for Motor Carriers.
Auto Dealers	<p>Vehicle titles, registration and tags for vehicles sold through dealers</p> <p>Dealer tags and licenses</p> <p>Dealer licensing, inspection and oversight</p> <p>Electronic Vehicle Registration Program (EVR)</p>
S.C. Counties	<p>Development and maintenance of interface with counties that enable transfer of vehicle information between counties and SCDMV.</p> <p>Biennial Renewal Program - Joint program between SCDMV and Counties enabling customers to pay county vehicle taxes and renew vehicle registration in one transaction.</p> <p>County issuance of decals and registrations - web-based program enabling counties to issue registration renewal decals directly in county offices to mutual customers.</p> <p>Suspension of driver license and vehicle tags for non-payment of taxes.</p>
General Assembly	Implement legislative laws that impact the agency and provide quality customer service to the citizens of

	SC.
Businesses (insurance companies, attorneys, financial institutions, information management commercial entities, commercial vehicle industry and employers)	<p>Vehicle history information</p> <p>Direct Access Network enabling commercial account customers to purchase SCDMV information</p> <p>Web services with insurance industry and information resellers.</p>
Law Enforcement and Judicial Entities	<p>Vehicle history information</p> <p>Assistance with criminal investigations.</p> <p>Direct interface with the SC Law Enforcement Division (SLED) and Department of Public Safety/Highway Patrol Systems by provide access to SCDMV Information System for Driver License View and allowing the interchange of vehicle information.</p> <p>Response to requests for vehicle information needed for criminal and civil court proceedings.</p>
Other County, State and Federal Agencies	<p>Collection of vehicle sales tax and remission to SC Department of Revenue (DOR).</p> <p>Collection and compliance review of Heavy Vehicle Use Tax and distribution to IRS.</p> <p>Provide access to review and enter accident report information and limited vehicle information to SC Department of Transportation (DOT).</p> <p>Suspension and clearance of driver’s license for non-payment of child support.</p> <p>Collection and maintenance of Alcohol and Drug Safety Program (ADSAP) information for SC Department of Alcohol and Other Drug Abuse Services (DAODAS).</p> <p>Participation in the Ignition Interlock Device program with DAODAS and SC Department of Probation, Parole and Pardon Services.</p> <p>Suspension and clearance of driver’s license and tags for court-ordered civil proceedings related to accidents (non-payment of judgments, installment agreements, etc.).</p> <p>Coordinate motor voter issues in preparation for elections with the State Election Commission.</p> <p>Administration and reporting for Federal Motor Carrier Safety Administration.</p>

Our key customers expect their products and services to be delivered on time, within budget and scope and in accordance with customers and stakeholders expectations and requirements.

Close collaboration between SCDMV functional areas ensures that accurate information, processing times, and delays are communicated promptly to the customer.

II.3 Key Stakeholder Groups

The agency’s key stakeholders include employees, law enforcement, insurance companies, financial institutions, public and private educational institutions, driving schools, commercial vehicle industry, automobile sales industry, the Governor’s Office and General Assembly, and federal, state and local government agencies.

II.4 Key Suppliers and Partners

The key suppliers and partners to the Department of Motor Vehicles include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels; financial institutions; insurance companies; and automobile dealers.

II.5 Operating Locations

The agency's operations are headquartered at 10311 Wilson Boulevard, Blythewood, SC. After closing or relocating three (3) facilities, the SCDMV has **68** field offices throughout South Carolina.

Abbeville	Aiken	Allendale
Anderson	Bamberg	Barnwell
Batesburg	Beaufort	Belton
Bennettsville	Bishopville	Bluffton
Blythewood	Camden	Charleston (Leeds Ave.)
Charleston (Lockwood Blvd.)	Charleston (East Cooper)	Charleston (Dealer Central)
Charleston (Ashley Oaks)	Chester	Chesterfield
Columbia (O'Neil Court)	Columbia (Shop Road)	Conway
Darlington	Dillon	Edgefield
Florence	Fort Mill	Fountain inn
Gaffney	Georgetown	Greenville (University Ridge)
Greenville (Saluda Dam Road)	Greenwood	Greer (Dealer Central)
Hampton	Irmo/Ballentine	Kingstree
Ladson	Lake City	Lancaster
Laurens	Lexington	Manning
Marion	McCormick	Moncks Corner
Myrtle Beach	Newberry	North Augusta
North Myrtle Beach (Little River)	Orangeburg	Pickens
Ridgeland (Dealer Central)	Rock Hill (Hands Mill Rd.)	Saluda
Santee	Seneca	Spartanburg (Fair Forest Rd.)
Spartanburg (Southport Rd.)	St. George	St. Matthews
Sumter	Union	Walterboro
Winnsboro	Woodruff	

II.6 Number of Employees

On June 30, 2011, the agency's workforce consisted of the following:

Classified: 1,154
 Unclassified: 4
 Temporary: 13
 Temporary Grant: 1

II.7 Regulatory Environment

SCDMV operates under the regulation of many federal and state authorities.

Occupational Health and Safety Regulations:

- U.S. Department of Labor
- South Carolina Department of Labor, Licensing and Regulation
- S.C. Occupational Safety and Health Administration (OSHA)

Accreditation, Certification or Registration Requirements:

- International Registration Plan (IRP)

Industry Standards:

- Federal Motor Carrier Safety Administration (FMCSA)
Federal Motor Carrier Safety Regulations, 49 CFR
- Department of Homeland Security
U.S. Citizenship and Immigration Services (USCIS)
Transportation Security Administration (TSA)
- American Association of Motor Vehicle Administrators (AAMVA)
- National Highway Traffic Safety Administration (NHTSA)
- International Fuel Tax Administration Agreement (IFTA)

Environmental, Financial, and Product Regulations:

- Internal Revenue Services (IRS)
- SC Code of Laws Title 56
- SC Budget and Control Board

SCDMV is audited by many of the entities listed above and is expected to comply with all regulations applicable to its operations. In addition, DMV is regulated by federal and state laws and regulations.

II.8 Performance Improvement System(s)

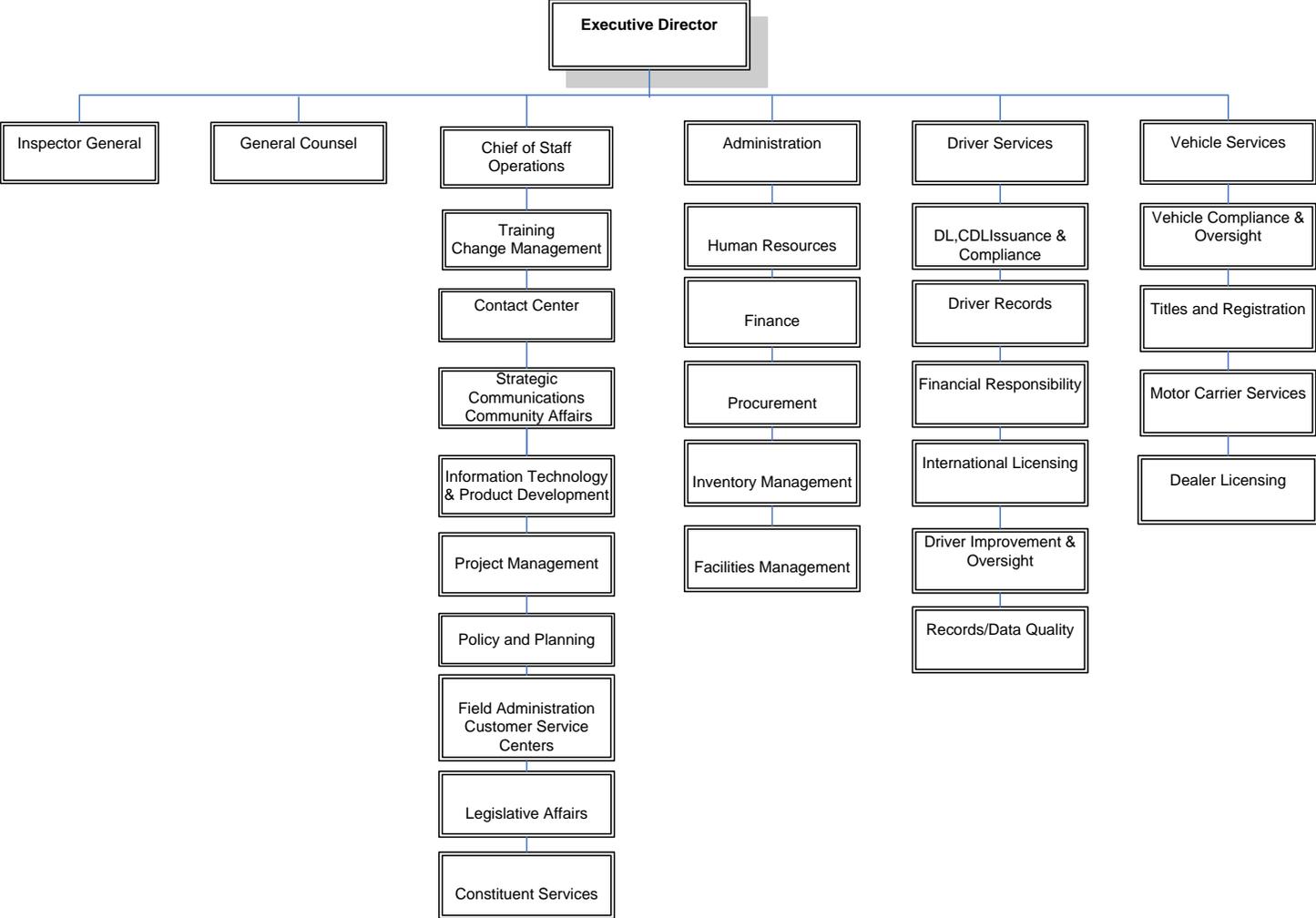
- Conduct GAP Analysis to assess “As Is” processes and to determine "To Be" processes to increase total quality management.
- Hold Joint Application Development meetings to elicit stakeholder’s expectations and requirements.
- Integrate change management plan to effectively manage, monitor, and control requirement changes.
- Initiate Risk Management Analysis to effectively determine project/organizational risk and develop risk response strategies and contingency plans.
- Utilize project schedule management for allocating resources and managing project costs to ensure projects are implemented on time and on budget.
- Centre Call Management System (CMS) is the product used to collect all the telephone statistics for the Contact Center.
- Q-Flow System is used to monitor and track wait times, transaction times and employee productivity.

- Office of Inspector General utilizes a case tracking program to maintain information about internal affairs, fraud, field administration, identity theft, general correspondence and information request cases received by the office. Units also submit weekly and monthly statistics regarding specific recurring assignments. Processes are evaluated on an as-needed basis as problems or available improvements arise. After a change is implemented, end user feedback is solicited to determine if additional changes are necessary to ensure successful processing.
- South Carolina Enterprise Information System (SCEIS) is the new statewide system developed to consolidate all state agency financial, procurement and human resources/payroll records into one central system. This system was developed to eliminate redundancies, reduce paper handling and provide more efficient processing all of which is expected to result in significant savings.
- Training evaluations completed by participants are used to make improvements in the agency's methods of developing and delivering training. Also, the assessment scores that participants earn are used as indicators to evaluate performance. SCDMV's minimum passing score on all assessments is 80%. If an inordinate number of participants score below minimum, adjustments to the training are made and participants are re-trained to get to the passing score.
- SCDMV visits other state-level Department or Division of Motor Vehicle offices to capture "best practices."

II.9 Organizational Structure

See organizational chart on next page.

South Carolina Department of Motor Vehicles



II.10 Expenditures/Appropriations Chart

Major Budget Categories	FY 2010 Appropriations Act		FY 2010 Actual Expenditures		FY 2011 Appropriations Act		FY 2011 Actual Expenditures	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$41,877,111	\$0	\$37,318,733	\$0	\$38,364,533	\$0	\$35,391,362	\$0
Other Operating	\$32,071,887	\$0	\$19,318,349	\$0	\$28,120,267	\$0	\$19,890,987	\$0
Special Items	\$4,000,000	\$0	\$2,259,323	\$0	\$4,000,000	\$0	\$2,267,485	\$0
Permanent Improvements	\$0	\$0	\$1,476,865	\$0	\$0	\$0	\$630,248	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	\$12,357,422	\$0	\$12,793,667	\$0	\$13,060,298	\$0	\$12,815,582	\$0
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$90,306,420	\$0	\$73,166,937	\$0	\$83,545,098	\$0	\$70,995,664	\$0

Other Expenditures

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	0	0
Capital Reserve Funds	0	0
Bonds	0	0

II.11 Major Program Areas Chart – Major Program Areas:

Program Number and Title	Major Program Area Purpose (Brief)	FY10 Budget Expenditures		Key Cross References for Financial Results*	FY11 Budget Expenditures		Key Cross References for Financial Results*
I. Administration 01000000	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Planning, Policy and process development, Training and Change Management.	State: 0	0.00%	SCEIS, ZBD, 08/19/10	State: 0	0.00%	SCEIS, ZBD, 08/05/10
		Federal: 1,103,942	1.51%		Federal: 659,123	0.93%	
		Other: 6,706,535	9.17%		Other: 6,102,836	8.60%	
		Total: 7,810,477			Total: 6,761,959		
		% of Total Budget:	10.67%		% of Total Budget:	9.52%	
IIA1. Customer Service Centers 10102000	Includes all 68 field offices, providing full range of customer services and products.	State: 0	0.00%	SCEIS, ZBD, 08/19/10	State: 0	0.00%	SCEIS, ZBD, 08/05/10
		Federal: 0	0.00%		Federal: 0	0.00%	
		Other: 26,803,556	36.63%		Other: 26,734,972	37.66%	
		Total: 26,803,556			Total: 26,734,972		
		% of Total Budget:	36.63%		% of Total Budget:	37.66%	
IIA2. Customer Service Delivery 10103000	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	State: 0	0.00%	SCEIS, ZBD, 08/19/10	State: 0	0.00%	SCEIS, ZBD, 08/05/10
		Federal: 0	0.00%		Federal: 0	0.00%	
		Other: 2,151,132	2.94%		Other: 2,235,832	3.15%	
		Total: 2,151,132			Total: 2,235,832		
		% of Total Budget:	2.94%		% of Total Budget:	3.15%	
IIB. Driver Services 10200000	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Administrative Hearings, Document Review and Fraud Detection, Driver Improvement	State: 0	0.00%	SCEIS, ZBD, 08/19/10	State: 0	0.00%	SCEIS, ZBD, 08/05/10
		Federal: 509,598	0.70%		Federal: 609,247	0.86%	
		Other: 6,899,005	9.43%		Other: 6,533,624	9.20%	
		Total: 7,408,603			Total: 7,142,871		
		% of Total Budget:	10.12%		% of Total Budget:	10.06%	

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY10 Budget Expenditures		Key Cross References for Financial Results*	FY11 Budget Expenditures		Key Cross References for Financial Results*
IIC. Vehicle Services 10300000		State: 0 Federal: 235,920 Other: 7,829,510 Total: 8,065,430 % of Total Budget: 11.02%	0.00% 0.32% 10.70%	contains plate replacement SCEIS, ZBD, 08/19/10	State: 0 Federal: 0 Other: 6,895,321 Total: 6,895,321 % of Total Budget: 9.71%	0.00% 0.00% 9.71%	contains plate replacement SCEIS, ZBD, 08/05/10
IID. Technology & Product Development 10400000		State: 0 Federal: 47,950 Other: 6,609,258 Total: 6,657,208 % of Total Budget: 9.10%	0.00% 0.07% 9.03%	SCEIS, ZBD, 08/19/10	State: 0 Federal: 81,139 Other: 7,697,741 Total: 7,778,880 % of Total Budget: 10.96%	0.00% 0.11% 10.84%	SCEIS, ZBD, 08/05/10
Contributions 95050000	Contributions	State: 0 Federal: 36,136 Other: 12,757,531 Total: 12,793,667 % of Total Budget: 17.49%	0.00% 0.05% 17.44%	SCEIS, ZBD, 08/19/10	State: 0 Federal: 2,146 Other: 12,813,436 Total: 12,815,582 % of Total Budget: 18.05%	0.00% 0.00% 18.05%	SCEIS, ZBD, 08/05/10
Capital Projects 99000000	Capital Projects	State: 0 Federal: 0 Other: 1,476,865 Total: 1,476,865 % of Total Budget: 2.02%	0 0 2.02%	SCEIS, ZBD, 08/19/10	State: 0 Federal: 0 Other: 630,248 Total: 630,248 % of Total Budget: 0.89%	0 0 0.89%	SCEIS, ZBD, 08/05/10

73,166,937 100.00%

70,995,664 100.00%

III Malcolm Baldrige Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

1.1 Communicating Short and Long Term Direction

a. Short and long-term direction and priorities

SCDMV's Executive Director sets the overall direction for the agency and communicates his vision and plans to senior leaders during weekly executive staff meetings.

Senior leaders hold weekly executive meetings to review issues and initiatives and to share challenges facing their departments.

Executive Director and senior leaders hold quarterly Town Hall meetings at the agency's Headquarters building to convey information and to discuss key issues affecting the agency. All employees are invited to attend after working hours to meet and interact with senior leaders. At SCDMV's first quarterly meeting on June 7, 2011, topics for discussion included building improvements, employee awards and recognition, agency restructure, upcoming employee and media events, the potentiality for a mandated furlough, and other budget constraints and impacts. At the end of the meeting, employees are given the opportunity to ask the Executive Director and senior leaders questions about the direction and the priorities of the agency.

Executive Director along with three employees visit field offices every Monday to meet employees and to share plans, actions and developments taking place within the agency.

Senior leaders also communicate agency and department short and long term goals to managers and supervisors during weekly, monthly and quarterly staff meetings. Every two months, managers and supervisors travel to Headquarters for a four hour meeting to receive information regarding issues affecting the agency and their departments. Information such as updates to legislation, financial direction, and human resources regulation and benefits changes are discussed at those meetings.

Managers and supervisors communicate agency, department and unit goals to employees during weekly staff meetings.

Senior leaders also communicate to all employees through Newsbreak articles sent via email.

Senior leaders communicate to customers and stakeholders at conferences, meetings and on and off-site visits.

Senior leaders communicate agency and department short and long term goals to the media by holding press conferences, sending out media releases and updating the agency's website--media section.

Senior leaders will attend an off-site meeting in September 2011 to finalize the agency's organization, strategic plans, and future priorities.

b. Performance expectations

Senior leaders and managers are responsible for communicating expectations for performance as well as reviewing tasks to ensure that employees are successfully meeting their objectives. Discussions during staff meetings, emails, or face-to-face interactions are all designed to ensure that employees understand what is expected of them and that they are equipped to successfully complete their assigned tasks.

Executive Director communicates performance expectations to senior leaders during weekly executive staff meetings.

Senior leaders and management communicate performance expectations in individual meetings with employees.

Senior leaders and managers also utilize the state's Employee Performance Management Systems (EPMS) to set individual employee expectations. Employees in full time equivalent positions are given an EPMS planning stage at the beginning of each rating period. Managers and supervisors meet with each employee and review job functions (which include job duties and success criteria), objectives, and performance characteristics/competencies and communicate performance expectations.

The agency's rewards and recognition program plays a role in promoting positive performance expectations. The rewards and recognition program was developed to reward and recognize employees who are committed, competent and courteous. Every month, senior leaders nominate and select managers, supervisors and employees who are model employees and display the three characteristics mentioned above.

A ceremony led by the Executive Director and senior leaders is held to announce the recipients of the awards. The staff members who display the three characteristics of the model employees are given special parking spaces and coins to recognize their overall performance and achievements. The recipients of the awards also have their pictures made with the Executive Director and senior leaders. Their pictures are placed on the agency's Facebook page and their names are placed on the agency's Wall of Fame.

The Office of Training and Change Management and Field Services offer new hires for customer service positions six weeks of extensive training on customer service, driver services and vehicle services transactions. As a result of the training, new hires are immediately able to assist customers in shorter time frames than with previous new employee training.

c. Organizational values

SCDMV values are set by the Executive Director and senior leaders. The agency statement of values is "Your SCDMV -- Each a Role Model – Competent, Committed, Courteous!" Our values are communicated and located throughout the agency. The values are displayed on emails, employee pins and walls on each floor of the Headquarters building.

Senior leaders play an essential role in helping employees understand the organizational values.

Accountability, ownership, accuracy, and courteous behavior toward external customers and co-workers are the keys to a successful SCDMV employee.

Managers and supervisors work with employees to answer questions and provide resources and training that will assist employees to succeed in their positions.

SCDMV also expects employees to adhere to the agency's values at work and away from work.

d. Ethical behavior

Upon taking the oath of office or performing official responsibilities, the Executive Director and Directors are required to file statements of economic interests with the State Ethics Commission.

Written policies, which include references to applicable state ethics laws, are made available to all employees and this information is covered during new employee training.

Senior leaders and all employees are required to read and adhere to the guidelines in SCDMV's Ethical Conduct Policy. The Ethical Conduct Policy is straightforward and provides general and practical guidelines in order to avoid the appearance of impropriety by employees. All ethics violations are investigated by the Office of Inspector General. Violations relating to unethical behavior and conduct are addressed through the corrective action process.

Employees with outside employment are required to annually submit a Request for Outside Employment Form to their Directors and the Human Resources Office to gain approval to work outside of the agency. The requests are reviewed and granted approval as long as the outside employment does not create a conflict of interest.

1.2 Promoting Focus on Customers and Other Stakeholders

Senior leaders establish and promote a focus on customers and stakeholders by scheduling and participating in meeting with stakeholders to elicit their expectations and requirements. SCDMV conducts regular meetings with key stakeholders such as county officials, insurance industry representatives, law enforcement, the trucking industry, manufactured housing stakeholders, Electronic Lien and Title (ELT) System and Electronic Vehicle Registration (EVR) providers, and the dealer industry.

Senior leaders formed partnerships with other state agencies such as the Department of Public Safety, the Department of Insurance, Department of Natural Resources, Department of Corrections and Department of Probation, Parole and Pardon Services in order to better serve our mutual stakeholders.

Senior leaders routinely meet with representatives from the banking establishments, legal community, law enforcement and commercial purchases of SCDMV information to determine methods of providing more and better services to these stakeholders.

SCDMV relies heavily on Constituent Services, a department division devoted and focused on resolving customer issues and complaints.

SCDMV communicates to the general public and stakeholders any changes that would affect them directly or indirectly.

Training is also provided for employees and stakeholders.

Training tools that include games and videos that present information in a casual and often humorous way have been very effective in assisting employees to view situations from a customer's viewpoint.

1.3 Current and Potential Impact on Customers

All decisions guiding this organization are influenced by their impact on our customers. Most of the public must interact with the SCDMV and we often form the public's perception of how well state government delivers its services. Therefore, SCDMV's guiding principles are grounded in meeting the needs of our customers.

The agency addresses current and potential impacts on the public of its products, services, and operations in a variety of ways. These impacts are evaluated through legislative, regulatory, policy-making and related processes.

External and internal risks are identified and quantitative and qualitative risk analyses are performed to determine the probability of the risks occurring and the impact it would have on the agency and the general public.

Every new initiative or enacted legislation is evaluated for its impact on our customers, particularly on those customers who must visit a SCDMV office. Project teams work to ensure that changes meet the requirements of the law.

Senior leaders have key partnerships with stakeholders and will conduct surveys with stakeholders to determine the impact.

1.4 Maintaining Fiscal, Legal, and Regulatory Accountability

Senior leaders ensure compliance with federal and state laws and regulations by establishing formal policies, procedures and processes that detail the manner in which transactions should be performed. Policies, procedures and processes are developed in order to minimize the possibility for fraudulent activity.

Periodic audits and peer reviews are conducted internally as well as externally by federal agencies and other entities such as IRS, IFTA, IRP and FMCSA to ensure compliance with state and federal laws and regulations.

Senior leaders ensure that operating expenditures are reviewed and approved according to established guidelines.

1.5 Key Performance Measures Regularly Reviewed by Senior Leaders

Senior leaders routinely review office and online transactions, backlogs, wait times, call center activity and customer feedback tools to measure the agency's performance, responsiveness and customer service levels.

SCDMV's Project Management Office regularly reviews the Project Management Methodology, Lessons Learned, and the Project Planned vs. Actual Activities and Budget to assess the effectiveness in which strategic projects are managed.

1.6 Using Organizational Performance Review Findings and Employee Feedback

Through use of accountability reporting, senior leaders can monitor and respond to trends indicating systemic rather than individual performance problems. Senior leaders also use internal and external performance reviews, along with employee feedback, to improve our services to the public as part of our continuous improvement process.

The Project Management Office (PMO) uses organizational performance review findings to improve organizational and leadership effectiveness by facilitating gap analysis and requirement analysis sessions to assist the agency in determining how to improve total quality management and business processes using a systemic approach.

The Director of Administration exercises an internal auditing schedule to monitor financial management process to ensure compliance with rules, regulations and laws.

The review findings are instrumental along with employee feedback to determine where additional training is needed and to set realistic goals and shift workloads.

1.7 Promoting and Participating in Succession Planning and Leadership

Senior leaders recognize future agency leaders through their performance of job duties, dedication to customer service and commitment to achieving the agency's goals.

Senior leaders provide direct reports and employees with opportunities to participate in training programs such as Certified Public Manager (CPM) and Supervisory Practices.

Senior leaders prepare employees for success by encouraging training, mentoring and documentation of processes.

The agency implemented an intern/cooperative education student and volunteer program. Senior leaders will offer non-paid work opportunities to interns, cooperative education students, and volunteers when they are not in school or have been approved by their school for a cooperative education absence. The purpose of this program is to provide interns, cooperative education students and volunteers with real work experience while working for a public sector employer. Program participants will work on special projects for various departments in the agency

1.8 Creating an Environment for Performance Improvement and Strategic Accomplishments

Executive Director holds weekly executive staff meetings with senior leaders to communicate direction and to discuss challenges facing the agency. Senior leaders are required to bring ideas for improvement to those meetings for discussion and consideration.

Senior leaders hold weekly staff meetings with their direct reports to allow for the interchange of ideas and communication of objectives. Follow up on assigned tasks are discussed at those meetings to ensure that tasks assigned are completed.

Managers and supervisors hold staff meetings with their employees to discuss backlogs and progress. Suggestions for improvement are also discussed and if feasible, implemented to improve productivity.

1.9 Creating an Environment for Organizational and Workforce Learning

Senior leaders create an environment for organizational and workforce learning by supporting leadership conferences and workshops for professional development. Senior leaders make training available for their employees. Work schedules are adjusted to accommodate training.

SCDMV has a training department dedicated to developing and delivering training curriculums. Many of these curriculums are specific to SCDMV processes, while others address more general skills.

The Office of Human Resources work closely with the Training and Change Management Office to deliver management training specifically related to state and agency human resource policies and regulations.

In the future, SCDMV will conduct one hour weekly training sessions based on customer feedback. The training sessions will be designed to address the needs and concerns of our customers.

SCDMV partners with other agencies and entities to deliver quality training for its employees.

1.10 Communicating, Empowering, Motivating and Rewarding Workforce

Senior leaders encourage managers and other direct reports to take initiative and make decisions within the scope of their responsibilities.

Managers and supervisors provide employees with the tools needed to perform the assigned job or task.

The agency developed a rewards and recognition program to reward and recognize employees who are committed, competent and courteous. Every month, senior leaders nominate managers, supervisors and employees who are model employees and display the three characteristics mentioned above.

1.11 Supporting and Strengthening the Community

Senior leaders and employees are committed to supporting and strengthening the agency and state community and the community at large. Senior leaders and employees attend and make presentations at business and customer meetings, serve on committees and panels, and participate in charitable events.

Senior leaders routinely serve as guest speakers at state and national trade organizations and serve on intra-agency committees and task forces aimed at providing shared services to mutual constituencies.

Executive Director serves on the International Board of American Association of Motor Vehicle Administrators and serves as the chair for the Business Opportunities Committee.

Senior leaders attend quarterly meetings with ADSAP and Court Administration and present information to the attendees.

SCDMV has active membership on DSIT's IT Solutions Committee, DPS/OHS Traffic Record Coordinating Committee and in South Carolina Strategic Highway Safety Plan (SHSP) Working Group.

Executive Director encourages senior leaders to interact on a regular and ongoing basis with customers and stakeholders in the community.

Management also participates in Prison Outreach programs to ensure a smooth transition back into society.

Employees in Driver Services go to high schools and administer beginner's permit testing to eligible high school students.

The agency actively supports and encourages its employees to participate in charitable events for the Walk for Life, the United Way Campaign, the March of Dimes, and American Red Cross. Priorities are determined by the agency's ability to participate and make valuable contributions.

SCDMV also sponsors and hosts quarterly Red Cross Blood Drives. Over thirty employees donated 265 units to blood drives in FY10-11.

Category 2 – Strategic Planning

2.1 Strategic Planning Process

The agency's strategic plan was developed as soon as DMV became its own agency in June 2003. The Executive Director and senior leaders met in a series of planning meetings to formulate an agency mission and develop the plan. At the beginning of each fiscal and calendar year, senior staff reviews key strategies and validates the agency's mission.

a. Your organizations' strengths, weaknesses, opportunities and threats;

Strengths:

- Loyal, dedicated and tenured employees
- Employee Recognition Programs

- Situational awareness and cooperative sharing of business practices across the SCDMV, with other SC Agencies and with Departments from other states.

Weaknesses and or challenges of the Department:

- Budget constraints
- Unfunded Mandates
- Technology gaps

Opportunities:

- Social Media
- Implementation of Technological advances
- Partnership development

Threats to Operations:

- Fraud
- Quality Assurance

b. Financial, regulatory, societal and other potential risks;

- Non-Appropriated, revenue generating agency
- Unfunded mandates

c. Shifts in technology and customer preferences;

- Ability to resources technological advances
- New partnerships with third parties fir processing DMV transactions

d. Workforce capabilities and needs;

- Revamped New Employee Training
- Re-emphasized CSR Training
- Conducting Managers Training Pilot in October 11
- Conducting Examiners Training program for standardization
- Conducting International Training
- Beginning in Jan 12 will execute statewide training on Wednesdays from 0830-0930

e. Organizational continuity in emergencies;

- Emergency Notification On-line
- Serious Incident Reporting Program
- Notification through key and essential employees
- Cyclic Fire Drills
- Technology and communications earmarked for emergencies and tragedy response operations

The Department has developed guidelines for relaying emergency situations through the proper chain of command. In the event of office closings due to hazardous weather or other uncontrollable events, the agency has a list of essential personnel who are required to report for duty.

- f. Your ability to execute the strategic plan.
 - Annual planning sessions with executive staff
 - Key message development for front line employees
 - Strategic Project Management Oversight

2.2 Addressing Strategic Challenges through Strategic Objectives

Strategic objectives are designed to take into account the strategic challenges that are identified during initial planning sessions. Certain objectives may be added to address specific challenges in an effort to mitigate their impact.

SCDMV's Project Management Office addresses strategic challenges by ensuring that the right resources are allocated to strategic projects.

2.3 Developing and Tracking Action Plans that Address Key Strategic Objectives

Action plans are developed based upon the objective itself. Ensuring that tasks are assigned to subject matter experts or that subject matter experts are available for team leaders is one of the simplest, but most effective, strategies we utilize.

SCDMV's Project Management Office uses Earn Value Management (EVM) to measure and communicate actual versus planned progress and apply corrective measures when necessary. Allocating resources are determined by subject matter experts and making adjustments based on the strategic objectives and the impact of strategic enterprise projects. Thus enabling more educated and effective management decision-making, which helps evaluate and control project risk by measuring project progress in monetary terms.

2.4 Communicating and Deploying Strategic Objectives, Action Plans and Performance Measures

SCDMV communicates and deploys strategic objectives, action plans, and related performance measures by facilitating joint application development meetings with stakeholders.

Internal communications have focused on top-down distribution through senior leaders to their line managers.

As part of our strategic initiatives for the coming year, we will continue to improve internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

Senior leaders meet with managers and other direct reports to discuss future goals and initiatives and to inform them as to other action plans or directives.

2.5 Measuring Progress of Action Plans

The agency utilizes various performance measures to determine if they are making progress on its action plans.

Progress measurements are tailored to the specific action plan because each action plan has different deliverables. For instance, an action plan for conducting security assessments at field offices could address developing a checklist for the assessment itself, visiting each field office, compiling the results, and taking any needed follow-up action. Assuming the objectives are clearly defined, progress is measured by team leaders reporting the status and projected end date for completing each associated task.

As referenced in Category I, Question 5, and Category II, Question 3, the project management methodology, lessons learned, and baseline project schedules utilizing EVM to compare planned versus actual.

Senior leaders receive progress reports on action plans related to strategic projects.

2.6 Evaluation and Improvement of Strategic Planning Process

The agency evaluates its strategic planning process by measuring how successful it is in achieving the plan's goals and objectives and completing associated strategic projects.

Our strategic planning process is designed to be continually evolving so that it can be tweaked or, conversely, overhauled to make it effective for us at any given time. We are always looking for ways that we can improve the process to be sure that it addresses all of our business needs and complements the agency's comprehensive planning.

2.7 Online Strategic Plan

The agency's strategic plan will be posted by October 1, 2011 following senior leaders' offsite meeting.

Category 3 – Customer Focus

3.1 Key Customers and Stakeholders

SCDMV defines a customer as any individual or entity that contacts the agency for information or service. This definition includes the general public, business customers, law enforcement, members of the General Assembly, the Governor, the Lieutenant Governor, and other state and federal agencies. Key requirements for these customers are based on the type of transaction or information they are seeking.

Because of the many types of services SCDMV provides, the agency has more contact with South Carolina citizens than most other state agencies; and that contact is generally maintained throughout that customer's life.

SCDMV provides licensing services for drivers, registration and titling services for vehicles, and research and information services for law enforcement and business customers.

3.2 Meeting Changing Needs

Listening and learning are part of the overall communication process. Most of our assigned tasks and functions deal with subject matters that are constantly, by their nature, changing to reflect larger trends. Gathering useful information that is manageable, accurate, and understandable is an important part of listening and learning; we try to adapt to the needs of our customers where possible.

Access Mechanism	Description	Customer Interaction
SCDMV Field Offices	SCDMV has 68 field offices throughout the state.	Allows customers to visit Mon. – Fri. 8:30 a.m. – 5:00 p.m. to ask questions and obtain SCDMV products and services. Six offices are open on 2 nd and 4 th Saturdays from 8:30 a.m. until 1:00 p.m.
Web Site	SCDMV offers 10 transactions to the general public and 32 transactions to authorized customers (law enforcement, auto dealers, insurance companies, county government, etc.).	Through our web site, customers can conduct many of the transactions that are offered in our field offices such as: <ul style="list-style-type: none"> • renew ID • change address • pay reinstatement fees • obtain a certified driving record • get a duplicate registration • obtain duplicate license • driver points and status • verify payment plan eligibility • provide an Emergency Contact • complete a registration renewal <p>“Member Service” transactions allow authorized users the ability to conduct business transactions with our agency and provide law enforcement with critical information and photos on a 7X24 basis.</p>
Business Partners	SCDMV has expanded our system to interface and exchange data with several of our key stakeholders to provide one stop shopping for our mutual customers; examples include County Auditor/Treasurer, Automotive Dealers, SC Banks/ Credit Unions, Financial Organizations	SCDMV has streamlined and automated several key processes with our stakeholders to replace antiquated, manual business processes. The result is that customers can now receive select products and services from SCDMV without having to visit one of our offices. For example, taxpayers in 31 counties can now obtain the registration document and license plate decals directly from their county treasurer when they pay their property taxes. Banks and other financial organizations can apply for titles and liens electronically instead of completing paper forms and sending runners to file paperwork in our offices. Auto dealers can electronically apply for titles and registration documents and issue regular license plates directly from their dealership showrooms.
Mail	SCDMV offers products and services via regular mail and has a dedicated staff to support email communications	SCDMV allows customers to obtain select services through the mail. Customers can request driving records, apply for title, apply to renew their registration and renew their driver license. SCDMV also supports interaction with customers via email. SCDMV responds to customer questions, comments and complaints via email.
Telephone	SCDMV’s Contact Center receives an average of 3,500 calls per day.	Contact Center employees answer calls to assist vehicle owners and drivers. These employees answer questions and provide assistance in obtaining SCDMV products and Services.

A variety of methods are used to determine key customer requirements, needs and changing expectations. Senior leaders uses customer feedback obtained through web contact in the Alternative Media Unit; correspondence and telephone calls received through the Office of Strategic Communications and Community Affairs and the Office of Constituent Services; telephone calls received through the SCDMV Call Center; and customer survey forms. Data collected through these means is logged and tracked through completion. This data is used to identify problems and concerns, recognize service excellence, and report solutions to issues affecting the customers.

Senior leaders hold meetings with key customers and stakeholders to ascertain their needs and perspectives.

Senior leaders also monitor customer comment cards to determine how to better service our customers.

3.3 Key Customer Access Mechanisms

Customers are served in person, through the website and by telephone. Customers have a venue to express their concerns and experiences. Customers can contact the SCDMV by mail, online through website, visiting field offices or calling the Office of Constituent Services.

3.4 Measuring Customer Satisfaction

Senior leaders measure customer and stakeholder satisfaction and dissatisfaction by providing stakeholders the opportunity to thoroughly assess and test products and services. Stakeholders are provided an opportunity to formally approve or disapprove products and services based on the requirements that are met.

For individual customers, the primary method for measuring customer satisfaction is through direct customer complaints or letters of appreciation. Whenever a complaint is lodged, the appropriate group determines whether the complaint represented an anomaly or whether it was indicative of a systemic problem. If a systematic problem, a cause and effect analysis to define the actual problem and determine what's causing it, before jumping to a solution. Systemic changes are implemented, if necessary.

Senior leaders also hold ongoing feedback meetings with large stakeholders such as counties, dealers, trucking industry, salvage yards, insurance companies, and fleets to determine their satisfaction.

Senior leaders and managers review field office survey/comment cards and make contact with the customer for resolution and/or appreciation.

Senior leaders use feedback from customers and stakeholders to reward or coach employees.

3.5 Using Customer/Stakeholder Feedback

SCDMV uses customer and stakeholder feedback and information as a barometer for agency performance.

Information collected from customers and stakeholders is used to determine service trends, enhance employee training, address agency communication needs, and develop policies and processes. Employees at all levels are committed to providing exceptional services to customers and exceeding their expectations.

This type of feedback is a valuable resource for developing a better understanding of customer and stakeholder needs. It is evaluated to determine if changes to products, services and processes are required.

The agency maintains close contact with its customers and stakeholders to ensure the collection of vital information needed to improve services. Most of our new products/services emanate directly from conversations and strategic sessions with business stakeholders.

SCDMV's website solicits customer feedback through an online survey, making it easier for customers to voice their opinions and offer suggestions.

Senior leaders meet regularly with key customers and stakeholders to resolve issues and improve services. Both customer and stakeholder feedback play an important role in agency decision-making regarding policies and processes. Senior leaders are held accountable for customer satisfaction and must effectively deal with and resolve customer complaints.

3.6 Building Positive Relationships

SCDMV's goal is to provide quality customer service to our customers and stakeholders.

Positive relationships among customers and stakeholders are built through our professionalism and customer service; it is sustained as they see that we go the extra mile to assist them. There are certain requirements that must be met because of laws or regulations, but where possible we exhibit flexibility to try to find ways to meet the needs of each customer.

Senior leaders take every opportunity to communicate positively with customers, listen to their concerns and provide assistance that is valuable to the customer.

By responding to customer concerns as detailed in 3.4 and 3.5 above, SCDMV has built a relationship of trust with stakeholders that allow them to feel that the agency is listening to them and responding to their concerns.

SCDMV's focus on quality customer service and "the personal touch" has helped the agency build positive relationships with both customers and stakeholders.

Senior leaders frequently make personal contact with customers who have difficulty understanding requirements or who report inadequate action on the part of the agency.

The agency frequently participates in stakeholder meetings, conferences and special events to address their needs and concerns.

Senior leaders meet with the South Carolina Auditors, Treasurers and Tax Collectors (SCATT) quarterly to discuss ways the agencies can work together to provide better services to S.C. citizens.

SCDMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency has also worked with counties to issue registration and decals in county offices.

SCDMV partnered with members of the insurance industry and developed an automated liability insurance reporting system (ALIR) that allows insurance companies to report mid-term policy cancellations online rather than manually. This functionality has expanded to include the processing of other types of transactions as well.

Category 4 – Measurement, Analysis, and Knowledge Management

4.1 **Determining Measurable Operations, Processes and Systems**

SCDMV uses several performance management tools to measure, analyze and improve organizational performance.

SCDMV implemented a new customer queuing system (Q-Flow) and this system tracks initial wait time, service times and total process time. It also helps to measure employee productivity, identify processing bottlenecks, identify areas needing additional training, office staffing requirements and enhanced reporting on field office reporting.

The Contact Center utilizes CentreVu Call Management System (CMS) to collect telephone statistics. The statistics identified as Key Performance Indicators are closely monitored and collected for historical comparisons.

The agency successfully switched from the HRIS and SAMS payroll legacy (internal) systems to the SCEIS Business Warehouse. We have been successful in extracting and building SCDMV reports from this system to give senior leaders real time data to manage their areas.

Tracking emanates both from strategic goals (data that's captured for accountability plan, for example) as well as for performance measurement (individual employee reports to compare performance among employees).

Phoenix transaction processing system affords senior leaders the opportunity for measuring volumes and transaction efficiency and effectiveness.

4.2 **Selection and Analysis of Data/Information for Decision Making and Innovation**

As an agency that provides products and services to all of our state citizens on a frequent basis, our primary performance goals are related to the speed, accuracy, security and efficiency of our services. We attempt to capture data related to these goals and use the information to identify operational weaknesses and improve operations.

As in any organization, the key to success is to capture relevant data, present it to decision makers in a meaningful manner and use the data to make business decisions.

Data analysis plays a critical role in making business decisions at SCDMV. For example, data that we obtain from our core SCDMV application allows us to analyze:

- The total number of transactions processed
- The types of transactions that are processed
- The length of time required to process transactions
- The number of transactions processed by each employee
- The statewide average time to complete a certain type of transaction

Managers at different levels of our agency have access to this data and review this information to make decisions related to employee staffing and training, among other things. We also analyze errors made by our employees and customers in an effort to identify the underlying reason for the error. As a result of this analysis, senior leaders and managers may decide that additional training in a certain area is needed.

Senior leaders may also find that our policies, processes or forms need to be simplified and improved.

4.3 **Key Measures**

Current key measures used by the Department of Motor Vehicles in making choices and decisions affecting the Agency and the citizens of South Carolina include the following:

- Number of customer service windows staffed daily per field office
- Customer wait times per field office
- Total number of customer transactions performed daily per field office
- Total number of online transactions performed daily
- Total phone calls received in call center
- Backlog volume
- Total number of customer complaints per field office
- Total revenue received and expenses incurred for selected periods
- Total products delivered
- Number of employees trained and types of training delivered
- Various driver and vehicle transaction error rates

4.4 **Using Data/Information Analysis**

Senior leaders select and use key comparative data based upon its reliability and accuracy as well as the usefulness of the information.

Senior leaders utilize various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. For example: Field Administration uses Q-Flow to determine office wait times.

All data sources used to collect information regarding driver- and vehicle-related issues are actively used by senior leaders and outside sources as allowed by law to make decisions and choices. This same information is provided in a timely manner to all legislative bodies requesting such data. SCDMV has ready access to benchmarking tools from other states that are then used by the agency to determine its own performance. Specific agencies that provide comparative statistics include: American Association of Motor Vehicle Administrators (AAMVA), National Highway Traffic Safety Administration (NHTSA); and Federal Motor Carrier Safety Administration (FMCSA).

4.5 Ensuring Data Integrity, Timeliness, Accuracy, Security and Availability

SCDMV ensures data integrity, timeliness, accuracy, security and availability over all SCDMV data and information.

The agency's database is accessible only through the use of authorized log-in and password features. Additionally, audit trails are maintained to identify all users accessing the system. Multiple edits and validations have been integrated into the system to ensure all required data is obtained based on the specific transaction processed. Through internal testing of software maintained in its database and interaction with software vendors regarding virus deterrence and firewall development, data protection and availability is ensured to senior leaders. SCDMV continuously focuses on information technology to ensure data is accurate and is provided to senior leaders in a timely manner. The system automatically produces transaction reports on a daily, weekly or monthly basis that are readily available for senior leaders' review of performance.

In the coming year, we aim to significantly expand and formalize the management reporting and review system to increase our ability to measure operation efficiency and effectiveness.

4.6 Translating Organizational Performance into Priorities for Continuous Improvement

SCDMV translates performance review findings into operation improvements through a process where reviews are conducted, findings are documented and shared with managers, improvement plans are created and additional follow up reviews are conducted to ensure that original findings have been properly addressed.

Through the input and questions we get from both our employees and our customers, we continue to enhance the functionality of agency systems such as Phoenix and the products/services provided to our external customers.

4.7 Managing Organizational and Employee Knowledge

Workforce and organizational knowledge are often the products of experience. Where possible, we work to document the information amassed by employees and make it available to others. This is done

through writing agency-wide policies or procedures, internal guidebooks, or collaborating with Training and Change Management (TCM) to develop curricula for various classes. While there is no substitute for hands-on experience, there is a lot that can be gained by sharing basic information about processes or practices. In addition, during process evaluations we reach out to other business units or agencies to share ideas and brainstorm ways we can make the process as a whole more efficient, especially in light of the fact that most of our agency functions are inter-related.

The agency also seeks information from our counterparts in other states through direct contact or AAMVA surveys.

The agency's intranet Operational Newsbreak and email are the primary vehicles through which information is shared with all employees. Employee recognition, helpful tips and other general information can be found on the Agency's Facebook page and on the Agency's Twitter site.

The Office of Policy and Planning is charged with providing employees with Operational Newsbreak articles and up-to-date policies, procedures, and business processes.

Senior leaders conduct information sharing/training sessions of key policies/procedures and processes at all field office manager meetings.

Training and Change Management is charged with determining the best means for delivering training updates, whether through formalized classes or through written training directives.

Category 5 – Workforce Focus

5.1 **Organizing and Measuring Work**

Senior leaders provide training to managers and employees to enhance skill levels.

Employees are given the opportunity to cross train with other employees in their department or in other areas of the agency. Managers and supervisors use the EPMS process to communicate performance expectations; provide guidance and constructive feedback; and evaluate employees. Human Resource Office meets with employees to solicit feedback through surveys. The goal is to obtain information that will be useful in measuring job satisfaction and employee morale.

5.2 **Effective Communication and Knowledge Sharing**

Human Resources Managers meet weekly with Field Administration management team and monthly with senior leaders to review human resources measurements.

Human resources development training needs are identified for senior leaders and Field Administration. Training is conducted once a quarter with Field Office Managers. Regional Meetings with Headquarters' managers are held on a quarterly basis. Information such as benefit changes and new program updates to policies is sent to the Office of Strategic Communications & Community Affairs to distribute to all employees. Human Resources related information is placed on the Agency's Intranet.

5.3 **Recruitment and Retention of Employees**

The Human Resources Office receives request to post vacancies and appoint employees from senior leaders. Agency positions are posted externally and/or internally. Positions are posted externally

through NEOGOV. Applicants utilize NEOGOV to complete applications and electronically submit them to agencies such as SCDMV. Through NEOGOV, the agency receives on average 400-800 applications for customer service positions.

Senior leaders and the Human Resources Office utilize a diverse team approach with the selection and interview process to fill vacancies for management positions. The agency notifies the South Carolina Department of Employment and Workforce (DEW) of all job openings. All job openings are registered with DEW. The agency also unites with the Employer Partnership to communicate job needs. Former or current military members can view and apply for SCDMV jobs through a link on the Employer Partnership's website.

The agency's Employment and Recruitment Manager along with other managers attend and participate in career fairs at colleges and universities located throughout South Carolina.

Human Resources conducts reference checks, background checks and works with managers to determine salaries to offer applicants.

5.4 Assessment of Workforce Capability and Capacity Needs

Senior leaders accesses its workforce capability and capacity needs through a variety of measures. Employees, who are leaving the agency, are given exit interview forms to complete and return. The form is provided to the employees to gain information about their experiences and tenure with SCDMV. The responses are reviewed and forwarded to appropriate personnel for action.

The agency uses employee surveys to solicit feedback from current employees regarding concerns, morale, and working conditions. The information obtained is used to determine training needs and job satisfaction.

The Human Resources Office maintains vacancy reports and meets with senior staff to ensure critical staffing levels are met.

5.5 EPMS Supporting High Performance

The agency requires all managers and supervisors to develop employee performance appraisals for all permanent status employees. The appraisals are used to communicate acceptable and unacceptable performance. The agency has a universal review date of February 17. The majority of the employees are evaluated prior to or on the universal review date.

5.6 Development and Learning System for Leaders

The Office of Training and Change Management provides process and skills based training that gives those in leadership positions the ability provide guidance to their employees and make informed decisions on policies and procedures that impact customers and stakeholders. This training is combined with periodic management training provided by the Office of Human Resources on such topics as EPMS, Time Administration, and Position Description Development. In addition, when funds allow, we identify supervisors and managers who show great potential and allow them to participate in APM and CPM certification programs. We currently have two managers who will be participating in the 2011-2012 CPM program.

5.7 Key Developmental and Training Needs Identification

Training needs are identified and determined by customer feedback, management input, process changes and legislative mandates. One of the hallmarks of our training endeavors is the intensive six-week new employee training program that we have developed. It has proven successful in yielding well-trained, highly professional, customer service representatives that are better prepared to assist customers, in a shorter time frame than with previous new employee training programs.

5.8 Encouraging Use of New Knowledge and Skills

On the job use of knowledge and skills is encouraged by involving process owners and users in the development and implementation of training. In addition, we realize that training is not just an event but a process. Therefore, we provide all training participants with the contact information of trainers and subject matter experts who provide on-going support and guidance with newly acquired knowledge and skills. Furthermore, we provide training aids and reference materials that are readily accessible even when assisting customers.

5.9 Contribution of Employee Training to Achievement of Action Plans

The various training programs and events that are conducted by the Office of Training and Change Management are designed to provide employees with practical knowledge and skills that are necessary for accomplishing their job related goals. In turn, this directly impacts SCDMV's plan for assisting all customers and stakeholders in an efficient and professional manner.

5.10 Effectiveness of Workforce/Leader Training and Development Systems

The agency measures the effectiveness of workforce/leader training and development systems in three main ways. Evaluations from training participants, test scores from training events and improvement in employee performance are used as measures to determine effectiveness. All participants in training sessions are asked to complete training evaluations. The evaluations let us know if our training approaches and methods are effective. The feedback and suggestions received are instrumental in making improvements to our training methods. When tests are given as part of a training event, the minimum passing score is 80% and the overwhelming majority of our participants achieve 80% or higher. The Office of Training and Change Management staff solicits feedback from business units and work areas to determine if employee performance meets expectations or has improved as a result of any training they have received. When necessary, follow-up or refresher training is provided to reach desired employee performance levels.

5.11 Motivating Employees

The agency provides the following incentives or benefits to encourage employees to perform at their full potential:

- Employee Appreciation Week activities which included the following: an employee cook-off, an employee lunch/dance and a day designated for Director's to recognize their employees
- Designated parking spaces for employee, manager and supervisor of the month
- Employee Recognition Boards
- Flexible Work Schedules

- Casual Fridays
- Employee Appreciation and Service Pins
- Donated tickets to various events throughout the state
- Opportunities for career advancement within the agency
- Free parking
- Onsite cafeterias and dining areas
- Free access to crushed ice machines
- On-site vending machines
- On-site opportunity for health and fitness walks

Benefits and incentives listed above are available to every SCDMV employee.

5.12 Employee Well-Being and Satisfaction

Employee surveys are conducted in offices throughout the agency. The information obtained through the surveys is used to measure job satisfaction, employee morale and working conditions. Senior leaders are given copies of the survey results to enact changes and review and improve processes. Implemented across-the-board policy where all employees are encouraged to offer recommendations to senior leaders for improvements to the agency.

5.13 Effective Management of Career Progression and Succession Planning

Career development opportunities are provided as budget allows. Career development plans were developed for employees in the agency's largest division. The plans were ultimately placed on hold for budgetary purposes. The Human Resources Office develops and provides reports to managers which track employees who are eligible for retirement and/or TERI within five (5) years.

5.14 Maintaining Safe and Healthy Work Environment

SCDMV is committed to providing a safe, secure and healthy work environment for all employees. The agency took the following measures to ensure safe, professional and functionally working facilities:

- Maintains a list of essential employee to active and use during natural disasters
- Enforces the use of vehicles decals to ensure employees are authorized to enter the front gate of the complex and to park in authorized areas
- Issues all employees identification badges, dual purposed for building access
- Enforces the wear of identification badges to ensure only authorized employees are in authorized areas inside of agency buildings
- Mandates for all visitors to sign-in at the receptionist desk and to wear the visitor's badges as a means to track visitor who are non-departmental employees
- Offers mammography services to employees annually
- Provides access to first aid kits and blood pressure monitors on site
- Provides provision within Workplace Violence Policy that enforces zero tolerance for personnel engaging in behavior associated with workplace violence
- Establishes evacuation plans for implementation and activation during emergencies

- Maintains a list of employees and managers who are trained as First Responders and in blood borne pathogen
- Ensures all offices have installed safety alarms

In FY11-12, the agency will take on the following initiatives to maintain a safe and healthy work environment: expand agency’s OSHA certification training; complete ADA renovations; install physical security enhancements, improve air quality testing in facilities; expand training in risk assessment and train safety teams to evaluate and complete workstation ergonomic studies.

Category 6 – Process Management

6.1 Organizational Core Competencies

Our core competencies, or “areas of greatest expertise,” are determined in large part by our designated function. As a government agency, we were created by statute and many of our key responsibilities are prescribed by SC Code of Laws. As such, we have no real competition because in most areas we are the only entity with the authority to issue products such as driver’s licenses, titles, etc. Therefore, the knowledge and expertise needed to properly issue these documents is a core competency. In addition, because we have field offices throughout the state, we have designed and implemented an effective communication network to ensure that all of our field offices are issuing products in a consistent, uniform manner.

Senior leaders developed a network of key design and delivery processes for the products and services we provide to our employees and citizens of the state. These key processes are based upon the Agency’s mission and the major strategic goals of management and are defined as delivering services directly to external customers.

Key processes are delivered across multiple program areas and distribution channels, and utilize various technologies to provide value to our customers. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the SCDMV is able to maintain changing customer and legislative requirements.

The chart below shows our key processes broken out by program area:

Program Area	Service Channel	Key Processes
Customer Service Centers	Geographically distributed face-to-face customer service centers	<ul style="list-style-type: none"> • Issue Driving Credentials and ID Cards • Process International Customer Driver Services (17 offices) • Process lien information • Issue Vehicle Registration Credentials • Clear driver and vehicle Reinstatement Requirements • Administer driver knowledge and skills tests • Provide Motor Vehicle Records • Issue IFTA and IRP credentialing to Motor Carriers (6 offices) • Issue and Renew Dealer Licenses • Process customer change requests

Program Area	Service Channel	Key Processes
Customer Service Delivery	Web-based transactions, mail-in transactions, automated interface transactions, Customer Call Center	<ul style="list-style-type: none"> • Provide information and documents • Issue duplicate and renewal driving credentials and ID cards • Process requests for driver and vehicle records • Issue titles and process title lien requests • Perform title and vehicle research • Perform driver record research • Oversee biennial registration and process exceptions • Respond to customer requests for information
Compliance and Oversight	Mail-in, face-to-face customer service; site visits to dealers, trucking companies, etc., face-to-face hearings, mail-in hearing requests	<ul style="list-style-type: none"> • Maintain driver record information from courts (uniform traffic tickets, court orders, etc.) • Enter and maintain accident data • Add driver and vehicle suspensions • Clear Reinstatement Requirements for Driver and Vehicle Suspensions • Process and Maintain driver medical exclusion information • Oversee uninsured motorist program • Process Dealer Licensing applications • Perform Dealer Licensing Inspections • Administer program and process transactions for the International Registration Plan (IRP), • Administer program and process International Fuel Tax Agreement (IFTA) transactions • Administer program and process transactions for Single State Registration System (SSRS) • Maintain Performance and Registration Information Management System (PRISM) • Maintain S.C. Commercial Driver's License (CDL) AAMVA reporting system • Perform inspections for third party CDL testers • Administer and oversee New Entrant Safety Assurance Programs • Process Administrative Hearing Requests and Results

6.2 Key Work Processes that Produce, Create or Add Value

SCDMV uses statutory requirements to guide the development of key processes. The agency develops policies that reflect legal requirements and support those processes. Key policies and processes are documented and are available to employees via the agency's intranet and customers via the agency's public web site. Employees are trained on the agency's key processes and management has instituted a

system for continuous review and improvement. Additionally, SCDMV has an Office of Inspector General to ensure compliance with policies and processes.

6.3 Incorporating Organizational Knowledge

SCDMV uses various inputs to determine process improvements. Many of our most innovative improvement initiatives are initiated through AAMVA conferences that showcase key products and services germane to our industry. We take a proactive role in proposing legislation that not only will meet the needs of our customers, but also will streamline the administration of the law. Similarly, we structure many of our Requests for Proposals (RFP) to solicit new and innovative solutions to technical and process challenges. Finally, our employees are an invaluable source of process improvement suggestions and senior leaders actively solicits input from employees on all levels; and many of these suggestions are operationalized into system processes and agency procedures.

6.4 Meeting Key Requirements through Day-to-Day Operations

SCDMV constantly monitor business processes and undertake improvements as detailed above. Since efficient systems are composed of inputs, processes and outputs that have been reengineered, by improving the systems and processes that produce the output measures from our agency, we directly affect performance through the adjustment of the inputs and processes.

6.5 Systematically Evaluating and Improving Key Product and Service Processes

As previously mentioned, much of our evaluation comes from customer input. We also research and discuss best service delivery practices with other states through our trade association (AAMVA). Through this network of SCDMV professionals, states learn from each other and can measure our internal processes against successful practices in other states. Equally, the Executive Director visited four states and opened dialogue with three states to discuss and capture best practices from each Department or Division of Motor Vehicles.

SCDMV evaluates and improves our key product and service related processes in one of several ways. Internal reviews of our field office and headquarters operations are conducted by our Internal Audit office. Another method of evaluating our processes is through the solicitation and use of customer feedback.

6.6 Key Support Processes

SCDMV defines support processes as those internal agency processes that are required to support key core business processes aimed at external customers. Some key support processes include:

- Information Technology
 - Maintain an information technology system that supports core processes.
 - Provide technical help desk support to employees.
- Strategic Communications & Community Affairs
 - Maintain and implement internal and external communications plans.
- Constituent Services
 - Assist Field Office and Headquarters employees with exception based transactions.
 - Serve the general public, members of the Executive, Legislative and Judicial branches with constituent issues by email, telephone and mail.

- Training and Change Management
 - Develop training for agency employees.
- Policy and Planning
 - Develop, modify and distribute agency-wide policies and procedures based on new or amended legislation or quality improvement initiatives.
- Human Resources
 - Plan and coordinate classification, compensation, recruiting, staffing, employee performance, corrective action, benefits and payroll.
- Finance
 - Maintain control over budget, revenue, general accounting, accounts payable and fixed assets.
- Procurement
 - Process requisitions and purchase orders.
- Inventory Management
 - Operate mail, fleet and warehouse services.
- Facilities
 - Maintain all facilities statewide.
- Project Management
 - Oversee implementation of the agency's strategic projects.
- Contact Center
 - Answer customer phone calls concerning driver licenses, titles and registration, and financial responsibility questions.
 - Process web and mail-in transactions for driving records, duplicate and modified credentials.
- General Counsel
 - Provide legal advice to agency departments.
- Inspector General
 - Responsible for the agency's internal affairs, fraud detection program, auditing functions and commercial driver's license and compliance oversight activities.
- Field Administration
 - Provide operational support to field offices and answer questions relating to customers and customer products.
- Driver Records
 - Administer laws, policies and procedures as they relate to SC motor vehicle/driver license laws and maintaining customer driving records.
- Records and Data Quality
 - Respond to questions from DMV personnel regarding data conversion problems.
 - Merge records and reconstruct suspensions/records.
- Financial Responsibility
 - Administer and enforce laws relating to the Uninsured Motorist Act.
- International Affairs
 - Oversee development of all standards for international customers regarding driving and identity credential issuance; validating and authenticating source documents and lawful presence; and training field employees and responding to inquiries from offices and customers.

- Driver Improvement
 - Develop, monitor and administer knowledge tests through high school testing program and regulate/monitor driver training schools and driver training instructors.
- Motor Carrier Services
 - Administer International Fuel Tax Agreement (IFTA) and International Registration Plan (IRP).
- Dealer Licensing and Audit
 - License, inspect and monitor the operations of all SC motor vehicle dealers and wholesalers.
 - Investigate all offenses and complaints related to dealer motor vehicle laws and conduct periodic audits of dealers.
- Vehicle Compliance & Oversight
 - Oversee third party partnerships for Electronic Liens and Titling (Lienholders) and Electronic Vehicle Registration (Dealers).
- Titles and Registration
 - Respond to all vehicle-related questions from internal users and resolve discrepancies to vehicle records resulting from the implementation of the National Motor Vehicle Titling Information System (NMVTIS).

The primary input for support process improvement is the voice of our customers and our employees. The agency realizes that a key element in any superior system is the people who function within the system. SCDMV feels that systems aimed at supporting employees should be as efficient as those for our external customers, so that our employees can focus on doing their job, not on what the job is doing to them.

6.7 Determining Resources Needed to Meet Budget and Financial Obligations

Beginning in FY 07, SCDMV became totally funded by revenues generated and retained by the agency, with the exception of money received from federal grants. Therefore, it is imperative that senior leaders analyze prior year expenditures and accurately project upcoming year revenue estimates when determining resources needed to meet financial obligations. Approximately 72% of our budget is used for personnel costs (salaries and fringes). In addition, SCDMV is always challenged to improve service delivery methods, implement legislative mandates and maintain facilities. All of these initiatives require senior leaders to prioritize, allocate funding and manage cash flow in a very conscientious manner. In an effort to accomplish these objectives, senior leaders utilize detailed financial reports, a comprehensive strategic plan and a capital improvement/facility maintenance plan.

Senior leaders analyze prior year expenditures and revenue estimates for the upcoming year when determining resources needed to meet financial obligations.

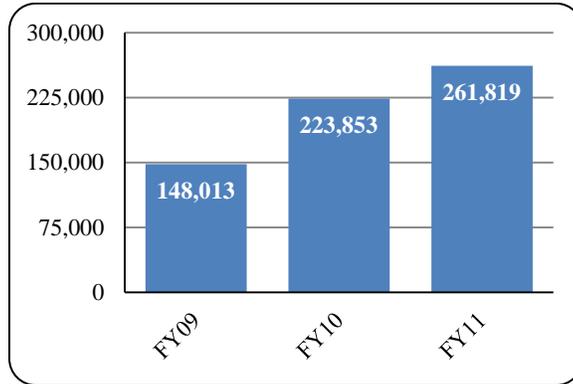
Category 7 – Results

7.1 Products and Services Results

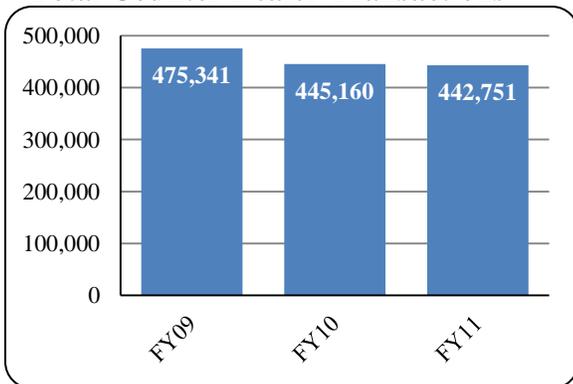
**Figure 7.1-1
Total Approved Dealers**



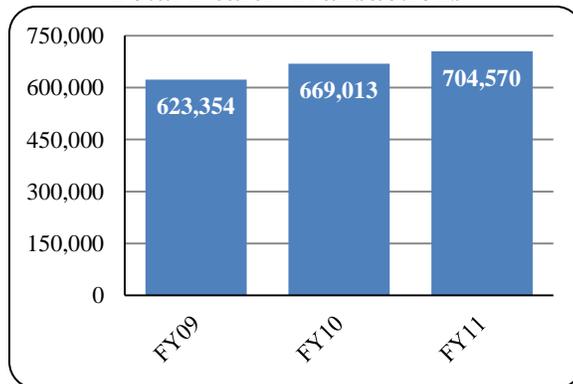
**Figure 7.1-2
Total Enable Vehicle Registration Transactions**



**Figure 7.1-3
Total Counter Dealer Transactions**



**Figure 7.1-4
Total Dealer Transactions**



**Figure 7.1-5
Enable Vehicle Registration as Percentage of Total Dealer Transaction**

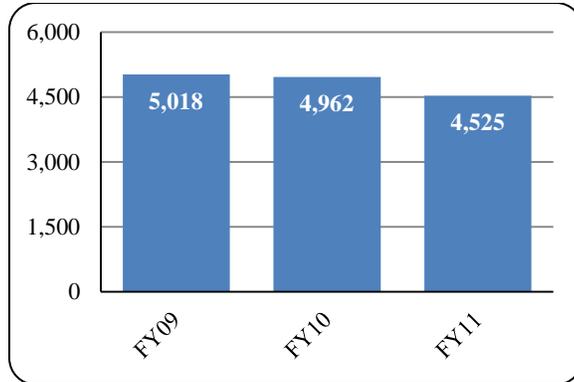


Motor Carrier Services/International Registration Plan (IRP)

**Figure 7.1-6
Active Accounts**



**Figure 7.1-7
Renewed Accounts**



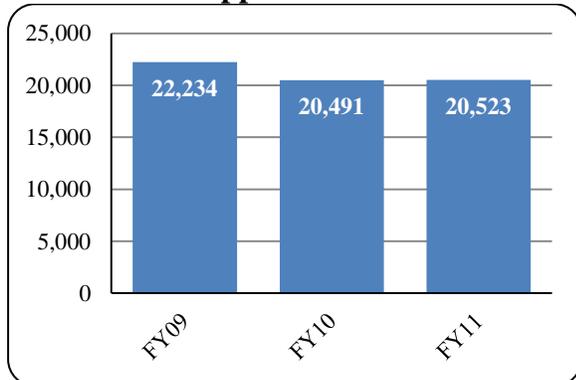
**Figure 7.1-8
New Accounts**



**Figure 7.1-9
Audits Conducted**



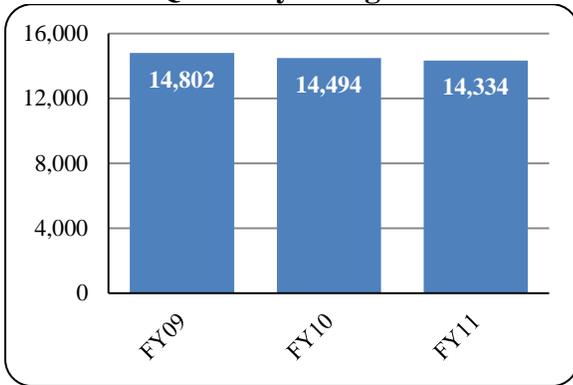
**Figure 7.1-10
Active Apportioned Vehicles**



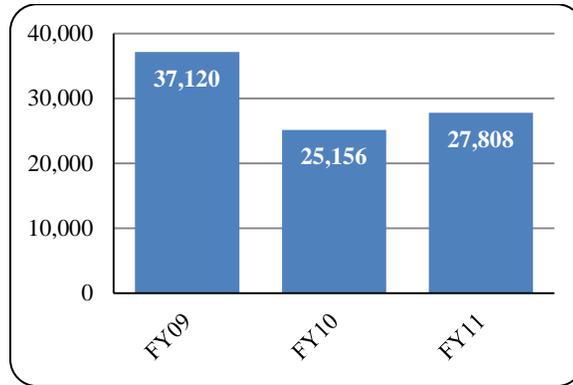
Figures 7.1-6 to 7.1-10 show the number of transactions or services performed for IRP.

Motor Carrier Services/International Fuel Tax Agreement (IFTA)

**Figure 7.1-11
Quarterly Filings**



**Figure 7.1-12
Decals Issued**



**Figure 7.1-13
Active Accounts**



Figures 7.1-11 to 7.1-13 show the number of transactions or services performed for IFTA.

**Figure 7.1-14
Unified Carrier Registration
Active Accounts**

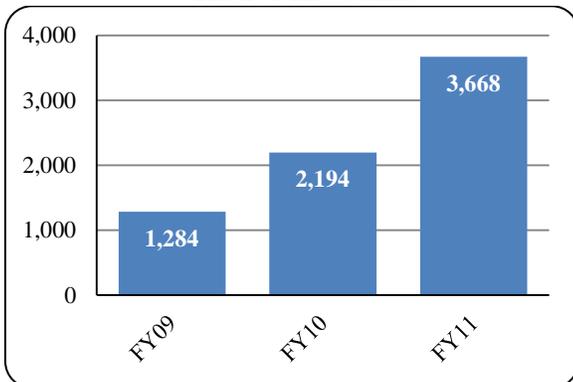
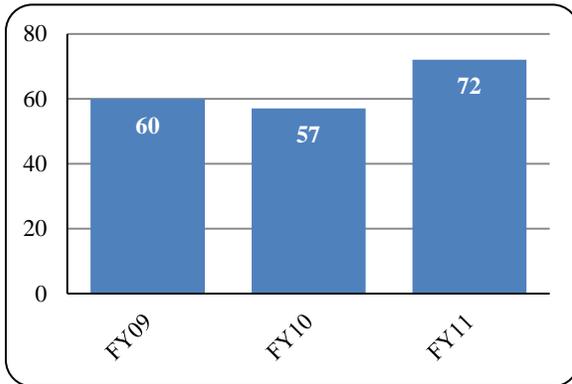


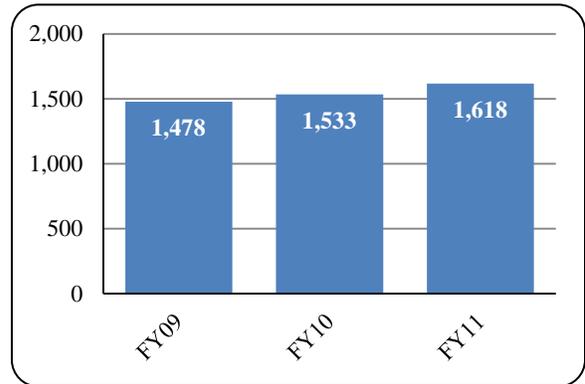
Figure 7.1-14 shows the number of Unified Carrier Registration active accounts in Motor Carrier Services.

Certificate of Compliance

**Figure 7.1-15
New Accounts**



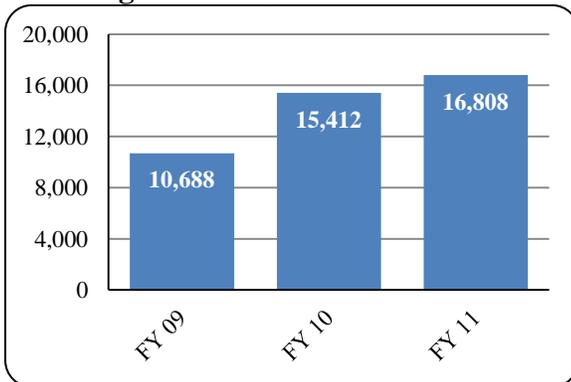
**Figure 7.1-16
Active Accounts**



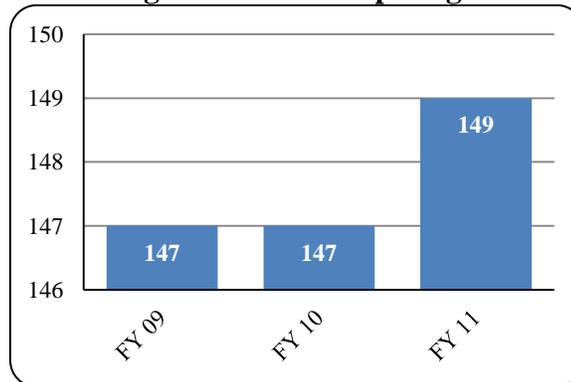
Figures 7.1-15 and 7.1-16 show the number of Certificate of Compliance (active and new) accounts in Motor Carrier Services.

High School Knowledge Test Administration

**Figure 7.1-17
High School Students Tested**



**Figure 7.1-18
High School Participating**



Figures 7.1-17 and 7.1-18 show the total number of students tested and the total number of high schools participating in the program.

International Customer Transactions

Figure 7.1-19
Credentials Processed for International Customers

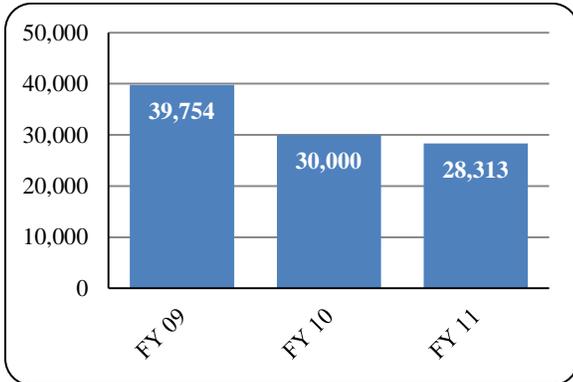


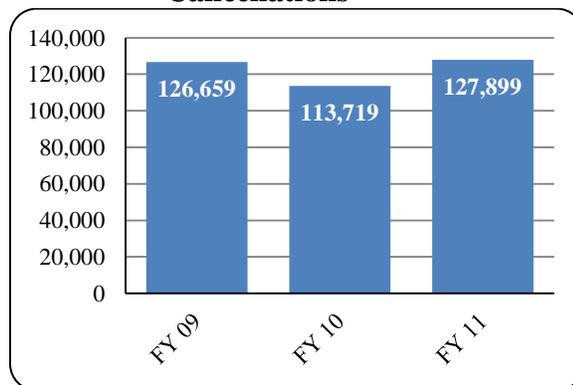
Figure 7.1-19 shows the number of credentials processed for international customers. There continues to be decreases in the number of non-US citizens receiving credentials. The applicant's inability to obtain valid/current immigration documents and DMV's ability to better detect and prevent fraud are key factors in the decline.

Insurance Cancellations

Figure 7.1-20
FR4 Insurance Cancellations Received



Figure 7.1-21
FR4A Electronic Insurance Responses to Cancellations



Figures 7.1-20 and 7.1-21 show statistics comparing FY09, FY10 and FY11 cancellation notices received electronically and responses to the cancellation notices (FR4a) reported electronically. During FY11, SCDMV began to verify insurance for vehicles at time of renewal through the VIN file.

Compliance and Oversight Transactions

Figure 7.1-22
Uniform Traffic Tickets Processed

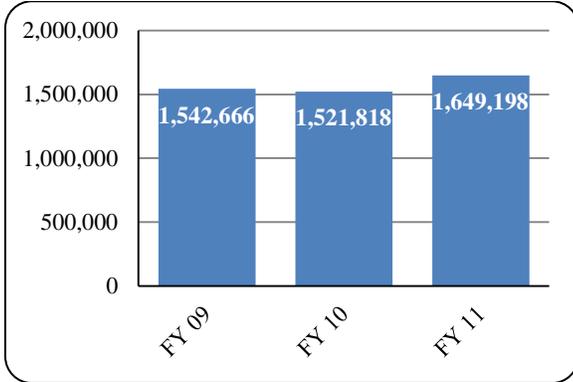


Figure 7.1-23
Sale of Accident Reports by Mail



Figure 7.1-24
Number of Other Insurance Related Suspensions

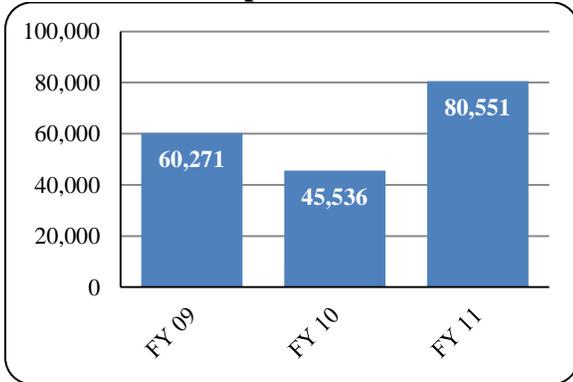


Figure 7.1-25
Number of Accident Reports Keyed

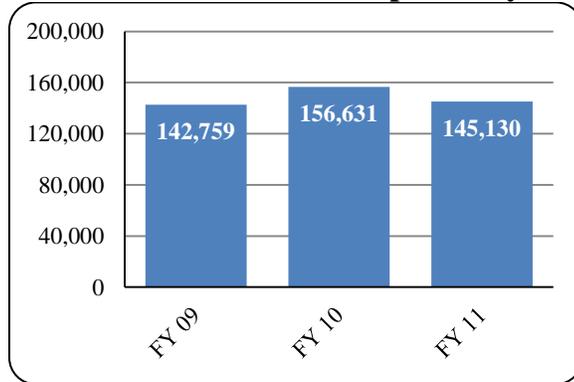
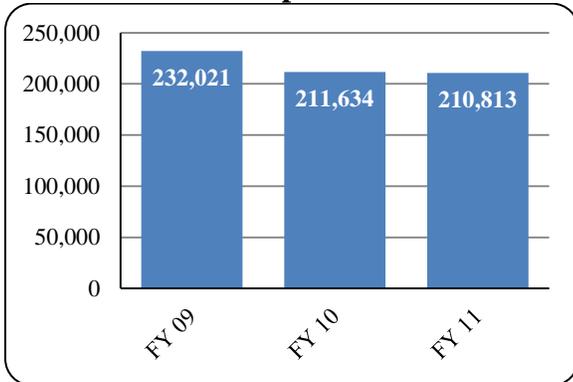


Figure 7.1-26
Driver Licenses Suspensions Processed



Figures 7.1-22 to 7.1-26 show the number of customer compliance transactions processed in FY09, FY10 and FY11.

**Figure 7.1-27
SC DMV Transactions – All Media**

Transaction Type	FY 09	FY 10	FY 11	% change
Driver Transactions	1,774,405	1,580,408	1,649,104	9.30%
Title Transactions	1,439,462	1,433,730	1,543,379	7.60%
Registration Transactions	5,510,444	5,342,534	5,382,609	0.80%
Miscellaneous Transactions	3,705,872	3,633,014	3,883,355	6.90%
Total Statewide Transactions	12,430,183	11,989,686	12,458,447	4.50%

Figure 7.1-27 shows the total number of SCDMV transactions for the last three (3) fiscal years.

**Figure 7.1-28
Total Payment Transactions**

Total Payment Transactions	FY 09	FY 10	FY11
Duplicate DL	8,588	8,537	8,904
Duplicate Registration	7,242	7,127	7,134
Modify DL	27,054	27,124	28,613
Pay Reinstatement Fee	11,575	11,879	14,342
DL Renewal	22,158	2,721	742
ID Renewal	1,183	1,004	1,067
Pay Registration Late Fees	7,676	9,459	11,103
Total	85,476	67,851	71,905

Figure 7.1-28 shows the total number of SCDMV payment transactions for the last three (3) fiscal years.

7.2 Customer Focused Results

Communications

**Figure 7.2-1
Requested Information**

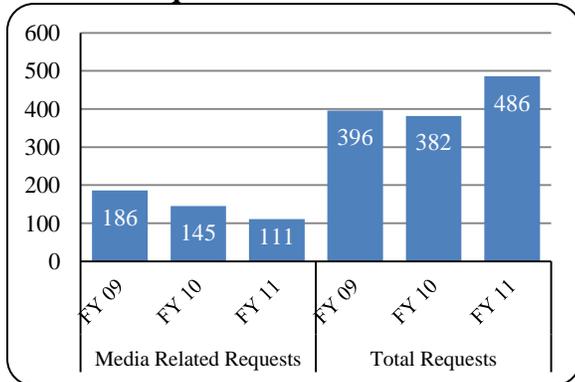


Figure 7.2-1 shows the number of media requests for information.

Constituent Services

In FY10, the Office of Constituent Services handled approximately 3,234 customer inquiries. In FY11, Constituent Services handled approximately 3,300 customer inquiries.

7.3 Financial Performance Results

**Figure 7.3-1
Appropriations versus Actual Expenditures**

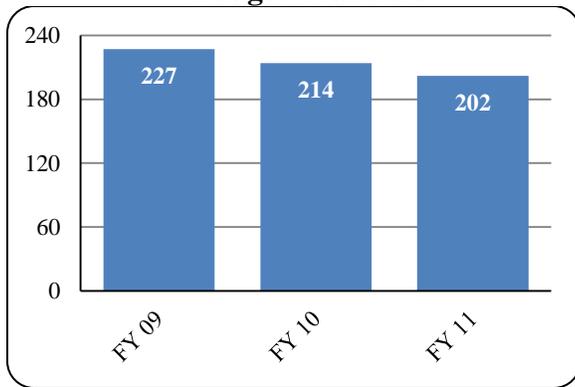
	2009			2010			2011		
	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures
0114							0	0	0
0158							0	0	0
0160							0	0	0
0170			-				<u>0</u>	<u>0</u>	<u>0</u>
	0	0	0	0	0	0	0	0	0
1201	0			0			0	0	0
1300							0	0	0
0700							0	0	0
State	0	0	0	0	0	0	0	0	0
0114	110,504	110,504	110,504	110,504	110,504	108,379	110,504	110,504	102,290
0158	37,212,779	36,446,566	36,419,789	37,212,779	36,391,377	33,812,880	35,081,939	35,060,938	32,684,812
0159	0	0	0	0	0	0	0	0	0
0160	454,016	352,586	352,586	454,016	352,586	283,970	352,586	352,587	241,306
0170	<u>2,643,599</u>	<u>1,621,433</u>	<u>1,619,504</u>	<u>2,643,599</u>	<u>2,634,149</u>	<u>1,331,660</u>	<u>1,551,643</u>	<u>1,572,643</u>	<u>1,205,389</u>
	40,420,898	38,531,090	38,502,382	40,420,898	39,488,616	35,536,889	37,096,672	37,096,672	34,233,797
1201	21,355,796	20,205,808	19,422,538	28,357,922	27,115,423	13,687,963	24,457,786	23,707,786	14,846,903
6100	11,002,126	12,565,535	12,304,575	4,000,000	4,000,000	2,259,323	4,000,000	4,000,000	2,267,485
1300	11,915,837	13,392,224	13,102,445	11,915,837	11,581,446	11,468,592	12,628,396	12,628,396	12,390,496
0700	0	8,624,058	2,028,059	0	4,381,541	1,476,865	0	630,248	630,248
Earmarked	84,694,657	93,318,715	85,359,998	84,694,657	86,567,026	64,429,633	78,182,854	78,063,102	64,368,929
0158	1,273,885	1,221,618	1,221,618	1,273,885	1,647,255	1,609,001	1,216,345	1,216,346	1,111,835
0160	0	28,016	28,016	0	28,016	27,477	28,016	28,015	28,015
0170	<u>94,028</u>	<u>27,243</u>	<u>27,243</u>	<u>94,028</u>	<u>94,028</u>	<u>21,529</u>	<u>23,500</u>	<u>23,500</u>	<u>7,395</u>
	1,367,913	1,276,878	1,276,878	1,367,913	1,769,299	1,658,007	1,267,861	1,267,861	1,147,245
1201	3,295,455	3,369,830	3,366,782	3,295,455	4,537,473	3,856,812	3,184,481	3,934,481	3,704,896
1300	405,247	421,908	421,908	405,247	1,271,015	1,288,939	431,902	431,902	422,940
Restricted	5,068,615	5,068,615	5,065,568	5,068,615	7,577,787	6,803,758	4,884,244	5,634,244	5,275,080
0158	39,683	158,753	38,912	9,728	21,411	12,971	0	0	0
0170	<u>300,446</u>	<u>323,048</u>	<u>291,930</u>	<u>78,572</u>	<u>239,380</u>	<u>110,866</u>	0	<u>25,749</u>	<u>10,320</u>
	340,129	481,801	330,842	88,300	260,790	123,837	0	25,749	10,320

	2009			2010			2011		
	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures
1300	108,841	223,511	94,744	36,338	89,992	36,136	0	5,235	2,146
Federal	742,970	2,196,549	1,139,579	543,148	2,665,844	1,933,546	478,000	2,162,000	1,351,655
1201	294,000	1,491,237	713,994	418,510	2,315,062	1,773,573	478,000	2,131,017	1,339,188
0114	110,504	110,504	110,504	110,504	110,504	108,379	110,504	110,504	102,290
0158	38,526,347	37,826,938	37,680,319	38,496,392	38,060,042	35,434,851	36,298,284	36,277,284	33,796,646
0159							0	0	0
0160	454,016	380,602	380,602	454,016	380,602	311,447	380,602	380,602	269,322
0170	<u>3,038,073</u>	<u>1,971,725</u>	<u>1,938,677</u>	<u>2,816,199</u>	<u>2,967,557</u>	<u>1,464,056</u>	<u>1,575,143</u>	<u>1,621,892</u>	<u>1,223,104</u>
	42,128,940	40,289,768	40,110,102	41,877,111	41,518,705	37,318,733	38,364,533	38,390,282	35,391,362
1300	12,429,925	14,037,643	13,619,096	12,357,422	12,942,453	12,793,667	13,060,298	13,065,533	12,815,582
0700	0	8,624,058	2,028,059	0	4,381,541	1,476,865	0	630,248	630,248
6100	11,002,126	12,565,535	12,304,575	4,000,000	4,000,000	2,259,323	4,000,000	4,000,000	2,267,485
1201	24,945,251	25,066,875	23,503,314	32,071,887	33,967,958	19,318,349	28,120,267	29,773,284	19,890,987
Total Agency	90,506,242	100,583,879	91,565,145	90,306,420	96,810,656	73,166,937	83,545,098	85,859,346	70,995,664

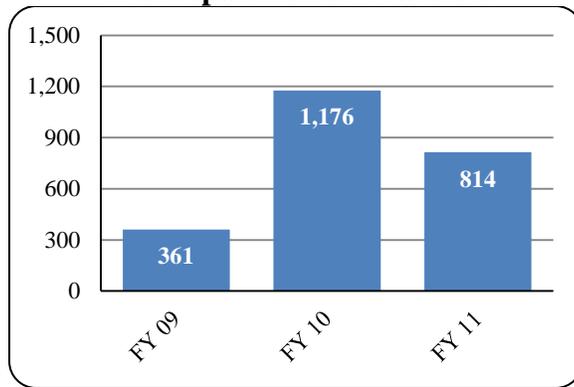
Figure 7.3-1 details financial performance by measuring appropriations versus expenditures.

Budget Measures

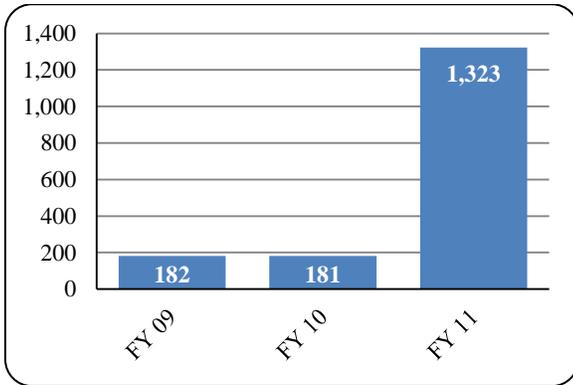
**Figure 7.3-2
Budget Transfers**



**Figure 7.3-3
Interdepartmental Transfers**



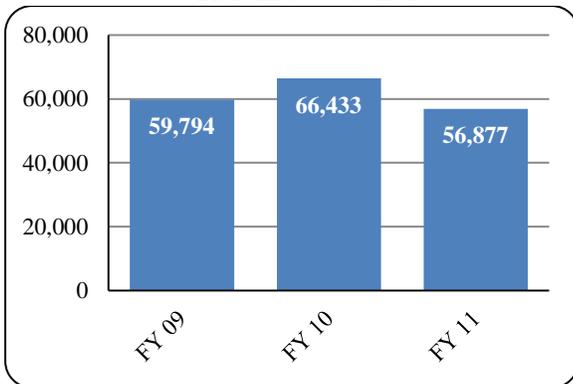
**Figure 7.3-4
Cash Transfers**



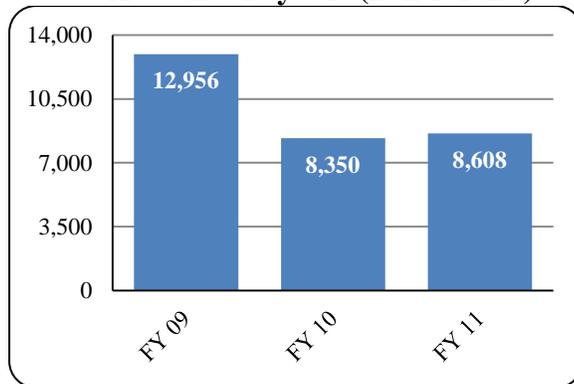
Figures 7.3-2 to 7.3-4 show the number of budget, cash and interdepartmental transfers performed during the last three fiscal years.

Accounting Measures

**Figure 7.3-5
Refund Vouchers**



**Figure 7.3-6
Vouchers Processed by
Accounts Payable (non-refund)**



Figures 7.3-5 and 7.3-6 show the number vouchers (accounts payable) and refund voucher processed during the last three fiscal years.

7.4 Workforce Results

Figure 7.4-1
Education Levels of Employees

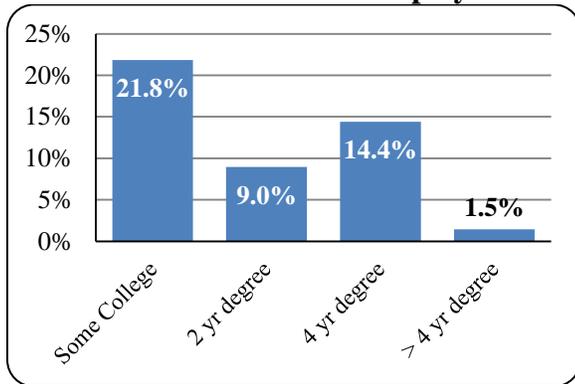


Figure 7.4-1 shows the education levels of SCDMV employees.

Figure 7.4-2
Agency Turnover Employee Count

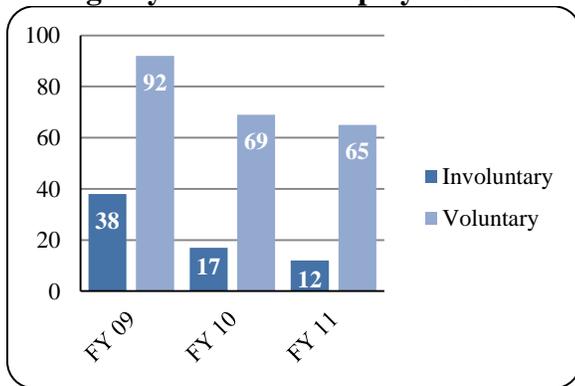
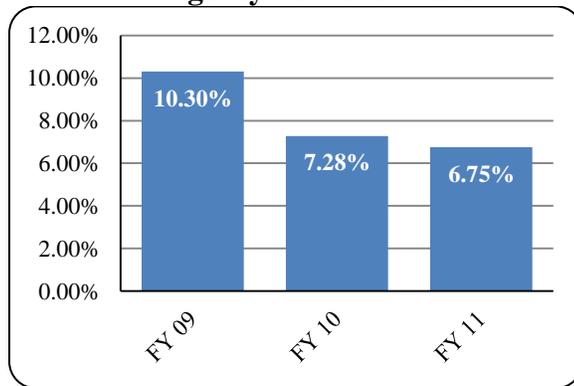


Figure 7.4-3
Agency Turnover Rate



Figures 7.4-2 and 7.4-3 show the agency's turnover count and turnover rate for the last three (3) fiscal years. The agency has low turnover.

Figure 7.4-4
Workforce Average

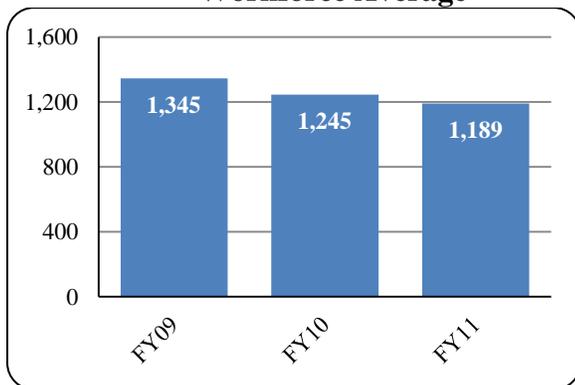
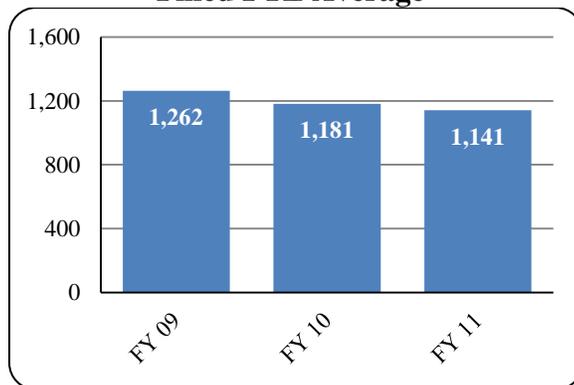


Figure 7.4-5
Filed FTE Average



Figures 7.4-4 and 7.4-5 show the average number of employees employed with SCDMV.

Worker's Compensation

Fiscal Year	Total Claims	Total Lost Time in Work Weeks	Amount Paid	Total Claims Settled
08-09	7	106.43	\$30,151.61	8
09-10	2	31.71	\$8,155.61	2
10-11	5	19.43	\$6,022.83	0

Figure 7.4-6 shows the number of workers compensation lost time claims.

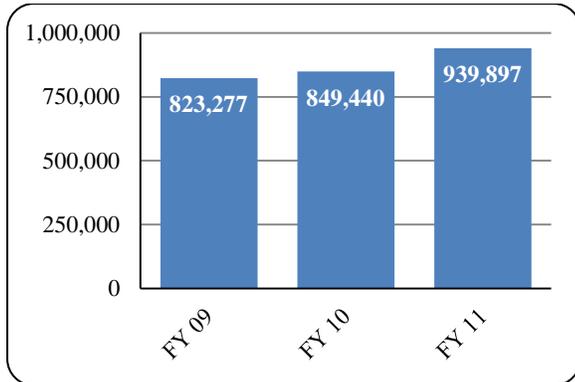
EEO Goals

The agency's goal attainment in promoting a diverse workforce for FY 08-09 was 92.5% and in FY 09-10 was 91.5%. EEO goals are reported on federal fiscal year basis. FY11 figures will be available in October 2011.

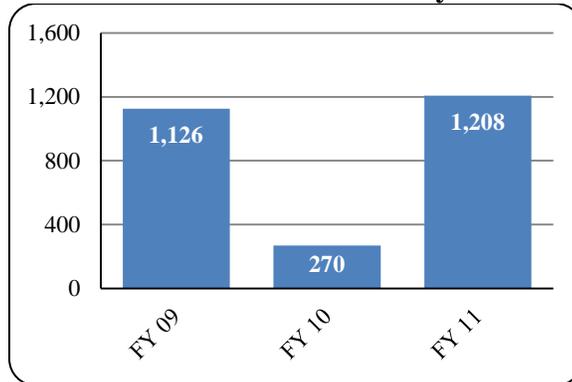
7.5 Organizational Effectiveness/Operational Efficiency Results

Contact Center

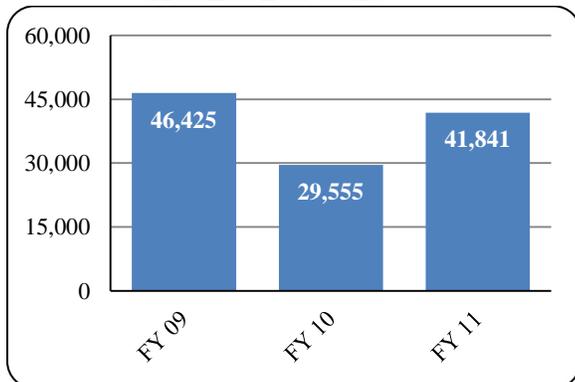
**Figure 7.5-1
Calls Handled**



**Figure 7.5-2
Calls – Forced Busy**

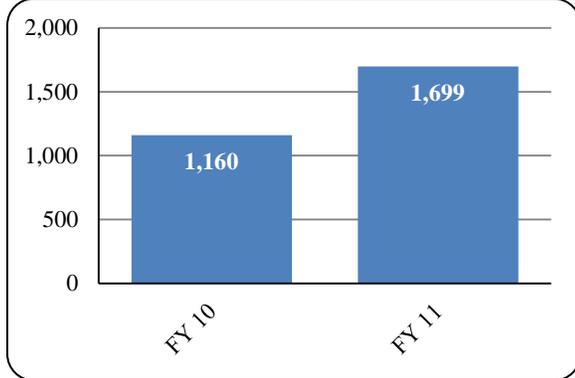


**Figure 7.5-3
Abandoned Calls**

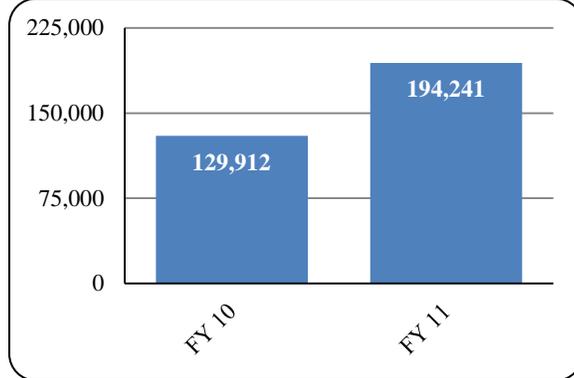


Alternative Media

**Figure 7.5-4
Average Calls Per Employee Per Month**



**Figure 7.5-5
Alternative Media Transaction Volume**



Figures 7.5-1 to 7.5-5 show the number of calls and transactions processed in the Contact Center to include Alternative Media.

**Figure 7.5-6
Amnesty Week
May 16 – 20, 2011
Call Volume**

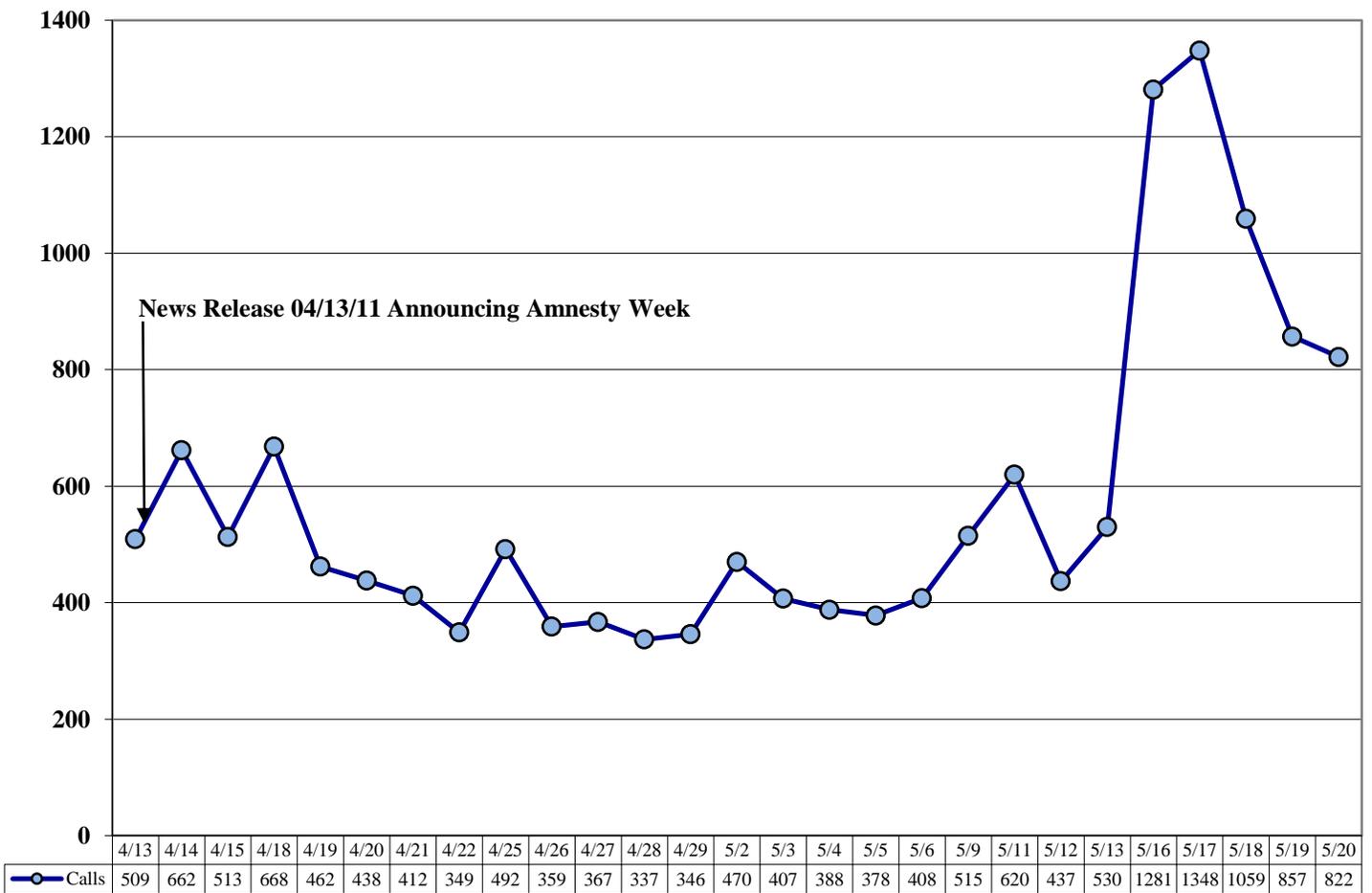


Figure 7.5-6 shows the number of calls related to amnesty requirements during Amnesty Week in May 2011.

7.6 Leadership and Social Responsibility Results

**Figure 7.6-1
Charitable Gifts**

Deduction Code	Number of Employees	Name	Amount Given
2200	41	United Way Assoc of SC	\$ 2,418.66
2202	9	Friends of State Museum	\$ 528.06
2207	26	Comm Health Charities SC	\$ 1,703.16
2210	1	SC Troopers Association	\$ 20.15
		TOTAL	\$ 4,670.03

Figure 7.6-1 shows contributions made by employees to charitable organization within the community.