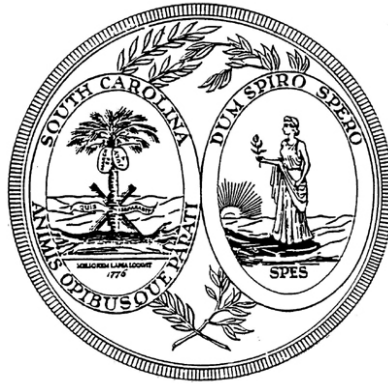


***STATE OF
SOUTH CAROLINA***

DEPARTMENT OF MOTOR VEHICLES



Agency Accountability Report

Fiscal Year 2007-08

September 21, 2008

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Motor Vehicles

Date of Submission: September 21, 2008

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Section I – Executive Summary

1. Mission, Vision and Values

DMV's mission is to support the Governor's efforts to promote economic growth, deliver cost effective and efficient services, enhance quality of life, and increase educational opportunity for the citizens of South Carolina.

DMV accomplishes this mission by administering 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.

DMV's Vision is as follows:

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

Inherent in this mission are the following DMV values:

- Promote economic growth in the state and among our employees
- Deliver cost effective and efficient services
- Enhance quality of life; Increase educational opportunity
- Administer laws fairly and equitably
- Improve service efficiency
- Improve service effectiveness
- Increase professionalism

2. Major Achievements from Past Year (Details reported in Section III, category 7)

- a. Expanded issuance of registration and decals by counties by adding 4 additional participating counties for a total of 23.
- b. Expanded electronic vehicle registration by dealers to 46% of all transactions
- c. Expanded program to administer driver knowledge tests through area high schools
- d. Maintained reduced statewide customer wait times
- e. Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR)
- f. Continued with development of an Employee Career Path
- g. Piloted Manager Training Program
- h. Expanded Fraud Detection Program
- i. Began reissue of the "Palmetto" plate with the new "Sunrise" plate.

3. Key Strategic Goals for the Present and Future Years

- **Strategy 1.** Improve DMV products and services by exploring alternative methods of service delivery
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner
- **Strategy 3.** Invest in employee development and accountability
- **Strategy 4.** Raise awareness of DMV organization, policies and services externally
- **Strategy 5.** Improve communications among employees
- **Strategy 6.** Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement
- **Strategy 7.** Maintain safe, professional and functional working facilities

- **Strategy 8.** Develop and maintain IT systems to support agency operations

4. Key Strategic Challenges

The primary challenges and opportunities for the agency are balancing the public's needs for safety and security with the need for exceptional customer service. There are many federal, state and local initiatives to improve the security of credentials issued by the DMV. A driver's license functions both as an authority to drive as well as the primary identity document for most citizens. The challenges exist in the requirements to protect individuals' privacy while creating a more secure credential. The opportunities exist in providing the secure documents and credentials while providing quality customer service.

5. Accountability Report Used to Improve Organizational Performance

The Department of Motor Vehicles uses its mission and strategic plan throughout the year to chart its strategic course and guide its tactical decisions. The accountability plan serves as our report card in how well we plan and how well we execute our plans. By comparing our actual results as reported in the accountability plan with our projected results, we can continue to improve our planning and execution activities.

Section II – Organizational Profile

The Department of Motor Vehicles first served the citizens of South Carolina in 1917 as a division under the Department of Highways and Public Transportation. During government restructure in 1993, the division was removed from that agency and split between the Department of Revenue (DOR) and the Department of Public Safety (DPS). In 1996, the division was reunited under DPS and remained under that parent agency until June 5, 2003, when Governor Mark Sanford signed the DMV Reform Act, making DMV a stand-alone agency.

- **Main Products and Services – Delivery Methods**

DMV 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 S.C. state agencies, as well as to other states and counties. Because DMV 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 DMV office. Key customer products and services are detailed below:

- **Key Customer Groups – General Public**

- **Representative Products:**

- **Driving Credentials** - More than 20 different types and functions of Driver's Licenses, Beginner's Permits and ID card credentials; **Titles** – original, duplicate, transfer, salvage and junk, lien processing; **Registration Certificates and Decals** – more than 10 different product types and functions; **Vehicle Plates** – more than 336 different vehicle plate classes, including regular and specialty plates; **Motor Vehicle Records** – 3 and 10-year driver records, title history, plate history and vehicle ownership history, accident reports, copies of uniform traffic tickets; **Other Customer Products** – permanent and temporary handicapped placards, temporary license plates, golf cart permits.

- **Representative Services:**

- **Call Center** responds to customer inquiries, requests for information; **Ombudsman/Constituent Service Center** addresses customer concerns and complaints; **International Customer Service Centers** service international customers obtaining driving credentials; **Knowledge and skills test** administration for driving credentials, administered in our customer services centers and through area high schools; **Driver medical oversight; Driver improvement** services, including at-risk driver review; **Processing of statewide driving documents**, including accident reports, court orders related to driver suspensions and clearances and Uniform Traffic Tickets.

- **Key Customer – Motor Carriers**

- **Products:** International Registration Plan Certificates and Certificates of Compliance
- **Services:** Collection and administration of International Fuel Tax through International Fuel Tax Agreement (IFTA); CDL Third Party Tester audits; Administration of Certificate of Compliance (COC) program for Motor Carriers; New Entrant Program for new motor carriers; Exempt program for haulers of

exempt commodities; disqualification and clearance of CDL licenses for violation of Federal Motor Carrier violations.

- **Key Customer – Dealers**

- **Products:** Vehicle titles, registration and tags for vehicles sold through dealers; Dealer Tags; Dealer Licenses.
- **Services:** Dealer licensing, inspection and oversight; Electronic Vehicle Registration Program – allowing dealer agents to provide DMV titling and registration products directly to customer.

- **Key Customer – Business Customers**

Our business customers include insurance companies, attorneys, financial institutions, information management commercial entities, commercial vehicle industry and employers.

- **Products:** driver records, vehicle history information, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets.
- **Services:** Direct Access Network enabling commercial account customers to purchase DMV information; web services with insurance industry and information resellers.

- **Key Customer – Law Enforcement and Judicial Entities**

- **Products:** driver records, history, and photos, vehicle history, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets.
- **Services:** Assistance with criminal investigations; Direct interface with SLED and Highway Patrol Systems allowing the interchange of driver and vehicle information; Image exchange with SLED for distribution to local law enforcement; Response to requests for driver and vehicle information needed for criminal and civil court proceedings; Maintenance and reconciliation of Uniform Traffic Ticket Inventory for Highway Patrol and local law enforcement.

- **Key Customer – S.C. Counties**

- **Services:** Development and maintenance of interface with counties that enable transfer of vehicle information between counties and DMV; Biennial Renewal Program - Joint program between DMV and Counties enabling customers to pay county vehicle taxes and renew vehicle registration in one transaction; County Issuance of Decals and Registrations - web-based program enabling counties to issue registration renewal decals directly in county offices to mutual customers; Suspension of driver license and vehicle tags for non-payment of taxes

- **Key Customer – Other County, State and Federal Agencies**

- **Services:** Collection of vehicle sales tax and remission to S.C. Department of Revenue; Suspension and clearance of driver's license for non-payment of child support; Collection and maintenance of Alcohol and Drug Safety Program (ADSAP) information for DAODAS; Suspension and clearance of driver's license and tags for court-ordered civil proceedings related to accidents (non-payment of judgments, installment agreements, etc.); administration and reporting for Federal Motor Carrier Safety Administration; electronic interface with Social Security Administration for online verification of social security numbers of CDL applicants; providing DL application information to Bureau of Citizens and Immigration Services; collection and data entry of accident information for Highway Safety statistical reporting; collection of fingerprint and background application information on CDL Hazmat drivers for Transportation Safety Administration Security Threat Assessment program; providing applicant information to Selective Service; providing voter registration services for state and local Election Commissions; providing applicant information to courts for

jury duty; providing citizenship information to DHHS for benefit eligibility verification.

- **Key Stakeholder Groups**

The agency’s key stakeholders include 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, federal, state and local government agencies.

- **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; automobile dealers.

- **Operational Locations**

All of the agency’s headquarter operations were consolidated in the Blythewood complex during fiscal year 2004-05. We now have 69 field customer service centers across the state.

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

- **Agency Staff**

At the end of FY 2007-08, DMV employed 1,282 permanent, 97 temporary, 7 grant funded positions, with 135 vacancies, for a total of 1,488 employees.

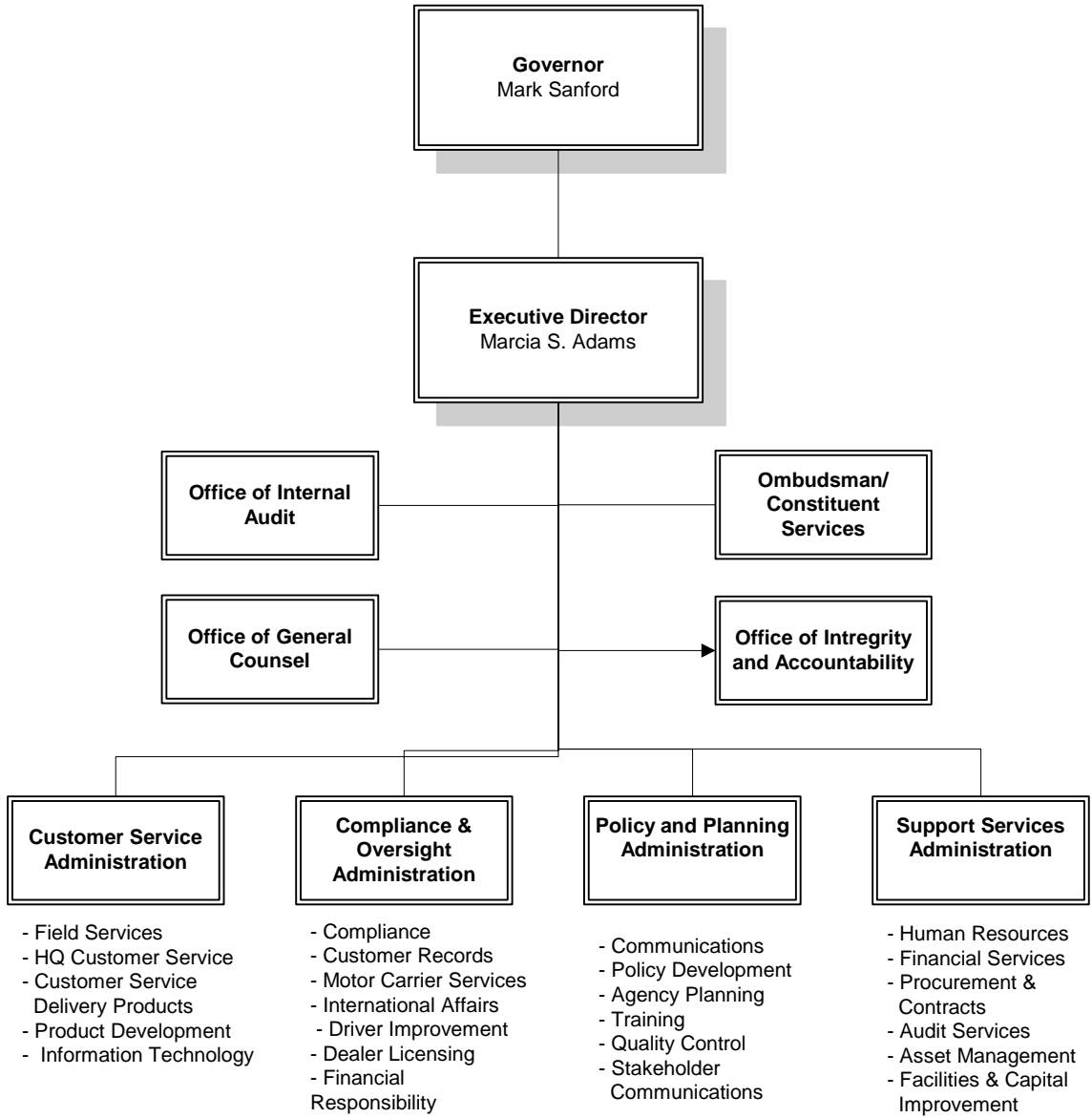
- **Regulatory Environment**

DMV operates under the regulation of many federal and state authorities, including OSHA, ADA, FMCSA, NHTSA and Department of Homeland Security. DMV is audited by many of these entities and expected to comply with all regulations applicable to its operations. In addition, DMV is regulated by federal and state laws and regulations.

- **Performance Improvement System**

DMV utilizes a system whereby processes are reviewed, findings/deficiencies are noted and reported to management, corrective action plans are developed and implemented, and follow-up reviews are conducted to ensure adequacy of corrective action.

Organizational Structure



Base Budget Expenditures and Appropriations

Major Budget Categories	FY 2007 Appropriations Act		FY 2007 Actual Expenditures		FY 2008 Appropriations Act		FY 2008 Actual Expenditures	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$35,524,292	\$	\$40,047,685	\$	\$42,374,932	\$	\$41,411,892	\$0
Other Operating	\$19,943,796		\$21,952,791	\$	\$24,943,796	\$	\$24,473,691	\$0
Special Items	\$	\$	\$	\$		\$	\$	\$
Permanent Improvements		\$	\$713,370	\$	\$	\$	\$1,444,770	\$
Case Services	\$	\$	\$	\$		\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$		\$	\$	\$
Fringe Benefits	\$10,812,429	\$	\$12,220,631	\$	\$13,652,018	\$	\$13,976,513	\$0
Non-recurring	\$	\$				\$	\$	\$
Total	\$66,280,517	\$	\$74,934,471	\$	\$80,970,746	\$	\$81,306,866	\$0

Other Expenditures

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills	0	0
Capital Reserve Funds	0	0
Bonds	0	0

Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07		FY 07-08		Key Cross References for Financial Results*
		Budget Expenditures		Budget Expenditures		
I. Administration 01000000	Includes: Administrative Support Services, Communications, 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 Federal: 0 Other: 5,551,133 Total: 5,551,133 % of Total Budget: 7.41%	0.00% 0.00% 7.41%	State: 0 Federal: 0 Other: 7,013,848 Total: 7,013,848 % of Total Budget: 8.63%	0.00% 0.00% 8.63%	CSA424CM 08/08/08
IIA1. Customer Service Centers 10102000	Includes all 70 field offices, providing full range of customer services and products.	State: 0 Federal: 0 Other: 33,333,538 Total: 33,333,538 % of Total Budget: 44.48%	0.00% 0.00% 44.48%	State: 0 Federal: 0 Other: 29,670,637 Total: 29,670,637 % of Total Budget: 36.49%	0.00% 0.00% 36.49%	CSA424CM 08/08/08
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 Federal: 0 Other: 5,286,035 Total: 5,286,035 % of Total Budget: 7.06%	0.00% 0.00% 7.06%	State: 0 Federal: 0 Other: 2,377,975 Total: 2,377,975 % of Total Budget: 2.92%	0.00% 0.00% 2.92%	CSA424CM 08/08/08
IIB. Procedures and Compliance 10200000	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Document Review, Fraud Detection, and Driver Improvement	State: 0 Federal: 0 Other: 6,072,806 Total: 6,072,806 % of Total Budget: 8.10%	0.00% 0.00% 8.10%	State: 0 Federal: 152,405 Other: 8,425,898 Total: 8,578,303 % of Total Budget: 10.55%	0.00% 0.19% 10.36%	CSA424CM 08/08/08

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures		FY 07-08 Budget Expenditures		Key Cross References for Financial Results*
IIC. Motor Carrier Services 10300000		State: 0 Federal: 503,181 Other: 1,987,392 Total: 2,490,573 % of Total Budget: 3.32%	0.00% 0.67% 2.65% 3.32%	State: 0 Federal: 380,226 Other: 5,680,468 Total: 6,060,694 % of Total Budget: 7.45%	0.00% 0.47% 6.99% 7.45%	CSA424CM 08/08/08
IID. Technology & Product Development 10300000		State: 0 Federal: 0 Other: 9,266,391 Total: 9,266,391 % of Total Budget: 12.37%	0.00% 0.00% 12.37% 12.37%	State: 0 Federal: 40,000 Other: 12,144,126 Total: 12,184,126 % of Total Budget: 14.99%	0.00% 0.05% 14.94% 14.99%	CSA424CM 08/08/08
Contributions 95050000	Contributions	State: 0 Federal: 99,142 Other: 12,121,489 Total: 12,220,631 % of Total Budget: 16.31 %	0.00% 0.13% 16.18% 16.31 %	State: 0 Federal: 92,224 Other: 13,884,289 Total: 13,976,513 % of Total Budget: 17.19%	0.00% 0.11% 17.08% 17.19%	CSA424CM 08/08/08
Capital Projects 99000000	Capital Projects	State: Federal: Other: 713,370 Total: 713,370 % of Total Budget: 0.95%	 0.95% 0.95%	State: Federal: Other: 1,444,770 Total: 1,444,770 % of Total Budget: 1.78%	 1.78% 1.78%	CSA424CM 08/08/08

74,934,477 100.00%

81,306,866 100.00%

Section III - Category 1 – Senior Leadership, Governance & Social Responsibility

1.1 Communicating Short and Long Term Direction

Short and long term direction: DMV senior leadership communicates the agency's short-term and long-term goals on an ongoing basis through interactive management meetings, employee presentations and in-house communication materials.

Performance Expectations: The high level organizational goals set through the strategic plan are operationalized by establishing priorities for each agency administration through weekly senior staff meetings attended by the Executive Director, Deputy Directors and the Directors of General Counsel, Internal Audit and Integrity and Accountability (senior leaders). Senior leaders are responsible for communicating performance expectations to area managers. The agency utilizes the state's Employee Performance Measurement System (EPMS) to set individual employee expectations during the planning stage of the EPMS cycle.

Organizational Values: DMV's organizational values are made clear in the agency's mission statement and manifested through the agency's strategic plan. Senior leaders routinely hold employees accountable to these agency values, positively through rewards and recognition and negatively through disciplinary actions where warranted.

Ethical Behavior: Ethical standards under which the agency operates are modeled by senior leadership and clearly communicated to employees through agency HR policies that are modeled after state OHR guidelines. The agency utilizes all disciplinary and performance system tools at its disposal to address and take action on unethical behavior. The agency has established an Office of Integrity and Accountability charged with overseeing ethical behavior among employees as well as with detecting fraud by employees and customers.

1.2 Promoting Focus on Customers and Other Stakeholders

To maintain a customer-focused direction, DMV continually takes steps to obtain valuable customer feedback through customer surveys, constituent correspondence, and telephone contact. By continuously seeking feedback, DMV is better able to determine what works and doesn't work for the agency and its customers.

Likewise, the agency has established formal communications through regular meetings with stakeholders such as county officials, insurance industry representatives, law enforcement, the trucking industry, the dealer industry, and international customer advocates. In addition, agency senior leaders have established formal partnerships with other 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. Finally, agency leadership routinely meets with representatives from the banking establishments, legal community, law enforcement and commercial purchases of DMV information to determine methods of providing more and better services to these stakeholders.

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 DMV and we often form the public's perception of how well state government delivers its services. Therefore, DMV's guiding principles are grounded in meeting the needs of our customers.

1.4 Maintaining Fiscal, Legal, and Regulatory Accountability

Senior leaders ensure compliance with federal and state laws and regulations by establishing reporting mechanisms through which activities can be monitored. Our finance and budget offices ensure that fiscal controls are in place to prevent the misuse of agency financial resources. Area managers monitor employee transaction activity to ensure that employees are held to the highest ethical standards in the processing of work. The agency has formal policies, procedures and processes that detail the manner in which transactions should be performed in order to minimize the possibility for fraudulent activity. Our internal fraud unit actively searches for fraudulent activity both among our employees and among the public who seek to obtain our products through fraudulent means. DMV is also responsible for reporting compliance with federal and state mandates through annual reporting of compliance with Federal Motor Carrier Services Administration, OSHA, FLSA and EEOC guidelines. On the state level, DMV participates in annual accountability and budget reporting and regular reporting to the governor through cabinet meetings and reports.

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. The agency has implemented an accountability tracking program through which individual unit managers must respond to reports of unsatisfactory customer service, transaction processing, or excessive backlogs. Managers are charged with providing explanations and developing action plans that address specific measures to be taken to prevent future occurrences of performance shortcomings.

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. We 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.

1.7 Promoting and Participating in Succession Planning and Leadership

DMV's senior management recognizes future organizational leaders through their performance of job duties, dedication to customer service and commitment to achieving the agency's goals. DMV has been working diligently on a career path that will allow employees with the desire and abilities to move into leadership positions. A key component of this career path will be comprehensive technical and managerial training, of which senior management has been developing and providing to employees.

1.8 Creating an Environment for Performance Improvement and Strategic Accomplishments

Executive management holds weekly staff meetings with their senior leaders to communicate direction and to discuss challenges facing their departments. Managers are encouraged to bring ideas for improvement to these meetings for discussion and consideration. As the agency moves to completing a universal EPMS review date for all employees, managers are required to evaluate position descriptions and planning documents to ensure accuracy and accountability. Training courses have been developed and are being delivered to enhance employee skills and abilities. Senior management meets at least monthly to develop and/or update agency policies to provide direction to employees in performing their duties. The agency has developed a comprehensive

strategic plan to provide direction to employees in achieving the agency's goals. Executive management routinely meets to review and update this strategic plan.

1.9 Creating an Environment for Organizational and Workforce Learning

Executive management recognizes that the overall success of DMV relies, in large part, to the knowledge and abilities of employees. To that end, management has worked diligently to provide the training and resources for employees to grow and expand within the organization. DMV has a training department dedicated to developing and delivering training curriculums. Many of these curriculums are specific to DMV processes, while others address more general skills. Many other areas deliver training for employees as well. The Office of Human Resources, for example, works closely with the Training and Development Office to deliver management training specifically related to state and DMV human resource policies and regulations. DMV, as part of its ongoing efforts, partners with other agencies and entities to deliver quality training for its employees.

1.10 Communicating, Empowering, Motivating and Rewarding Workforce

DMV executive and senior management is very active in the day-to-day operations of the agency, working along with employees to serve the customers and directly understand the challenges faced by the employees. Through training and guidance, management supports and encourages employees to make decisions and act independently in executing their duties. Management also takes an active role in recognizing those employees that have excelled in their jobs through a "KUDOS" newsletter and an annual awards and recognition program.

1.11 Supporting and Strengthening the Community

All senior managers are involved in activities to support and strengthen the agency and state community and the community at large. Senior managers 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. Specific examples include: Executive Director is the immediate Past President of Region Two and serves on the international board of American Association of Motor Vehicle Administrators; a senior DMV leader attends all S.C. Association of County Auditor and Treasurer meetings; senior leaders have spoken at the insurance industry trade organizations' annual meetings; senior leaders partnered with officials from DOT and DPS to develop state Highway Safety Strategic Plan. DMV also encourages employees to participate in various community activities across the state. Priorities are determined by the agency's ability to participate and make valuable contributions.

Section III - 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:

DMV's mission is to support the Governor's efforts to promote economic growth, deliver cost effective and efficient services, enhance quality of life, and increase educational opportunity for the citizens of South Carolina.

DMV accomplishes this mission by administering 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.

DMV's Vision is as follows:

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

The following key strategic objectives are tied back to the accountability measures of the previous section and are linked to specific program areas in the Strategic Planning Chart.

- **Strategy 1.** Improve DMV products and services by exploring alternative methods of service delivery (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; f. Organizational continuity in emergencies.*)
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; d. Workforce capabilities; f. Ability to execute the strategic plan.*)
- **Strategy 3.** Invest in employee development and accountability (*a. Organization's strengths, weaknesses, opportunities and threats; d. Workforce capabilities; f. Organizational continuity in emergencies; e. Organizational continuity in emergencies.*)
- **Strategy 4.** Raise awareness of DMV organization, policies and services externally (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences.*)
- **Strategy 5.** Improve communications among employees (*a. Organization's strengths, weaknesses, opportunities and threats; d. Workforce capabilities; f. Organizational continuity in emergencies.*)
- **Strategy 6.** Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement (*a. Organization's strengths, weaknesses, opportunities and threats; b. Financial, regulatory,*

societal and other potential risks; d. Workforce capabilities; e. Organizational continuity in emergencies.)

- **Strategy 7.** Maintain safe, professional and functional working facilities (*a. Organization’s strengths, weaknesses, opportunities and threats.*)
- **Strategy 8.** Develop and maintain IT systems to support agency operations (*a. Organization’s strengths, weaknesses, opportunities and threats; b. Financial, regulatory, societal and other potential risks; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; f. Organizational continuity in emergencies; d. Workforce capabilities; e. Organizational continuity in emergencies.*)

2.2 Addressing Strategic Challenges Through Strategic Objectives

The principal challenge of the agency is balancing safety and security while continuing to provide quality customer service. The agency’s key strategic objectives include meeting customer needs, providing timely and accurate service and maintaining the integrity and security of customer data and credentials. The primary challenges come from the requirements to protect individual’s privacy while creating a more secure credential. The agency currently has several initiatives underway to address both maintaining the privacy of South Carolina citizens and producing a more secure credential. These initiatives were created specifically to address the agency’s key strategic objectives related to the privacy and security of customer data.

2.3 Developing and Tracking Action Plans that Address Key Strategic Objectives

All active strategic initiatives are assigned a project team leader who reports to one of the agency’s senior leaders. Team leaders are responsible for developing a project plan, enlisting an implementation team, ensuring that milestones are met, and reporting progress to the responsible senior leader. Senior leaders report progress on key projects in weekly staff meetings.

Strategic Planning Chart

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07 Key Agency Action Plan/Initiative(s)	Key Cross Reference for Performance Measures
IID. Technology and Product Development (CSA)	Strategy 1: Improve DMV products and services by exploring alternative methods of service delivery	a. Select vendor and begin program for outsourced plate production and registration fulfillment services.	Contract has been awarded to vendor. Implementation of plate production and fulfillment underway.
IID. Technology and Product Development (CSA)		b.. Expand services for commercial customers	Web-based vehicle inquiry products were developed for commercial use. 7.1.1.1
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		c. Expand Electronic vehicle registration by Dealers	7.1.1.2
IIB. Procedures and Compliance (COA)		d. Expand program for administration of knowledge tests in high schools	7.1.1.3
IIC. Technology and Product Development IIA2. Customer Service Delivery (CSA)		e. Complete pilot for county issuance of registration renewals and expand program	7.1.1.4
I. Administration		f. Implement process to replace the current “Palmetto” plate with the new “Sunrise” plate	7.1.1.12
IIA1.Customer Service Centers (CSA)	Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner	a. Maintain reduced wait times in field offices.	7.1.1.5

I. Administration (PPA) IIA2. Customer Service Delivery (CSA)		b. Provide methods of eliciting customer feedback and measuring customer satisfaction from representative sample of all customers utilizing DMV services.	7.2
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		c. Improve Call Center Operations. Solicit external vendors to conduct full scale analysis.	7.1.1.6
I. Administration (PPA)		d. Expand New Employee Training.	7.1.1.7
I. Administration (PPA)		e. Develop and implement formal customer service training program for work units throughout the organization	7.1.1.7
I. Administration (SSA)	Strategy 3. Invest in employee development and accountability	a. Revise EPMS review. Establish Agency-wide Universal Review Date; implement short year review and move employees to universal date.	7.1.1.8
I. Administration (PPA)		b. Expand Manager Training program. Have agency managers complete APM program.	7.1.1.9
I. Administration (SSA)		c. Develop and implement employee career path compensation plan	7.1.1.10
IIB. Procedures and Compliance (COA) PPA)	Strategy 4. Raise awareness of DMV organization, policies and services externally	a. Expand outreach to international customers. Expand availability of international customer sites.	7.1.1.11
I. Administration (PPA)	Strategy 5. Improve communications among employees	a. Enhance DMV intranet to improve employee/ management communications. Increase navigability, make site more user friendly.	7.1.1.12
IID. Technology and Product Development (CSA) IIB. Procedures and Compliance (COA)		a. Enhance Automobile Liability Reporting System to detect uninsured motorists	7.1.1.13
I. Administration (OAI)		b. Expand fraud detection and investigation capacity as well as provide appropriate security systems to ensure data protection and integrity	7.1.1.14
IIC Motor Carrier Services (COA)		c. Develop and implement requirements for compliance with Motor Carrier Safety Improvement Act.	Successfully completed all structured testing. Due to testing requirements with fed. agencies, implementation date moved to Sept. 07.
		d. Define requirements for REAL ID Act	7.1.1.15
IIB. Procedures and Compliance (COA)		e. Improve communications between courts and DMV	7.1.1.16
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		f. Implement pilot program for electronic liens and titling.	Added 10 additional banks.
IIB. Procedures and Compliance (COA)		g. Partner with DOC and PPP to develop prisoner reentry ID program	Provide outreach program to process entrant IDs annually.
I. Administration (SSA)	Strategy 7. Maintain safe, professional and functional working facilities	a. Develop agency Safety and OSHA program.	7.1.1.17
IID. Technology and Product Development (CSA)	Strategy 8. Develop and maintain IT systems to support agency operations	a. Expand web services capabilities as preferred platform for data interchange	Migrate all existing mainframe interfaces with counties to web services.

IID. Technology and Product Development (CSA)		b. Replace existing Driver's License Processing Systems	Began phase II of replacement program.
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2.4 Communicating and Deploying Strategic Objectives, Action Plans and Performance Measures

DMV has not formally involved external stakeholders in the development or dissemination of the strategic plan. 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 strive to improve internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

2.5 Measuring Progress of Action Plans

The agency utilizes various performance measures to determine if they are making progress on its action plans. As referenced in Section I, Question 5, these measures are used to implement tools and processes to ensure the agency is moving toward accomplishing its goals. The agency continuously monitors these measures and looks for additional metrics to utilize in achieving the strategic objectives and action plans.

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. The agency monitors if the process produces an action plan and objectives that will support its meeting our mission, vision and values as outlined in the Executive Summary. In addition, the process is monitored to ensure that it focuses on important strategic issues, develops metrics to measure strategic performance, supports engaging those that carryout the strategy; assesses the risks and benefits of the strategy and is fact based.

2.7 Online Strategic Plan

The agency’s strategic plan is not online.

Section III - Category 3 – Customer and Market Focus

3.1 Key Customers and Stakeholders

DMV 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. DMV provides licensing services for drivers, registration and titling services for vehicles, and research and information services for law enforcement and business customers. Because of the many types of services DMV provides, the agency has more contact with South Carolina citizens than most other state agencies; that contact is generally maintained throughout that customer's life.

3.2 Meeting Changing Needs

DMV continually monitors customer feedback obtained through web contact in the Alternative Media Unit, correspondence and telephone calls received through the Office of Communications and Constituent Services, telephone calls received through the DMV 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 all customers.

3.3 Key Customer Access Mechanisms

Access Mechanism	Description	Customer Interaction
DMV Field Offices	SCDMV has 69 field offices throughout the state	Allows customers to visit Mon. – Fri. 8:30 – 5:00 to ask questions, obtain DMV products and services. Six offices are open on Saturday from 8:30 until 1:00.
Web Site	SCDMV offers 9 transactions to the general public and 31 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 license • change address • pay fees • obtain a driving record • get a duplicate registration • obtain duplicate license <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,	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 23 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

	Financial Organizations	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 3,000 calls per day.	Contact Center employees answer calls to assist vehicle owners and drivers. These employees answer questions and provide assistance in obtaining DMV products and Services.

3.4 Measuring Customer Satisfaction

DMV measures customer satisfaction through branch office surveys, online surveys, telephone surveys and customer contact. The DMV Constituent Services Office monitors customer contact and tracks both positive and negative feedback received from customers. Each customer inquiry is tracked from the moment it is received until the customer response is complete. Tracking this information, along with customer service surveys, enables DMV to identify problems and solutions regarding agency policies and procedures, employee training and information disbursement. By monitoring customer feedback, DMV can also better determine the public's response to service improvements and employee interaction. DMV also commissioned the University of South Carolina Institute for Public Service and Policy Research to conduct a customer satisfaction survey. Results are reported in Category 7.

3.5 Using Customer/Stakeholder Feedback

DMV uses customer and stakeholder feedback as a barometer for agency performance. The agency maintains close contact with its customers and stakeholders to ensure the collection of vital information needed to improve services. The DMV website solicits customer feedback through an online survey, making it easier for customers to voice their opinions and offer suggestions. Agency officials meet regularly with key stakeholders to resolve issues and improve services. Both customer and stakeholder feedback play an important role in agency decision-making regarding policy and processes. Information collected from customers and stakeholders is used to determine service trends, enhance employee training, address agency communication needs, and develop policies and processes. This type of feedback is a valuable resource for developing a better understanding of customer and stakeholder needs.

3.6 Building Positive Relationships

DMV's focus on quality customer service and "the personal touch" has helped the agency build positive relationships with both customers and stakeholders. The agency takes every opportunity to communicate positively with customers, listen to their concerns and provide assistance that is valuable to the customer. DMV employees are encouraged to "go the extra mile" and DMV management is empowered to seek special services for customers who may benefit from intervention or special consideration in regards to DMV policy. DMV frequently makes personal contact with customers who have difficulty understanding requirements or who report inadequate action on the part of the agency.

DMV frequently participates in stakeholder meetings, conferences and special events to address their needs and concerns. DMV meets with the South Carolina Auditors, Treasurers and Tax Collectors (SCATT) bi-monthly to discuss ways the agencies can work together to provide better services to S.C. citizens. DMV 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.

DMV has partnered with members of the insurance industry to develop an automated liability insurance reporting system that allows insurance companies to report mid-term policy cancellations online rather than manually. This functionality has expanded in 06 to include the processing of other types of transactions as well.

Section III - Category 4 – Measurement, Analysis and Knowledge Management

4.1 Determining Measurable Operations, Processes and Systems

Previously, the operations, processes and systems measured have been largely a function of the reporting means available through our existing financial and transaction processing systems. As a result, existing measures focused on collection and distribution of revenue, measuring customer wait times in offices with automated customer management systems (Q-matic) and measuring the volume of transactions. With the implementation of our agency's Phoenix transaction processing system, the opportunities for not only measuring volumes but also transaction efficiency and effectiveness have increased substantially. Since we are providing multiple methods of service delivery, effectiveness measures will become increasingly important in future planning of new customer service delivery options.

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

Data analysis plays a critical role in making business decisions at SCDMV. For example, data that we obtain from our core DMV 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, DMV may decide that additional training in a certain area is needed. DMV may also find that our policies, processes or forms need to be simplified and improved.

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.

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

The agency utilizes various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. DMV data is also used internally and by external stakeholders and customers to determine statewide statistics such as uninsured motorist activity, driver offenses and vehicle registration trends. The availability of this data has led to several key DMV initiatives: partnering with the insurance industry in developing the South Carolina Automated Liability Insurance Reporting system; providing dealers with ability to issue DMV titling and registration products; allowing counties to issue registration decals; partnering with financial institutions to allow for electronic lien recording and satisfaction. All data sources used to collect information regarding driver- and vehicle-related issues are actively used by DMV management personnel 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. DMV will continue to expand its data collection and reporting capabilities during FY 08-09. DMV 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); Federal Motor Carrier Safety Administration (FMCSA).

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

The Department of Motor Vehicles ensures data integrity, timeliness, accuracy, security and availability over all DMV data and information. The DMV 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 DMV management. DMV continuously focuses on information technology to ensure data is accurate and is provided to management in a timely manner.

The system automatically produces transaction reports on a daily, weekly or monthly basis that are readily available for management 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. As an example, DMV conducts review of each of our 69 field offices. These reviews are conducted to ensure that all field office employees adhere to DMV policy and procedure when serving customers. The review also determines if managers follow policy and procedure when managing the office. The results of these reviews are documented and shared with the local field office manager, the Administrator for all field offices and the agency Director.

A senior manager meets with each field office manager to discuss the findings and an improvement plan is developed to address any specific problems identified. A follow up review with the senior manager is conducted to monitor progress in execution of the improvement plan.

4.7 Managing Organizational and Employee Knowledge

The Department of Motor Vehicles' Policy and Planning section provides employees with the most updated DMV policies, procedures and business processes. The Training and Change Management section is charged with determining the best means for delivering training updates, whether through formalized classes or through written training directives. By formally documenting and providing easy access to all policies, procedures, processes and training directives, DMV is ensuring that valuable corporate knowledge is not lost as long term employees leave the agency.

Training and Change Management is also charged with developing and overseeing or delivering all agency training curricula. Through establishing a regular training curriculum, DMV employees are kept abreast of all system and procedures changes along with changes in statute. Additionally, employees are provided the opportunity to share with management all systems-related concerns and customer issues so that changes can be made if deemed necessary.

Section III - Category 5 – Workforce Focus

5.1 Organizing and Measuring Work

We organize and manage work in alignment with our core business processes. We also work across functional areas, particularly in managing strategic projects, to ensure that expertise from all areas have opportunities to contribute in the development, maintenance and improvement of our products and services.

5.2 Effective Communication and Knowledge Sharing

The Office of Human Resources' managers meet weekly with Field Administration managers and monthly with all other Division managers to review all HR measures. In these meetings, managers review key measures such as turnover, absenteeism, staffing needs, workers compensation, EPMS review dates, and policy changes as needed. These meetings have opened up lines of communication with Human Resources and management to stay informed of changes and training needs within the agency.

Through these meetings, HR Development Training has been identified and is conducted once a quarter with Field Office managers in Regional meetings. This training is also conducted for with HQ managers on a quarterly basis. This training consists of EPMS, Policy Review, Interviewing Skills, Leave and Attendance, PD Writing, Supervisory Skills, EEO and Harassment.

DMV holds regular manager meetings and encourages managers to hold regular meetings with their staffs to encourage communication and feedback. DMV supports agency-wide communication and encourages employees to submit their ideas and news for the "DMV Motorvator", the agency's newsletter which is sent out to all employees via email. Weekly Newsbreaks and training directives are sent to all employees notifying them of new policies and procedures.

5.3 Recruitment and Retention of Employees

The Office of Human Resources utilizes the NEOGOV job posting system through State OHR and this system has increased our applicant flow from 30 to 40 percent. The Employment and Recruiting manager has attended several job fairs in counties where we have had low applicant flow and has contacted the Employment Security Commission in these counties to make them aware of our staffing needs. HR has also contacted several Community Colleges and Universities for recruitment opportunities.

DMV has developed a comprehensive employee career path based on employee knowledge and skills. The career path will be rolled out in phases due to budget limitation to fund this project. The career path will give employees the opportunity for advancement and to feel more confident about their future with the agency.

5.4 Assessment of Workforce Capability and Capacity Needs

DMV assesses its workforce capability and capacity through a variety of measures. The agency has developed a staffing model for field offices based on services provided by each office and statewide wait time average for all offices. This wait time measure allows management to constantly measure customer service delivery to determine if additional staff is needed or if a reallocation of existing staff is more appropriate. Additionally, divisions utilize production and backlog reports to determine productivity

and address manpower needs. Workforce capability is measured through the EPMS process as well as the utilization of productivity and error rate reports.

5.5 EPMS Supporting High Performance

Employees are formally evaluated on an annual basis with one informal evaluation occurring at mid-year to establish high performance standards and a strong work ethic. DMV encourages employee development and involvement in planning and performance reviews, and supervisors are encouraged to communicate performance expectations throughout the review period through discussion and informal reviews. Employees may attach written statements or rebuttals to the EPMS form for review by upper management and Human Resources.

An annual universal review date of February 17 has been implemented for all employees. The majority of the employees have been placed on the universal review date.

Probationary employees who become covered employees will receive a short-year review upon being placed on the universal review date, as well as employees on a six month trial period.

5.6 Development and Learning System for Leaders

DMV has an on-going effort within its Training and Development Office as well as its Office of Human Resources to enhance its core curriculum for management training. Quarterly training is conducted for managers on topics such as EPMS, Interviewing Skills, Leave and Attendance, Position Description Development, EEO and Harassment and other supervisory skills. DMV has brought in speakers to address some of these topics in depth with managers, including harassment and ethical practices. The agency partnered with Furman University to train select manager and employees on strategic planning and project management. These employees are now instrumental leaders in executing projects that are key to accomplishing the agency's strategic objectives.

5.7 Key Developmental and Training Needs Identification

The Training and Change Management Office was established to develop and provide a full complement of training opportunities for DMV employees, including both career-enhancement and process training. DMV also provides a comprehensive new employee orientation and transaction processing training to every new employee in the agency. DMV has identified experienced employees to serve as Customer Service Trainers. These CSTs work with the trainees after they are sent to their respective offices. CSTs evaluate employee's performance with live transactions. DMV plans to expand this program to other areas of operations in the future.

5.8 Encouraging Use of New Knowledge and Skills

Employees are encouraged to utilize new job skills by involving them in process development and implementation. They are encouraged to offer input based on their knowledge and skills that will improve overall efficiency and service delivery. Employees are rewarded for gaining additional skills with pay for performance increases as our budget allows.

5.9 Contribution of Employee Training to Achievement of Action Plans

Trained employees are the single most important resource to achieve the agency's strategic priorities. Training allows our employees to deliver products and services that are accurate, secure, efficient and effective.

5.10 Effectiveness of Workforce/Leader Training and Development Systems

The effectiveness of our training development systems are evaluated in several ways. Evaluation forms are completed at the end of training programs to gather feedback and suggestions regarding content and presentation. However, the true test of our workforce and leader training is measured through job satisfaction, increased retention rates, decreased disciplinary actions, etc. The agency recognizes that its employees are the key to overall success; thereby, increasing the importance of delivering the most effective training possible.

5.11 Motivating Employees

DMV has developed a comprehensive employee career path based on employee knowledge and skills. The career path gives employees the opportunity to advance and feel more confident about their future with the agency. Due to budget limitations, funding to support the career path has not been available.

DMV has developed a Rewards and Recognition Program that is both meaningful to agency employees and beneficial to the organization. The program, which is based on the agency mission and strategic plan, will create a comprehensive and achievable rewards program that will help the agency improve morale and develop a more positive workforce. By promoting and rewarding higher standards of performance, DMV is redefining agency ideals and assuring employees of their value in the organization.

DMV holds regular manager meetings to ensure proper communication and compliance in field offices. DMV managers are encouraged to hold regular employee meetings to develop a feedback mechanism between employees and managers.

DMV also supports division-wide communications and encourages employees to submit their ideas and news for the “DMV Motorvator,” the division’s newsletter, which is sent to employees monthly via e-mail. Employees also receive the “Kudos Count!” newsletter highlighting positive customer feedback for DMV employees.

5.12 Employee Well-Being and Satisfaction

Employees are also encouraged to voice their opinions and share their ideas and suggestions through the Office of Human Resources. The DMV Office of Human Resources also reviews all exit interviews returned by employees to determine employee satisfaction and identify any problem areas. Any issues or concerns addressed by the employee are brought to the attention of the Director and Agency Executive Director for process and/or managerial improvements.

5.13 Effective Management of Career Progression and Succession Planning

DMV has recognized the need for a formalized career path that includes succession planning as a component. As a result, a comprehensive career path is being developed for all components of the agency. The progressive plan has been completed for positions in our field offices and the financial allocations for this plan are now being addressed. It is a goal of DMV to develop this career path as a means of rewarding employees’ efforts and abilities and also as a means of identifying employees for potential management positions.

5.14 Maintaining Safe and Healthy Work Environment

DMV is committed to providing a safe and healthy work environment for all employees, and its commitment is evidenced in Strategy 7 of the agency’s strategic plan: Maintain safe, professional and functional working facilities. Through office inspections, DMV ensures compliance with OSHA, ADA and indoor air quality standards. Employees are

encouraged to report safety concerns and conditions that may constrict their job performance.

In FY 05-06 the agency significantly expanded its safety inspection program. It shares a safety officer with the Department of Public Safety. The safety program has included the establishment of a First Responder program in headquarters and OSHA training for all managers and supervisors. The agency has also developed a comprehensive facilities maintenance and upgrade plan. DMV has also installed security cameras in many offices and will continue to upgrade additional offices with these features to ensure the safety of our employees.

Section III - Category 6 – Process Management

6.1 Organizational Core Competencies

The Department of Motor Vehicles has developed a network of key design and delivery processes for the products and services it provides to its 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 DMV 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 throughout t m • 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 (3 offices) • Issue and Renew Dealer Licenses • Process customer change requests • Provide information and documents
Customer Service Delivery	Web-based transactions, mail-in transactions, automated interface transactions, Customer Call Center	<ul style="list-style-type: none"> • 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

		<ul style="list-style-type: none"> for Single State Registration System (SSRS) • Maintain Performance and Registration Information Management System (PRISM) • Maintain S.C. Commercial Drivers 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
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6.2 Key Work Processes that Produce, Create or Add Value

DMV 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, DMV has established an Office of Internal Audit and an Office of Integrity and Accountability to ensure compliance with policies and processes.

6.3 Incorporating Organizational Knowledge

DMV 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 to solicit new and innovative solutions to technical and process challenges. Finally, our employees are an invaluable source of process improvement suggestions, and management actively solicits input from employees on all levels; many of these suggestions are operationalized into system processes and agency procedures.

6.4 Meeting Key Requirements through Day-to-Day Operations

We constantly monitor business processes and undertake improvements as detailed in 6.3. 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

SCDMV evaluates and improves our key product and service related processes in one of several ways. Internal reviews of our field office and headquarter operations are conducted by our internal audit office. While this review ensures compliance with the agency’s established policies and business processes, it also serves as a means to evaluate the effectiveness of our processes. Through this interactive process with front line employees and managers, we are able to detect weaknesses and identify areas within our processes for improvement.

SCDMV also researches and discusses best service delivery practices with other states through our trade association (AAMVA). Through this network of DMV professionals, states learn from each other and can measure our internal processes against successful practices in other states.

Another method of evaluating our processes is the solicitation and use of customer feedback. SCDMV has partnered with the University of South Carolina to conduct surveys, gauge customer satisfaction and identify areas of our operation that can be improved. We also solicit customer feedback through surveys on our web site. This information is reviewed to determine if these customer suggestions could lead to improved service delivery processes.

6.6 Key Support Processes

DMV 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
- Communications
 - Maintain and implement internal and external communications plans
- Constituent Services
 - Provide ombudsman services, including tracking and follow-up of requests for assistance from external customers
- Policy and Planning
 - Develop, maintain and distribute official agency policies and procedures
 - Develop, maintain and distribute official agency business processes
 - Maintain agency strategic plan
- Training and Change Management
 - Develop and maintain training materials supporting training curricula
 - Communicate official agency operational changes to employees
- Human Resources
 - Maintain employee employment information
 - Administer employee benefits
 - Maintain classification and compensation system
- Financial Services
 - Maintain budget and accounting systems
 - Maintain control over fixed assets and inventory
- Procurement Services
 - Process requisitions and purchase orders
- Resource Management
 - Maintains all facilities statewide
 - Operates mail, fleet and warehouse services

The primary input for support process improvement is the voice of our customers – our employees. The agency realizes that a key element in any superior system is the people who function within the system. DMV 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, DMV became totally funded by revenues generated and retained by the agency, with the exception of approximately \$700,000 received from federal grants. Therefore, it is imperative that executive management analyze prior year expenditures and revenue estimates for the upcoming year when determining resources needed to meet

financial obligations. DMV's greatest resource is its employees; therefore approximately 70% of its budget is used for personnel costs (salaries and fringes). In addition, DMV is always challenged to improve service delivery methods, implement legislative mandates and maintain facilities. All of these initiatives require executive management to prioritize, allocate funding and manage cash flow in a very conscientious manner. In an effort to accomplish these objectives, DMV management utilizes detailed financial reports, a comprehensive strategic plan and a capital improvement/facility maintenance plan.

Section III - Category 7 – Results

7.1 Performance Levels and Trends for the Key Measures of Mission Accomplishment and Organizational Effectiveness

Our key measures are geared around two areas: Meeting strategic objectives and monitoring comparative statistics.

7.1.1 Strategic Initiatives

7.1.1.1 Expand web services transactions for commercial, government and law enforcement customers

- Objective: Develop web services business-to-business data interchange capability to migrate existing customers from outdated mainframe operations to business-to-business web services, including state portal customers, insurers, counties, and magistrate courts. Improve service for law enforcement and other government entities. Improve real time access to DMV information by law enforcement through use of web-browser based technology.
- DMV continues to expand its web services capabilities. In FY 07, DMV successfully migrated additional counties to a web-based transaction that allows them to issue registration cards and decals in their offices. In FY 08, we added 4 more counties for a total of 23. We also converted 9 counties from mainframe inquiry and failure to pay property taxes to web based screens for a total of 12. We continue to work with the Optometrist Association to develop a web transaction to allow them to transmit eye exam results electronically. We are also work with law enforcement and emergency services personnel to provide emergency contact information for individuals via a web-based transaction.

7.1.1.2 Enable Electronic vehicle registration by dealers

- In a program begun as a pilot in FY 04, DMV developed a system to allow dealers to directly title and register vehicles onsite. This allows customers to walk away from a dealership with their vehicles already titled and registered.
- Objective: In FY 08 our goal was to enlist additional auto dealers to the system so that we could fully automate at least 45% of all dealer transactions through the EVR system. Actual results are reported in Table 7.1.1.2

Table 7.1.1.2

	FY 06	FY 06	FY 07
Total Approved Dealers	246	282	301
Total EVR Transactions	192,995	226,388	240,185
Total Counter Dealer Transactions	355,878	314,668	286,787
Total Dealer Transactions	548,873	541,056	526,972
EVR as % of total Dealer Transactions	35%	42%	46%

7.1.1.3 Expanded program to administer driver knowledge tests through area high schools

- The program began as a pilot in FY 04 with 5 high schools across the state to administer knowledge tests at the school to eligible students.
- During FY08, DMV continued to meet its objective to increase the number of schools participating in the knowledge testing program. DMV has discussed with local AARP group the possibility of entering into a partnership to develop an education program for Mature Drivers. AARP currently offers a driver safety course for Mature Drivers. DMV is also working with DPS Office of Highway Safety to develop an education program for our Teen Drivers.
- Objective for FY09: Continue to add schools to program. Continue to partner with other agencies and communicate with other jurisdictions to develop an education program for Teen Drivers and Mature Drivers. Develop a brochure (pamphlet) for Teen Drivers and Mature Drivers. Develop a Parent/Teen Driving Guide (brochure) Update DMV website to have sections specifically for Teen Drivers and Mature Drivers. The website will also have resource links to other organizations to assist the Teen Drivers and Mature Drivers.

**Chart 7.1.1.3
High School Knowledge Test Administration Results**

	FY 06	FY 07	FY 08
Total Schools Participating	77	122	141
Total Students Tested	4,873	7,342	10,688

7.1.1.4 Expand County Decal Issuance Program

- In FY 05, Dorchester County began issuing decals and registrations as part of a pilot program. Richland, Clarendon, Laurens and Aiken Counties began issuing decals in FY 06. In FY 2007, we added 14 additional counties. By allowing customers to obtain their decals at the same time that they pay their property taxes, both DMV and County treasurers have in partnership exceeded customer expectations. During FY08, we added 4 additional counties, for a total of 23 participating counties. Georgetown county is due to come on to the program in October 2009, bringing us to more than half of all counties participating.
- Table 7.1.1.4 shows the number of registrations issued by counties during FY 06, 07 and 08.

Table 7.1.1.4 – Issuance of Motor Vehicle Decals and Registrations by Counties

	FY06	FY07	FY08	increase against prior year
Abbeville		19,679	20,132	2.30%
Aiken	8,084	110,655	115,550	4.42%
Anderson		131,055	135,572	3.45%
Bamberg		9,936	10,066	1.31%
Cherokee		38,856	39,428	1.47%
Chester		24,142	24,196	0.22%
Clarendon	12,792	22,391	22,964	2.56%

Colleton			29,285	N/A
Darlington		45,426	45,795	0.81%
Dillon			19,290	N/A
Dorchester	48,508	78,550	82,418	4.92%
Kershaw		44,558	46,284	3.87%
Lancaster		47,920	51,807	8.11%
Laurens	3,362	48,235	49,707	3.05%
Lee		11,047	11,615	5.14%
Lexington		181,229	187,066	3.22%
Marion		20,798	21,307	2.45%
Oconee			60,008	N/A
Richland	35,144	206,296	214,778	4.11%
Saluda		15,057	15,394	2.24%
Spartanburg		190,485	199,060	4.50%
Union		21,593	21,660	0.31%
Williamsburg			23,803	N/A
	107,890	1,267,908	1,447,185	

7.1.1.5 Maintained reduced statewide customer wait times.

- Our objective in FY 07 was to continue to keep average wait times under 15 minutes. Table 7.1.1.5 details average annual wait times. Note that the reported times represent an average across offices; wait times were higher for individual transactions in offices with higher activity, and during peak periods.

Table 7.1.1.5 Average Annual Statewide Wait Times in Customer Service Centers

FY 06	FY 07	FY 08
7.2 minutes	5.3 minutes	5.5 minutes

7.1.1.6 Improve Contact Center Operations

The focus for the 2007 – 2008 fiscal period has been on consistent agency performance to improve call handling efficiencies and provide the highest quality customer service. We have developed a formal training process for agents which provides employees with a solid base on which to build their DMV knowledge. Through this new training along with special attention to service observation of calls we are provided with many opportunities to offer positive reinforcements and coaching to our agents. Agents have a clearer understanding of performance standards and quality expectations.

Another big change in the Contact Center came about in an effort to reduce the cost per call. It was decided to outsource the General Skills calls. These calls are request for hours of operations, locations and other general DMV process questions. The total expected volume to be handled by the outsourced contract is estimated at 137,500 calls. The cost per call is estimate at \$1.88 per call which is a savings of almost \$2.00 per call.

The following statistics demonstrate how these changes have impact the Contact Center operations:

- Reduced the number of calls handled from the previous fiscal year of 807,271 to 738,997 (9.2%).
- Reduced the abandon rate from the previous fiscal year of 142,731 to 98,939 (30.68%).
- Drastically reduce the number of callers receiving a busy signal from the previous fiscal year of 216,621 to 5,076 (97.66%).
- Average time/call is 3:29 minutes per call as compared to last year at 3:36 minutes per call. (This statistic measures consistency in call handling, the agent's knowledge and ability to answer customer's questions.)
- The average speed of answer has consistently improved from 2.7 minutes from the previous fiscal year to 1.9 minutes this fiscal year.

7.1.1.7 Develop and implement formal customer service training program for work units throughout the organization

a) Expand New Employee Training

Preparing new employees to process transactions accurately and professionally is a continued goal for the Department. In FY 07 we further enhanced the New Employee training curriculum by including an introduction to fraudulent documents and expanding customer service training. We also experimented with having employees practice the skills learned during the last day of training on site at the Blythewood Customer Service Center. Additionally, a more comprehensive on-the-job training program was piloted that involved the new employee receiving constant guidance for the first four-weeks of employment after leaving New comprehensive final assessment. The pilot phase of the New Employee Training program ended in FY08 and the NET class of September 2008 will be the first to participate in the fully implemented program. Of those who participated in the pilot program scored an average of 82.1% on the final assessment. Additionally, 159 employees have participated in the NET version of the Fraudulent Documents training.

b) Continue Customer Service Training Program

In FY 08, customer service training efforts were focused on the New Employee Training Program. We devoted the entire first day of the 8 day program to customer service and revisit the learning points throughout the 4 week on-the-job training program. During FY08, 159 employees participated in customer service training.

7.1.1.8 Revise EPMS review

An annual universal review date of February 17 has been implemented for all employees. The majority of the employees have been placed on the universal review date. Probationary employees who become covered employees will receive a short-year review upon being placed on the universal review date, as well as employees on a six month trial period.

7.1.1.9 Implement Manager Training Program

The Office of Training and Change Management conducted focus group meetings with agency managers and supervisors to identify agency leadership competencies. These competencies will be used to develop an agency leadership training program. In addition, HR developed and conducted Leave and Attendance, and Family Medical Leave Act (FMLA) training with all field office managers and assistant managers, Driver Services, Vehicle Services and Contact Center managers (approximately 174 managers). DMV also brought in an

Employee Law Attorney to conduct Workforce Violence, Harassment and Confidentiality training. DMV in conjunction with DPS offered management training on Ethics in State Government, Equal Employment Opportunity (EEO), Preventing Sexual Harassment, and Americans with Disabilities (ADA).

7.1.1.10 Establish Employee Career Path Classification, Compensation and Performance Plan

This program is a multi-year program to recruit, train and retain good DMV employees. Part of this program was to base compensation on the skills sets required for particular job types. During FY2006-2007, ten (10) agency employees were selected to develop and implement a career development plan for entry level positions within the field offices. Our field employees are the largest number of employees within the agency. The purpose of the career development plan is to establish a plan that is fair and equitable with clear methods of advancement for Field Office employees. The plan will improve morale and retention and reward employees for mastering defined skill sets and maintaining performance standards.

Our initial focus is to implement the career path for our field offices employees first, since that is where we experience the highest rate of turnover. Because we want to raise the bar to make our employees more professional, knowledgeable, efficient and effective, customer-facing employees most directly project the face of the agency to the public. Once the Field Office career development plans have been implemented, plans will be developed for other areas in the agency.

The career development team reviewed the current structure and pay ranges for employees in field offices. As a result of the review, the team recommended to management to refine the current structure to include adding levels to the classifications, training elements and new salary ranges. The new structure would include five (5) tracks for development. The tracks recommended are: Customer Service Representative, Examiner, Lead User or Customer Service Trainer, Assistant Customer Service Manager and Customer Service Manager. The tracks were designed with defined skill sets and time in service requirements or to offer advancement opportunities. At this time, the team is in the process of gathering information to tie training costs to each track.

7.1.1.11 Expanded outreach to international customers

The increase in the number of DMV customers from the international community is reflecting the basic demographics of the state. We are seeing dramatic increases in the number of international customers applying for a driver's license or ID card.

During FY 06, we piloted a program in which we reconfigured the arrangement in two of our largest offices that process international customer licenses. Because these transactions take longer than the normal driver license issuance process, and because the document verification process can be complex, we wanted to offer a more private environment in which the customers can meet one-on-one with our service specialists in an individual office. The program has proven successful both for the international customers, in that they feel that they are getting more individualized service, and for the office at large, since by taking these more difficult transactions off the front counter we can maintain the flow of our more routine transactions. We also recently opened another office to process our high

volume of corporate international customers in the Upstate, bringing the total number of international centers to 17.

In 2007, a MOU was signed with DHS USCIS for DMV to have access to SAVE (Systematic Alien Verification for Entitlements). This website will allow DMV to verify the status of our international customers.

Table 7.1.1.11 details the increase in driving credentials or ID cards processed for international customers.

**Table 7.1.1.11
Credentials Processed for International Customers**

FY 06	FY 07	FY 08	Increase from 07
34,304	37,104	40,000	7.2%

7.1.1.12 Implemented process to replace the current “Palmetto” license plate with the new “Sunrise” license plate.

- Code of Law section 56-3-1230 requires the DMV to replace all plates at least every six years.
- DMV has entered a contract with 3M to manufacture and mail all regular “Sunrise” plates to citizens with actively registered vehicles.
- All “Palmetto” plates will be replaced with a “Sunrise” plate during FY09, approximately 2,700,000.
- 3M also manufactures all newly produced plates in the new digitized format.
- Through August 31, 2008, 3M has mailed 369,560 plates to customers.
- Average turnaround time for a customer to receive their new “Sunrise” plate is 3 – 5 days after payment of property taxes.

7.1.1.13 Enhanced the Automobile Liability Insurance Reporting System (ALIR)

- In March 2004 S.C. implemented the ALIR system, aimed at identifying uninsured motorists. The system became mandatory in September 2004 for the electronic reporting of Notices of Cancellation. In January 2005, suspension of the owner’s driver’s license, as well as tags, was implemented as the penalty for failure to obtain insurance subsequent to a cancellation. Currently over 43,000 cancellations are received electronically each month although only around 58% of cancellations result in a notice being sent to customers due to automated verification and processing business rules.
- In July 2006, the ALIR system was enhanced to permit electronic reporting of FR10 Verification of Insurance at Time of Accident transactions which was historically done by the customer taking a paper form to their insurance agent to have it completed and mailed to the DMV. Currently over 14,000 FR10 transactions are submitted electronically each month without requiring the customer to visit their insurance agent or the completion of paper forms.
- In September 2006, all insurance responses to cancellation notices were required to be submitted electronically using the ALIR system. Currently we process over 24,000 insurance responses to cancellation notices electronically every month accounting for over 97% of all insurance received by the DMV.
- During FY 06 we also added functionality to the system that allows not just insurance companies but also their agents to report insurance information electronically. Currently we have over 2,500 insurance agents verifying insurance electronically through the ALIR system. Additionally, all insurance verification

transactions offered through the ALIR website were made real-time, meaning that insurance is posted immediately to the DMV system and the customer's driving status is returned to the insurance user with a copy of the DMV clearance letter.

- During FY 07 we added functionality to the ALIR system to allow insurance companies to create individual sub user accounts to accommodate insurance companies that write policies directly with policyholders without the use of remote agents. Currently over 800 insurance company sub user accounts are being used by insurance company representatives. Additionally, modifications were made to allow commercial insurance companies to verify insurance electronically although insurance cancellations are still not reported by commercial carriers.
- During FY 07 we have worked to improve customer services by creating a dedicated customer support unit for insurance-related inquiries, and adding self service options such as web fee payment.
- During FY08, we implemented mandatory VIN file reporting (entire book of business). VIN file reporting will close the loop on uninsured motorists and increase the efficiency of the overall program by decreasing insurance company and customer involvement (automated verification following cancellation notice to DMV, accidents, etc.). The ALIR system identifies over 15,000 uninsured motorists each month. Based upon an analysis of accident data, we have estimated that the ALIR system has decreased the uninsured motorist rate for 25% in 2003 to less than 7% to date.
- Chart 7.1.1.13 shows statistics comparing FY 05, FY 06, FY 07 & FY08 cancellation notices received electronically, responses to the cancellation notices (FR4a) reported electronically. Beginning in September 2006, all insurance responses to cancellation notices were submitted electronically.

Chart 7.1.1.13

Number of Notices of Cancellation Processed

	FY 05	FY 06	FY 07	FY 08	% change FY05 – FY08
FR 4 Cancellations	405,032	512,956	467,939	516,171	-
FR4a compliance submitted electronically	70,253	177,320	229,599	296,386	322%

7.1.1.14 Expanded Fraud Detection Program

The Office of Integrity and Accountability is charge with monitoring and investigating incidents of potential employee and customer fraud and improper employee conduct. During FY 2008, the Office of Integrity and Accountability completed the following tasks:

- The Office of Integrity and Accountability staff members are available for new employee orientation and field office staff meetings to provide guidance on policies, ethics and current fraud trends and responds to individual requests as needed. In addition, staff members frequently attend managers' meetings to explain new processes or patterns to ensure appropriate communication with field offices.
- The internal affairs unit of this office investigates all allegations of misconduct by employees; criminal cases are referred to SLED . This unit conducted 114 investigations, 40 of which were referred to SLED.
- The fraud detection unit is focused on identifying customer fraud and works with other agencies to help curtail identify theft cases. This unit identified 58 cases of potential identify theft and 276 cases of suspected fraud; out of which 75 were successfully closed. 220 of the 334 total

fraud and identity theft cases were referred to SLED and/or local law enforcement.

- OIA fulfilled 514 requests for information or assistance from law enforcement officers investigating or prosecuting suspected criminal activity.
- The office as a whole responded to 4,430 phone calls from field offices or customers and 768 faxes and emails. The unit provided support for field offices who suspected fraud that resulted in 17 arrests by local law enforcement.
- The Office reviewed applications for and recommended the issuance of 184 special assigned serial numbers for vehicles.
- By reviewing and/or researching a variety of departmental transactions, over 4,000 quality control errors were identified and forwarded to the appropriate unit for correction.
- The Office sponsored an identity theft training seminar that was attended by over 200 law enforcement officers throughout the state. The seminar featured speakers from AAMVA, the U.S. Attorney's Office, the FBI, the U.S. Postal Inspection Service, the Secret Service and the Federal Trade Commission.
- The Office partnered with the Insurance Enforcement Unit to flag over 3,000 customers' records when they encountered addresses that are no longer valid when trying to collect license plates from suspended vehicles.
- The Office examined 314,017 titles in an effort to detect altered or counterfeit titles that were submitted at field offices throughout the state; this continued goals and principles set forth in the Established Risk Mitigation Plan to monitor department activities.
- The Office partnered with Training and Change Management's staff by conducting 25 Fraud I classes to help meet the agency's goal of having 100% of employees who are responsible for assessing the validity of documents attend basic fraud training.
- The Office continued to refine a Quality Assurance Operation (QAO) program in conjunction with the CDL Compliance Unit; this program is designed to monitor the CDL issuing process through out the state and ensure adherence to FMCSA and department guidelines. This team was able to complete 23 of these operations.
- The Office assisted in the development of new policies limiting the number of duplicate driver's licenses a customer may receive in a given timeframe as well as codifying the process for adding alerts to customer's records to make them more effective. In addition, the unit also stewarded a departmental policy aimed at assisting victims of identity theft and codifying the handling of complaints received from customers throughout the state.
- The Office continued to compile and refine an internal instruction manual to document the daily responsibilities of the unit. This will allow a more consistent performance of duties and ensure uniform practices throughout the unit.

7.1.1.15 Requirements for REAL ID Act

The Department of Homeland Security published the final rules for REAL ID in January of 2008. Although these rules did attempt to address many of the issues raised by states' DMV, AAMVA, the National Governor's Association and state

legislatures, fundamental concerns related to cost, privacy and data verification technology still remain. DHS has notified South Carolina that our credentials will continue to be accepted for official purposes by the federal government until December of 2009. All states received a similar “extension” to the initial May 2008 Real ID deadline. The South Carolina General Assembly has made no attempt to change legislation that prohibits SCDMV from implementing REAL ID. As of August 15, 2008, nine other states have passed similar laws. These states are:

Alaska	Arizona	Idaho
Louisiana	Maine	Montana
New Hampshire	Oklahoma	Washington

SCDMV continues to take steps to improve the security and integrity of our state-issued credentials and has applied for Department of Homeland Security (DHS) funding to improve both the security of our credentials and our business processes that govern credential issuance. Although an initial award of \$500,000 has been announced for South Carolina, the terms and conditions for acceptance and use of these grant funds must be researched to determine if DHS will require a commitment to implement REAL ID. South Carolina, through the use of a Federal Motor Carrier grant, has begun the implementation of facial recognition system to help identify and prevent fraud within the credential issuance process.

SCDMV has been heavily involved in national discussions, meetings and work groups to provide input and stay connected with the REAL ID debate. We continue to work closely with the Governor, our General Assembly, the National Governor’s Association and AAMVA to help address the key issues and propose alternative solutions for implementation of the REAL ID act.

7.1.1.16 Improve communications between courts and DMV

SCDMV and the state court system have developed an interface between the DMV Phoenix system and the Court Management System (CMS) for the exchange of traffic citation and disposition data. The Court Management System involves collecting data from magistrate and criminal courts in 46 counties, and involves integrating legacy systems with the new Court Management Systems. DMV's interface will be connected directly with the CMS, as well as with vendor-supported systems in several counties. The system will allow a court data entry person to enter a S.C. driver's license number from a citation and retrieve all of that person's DMV data directly into the CMS. The court user will then enter the disposition, which will be transmitted electronically to DMV's system and update the driving record.

The pilot phase of the electronic exchange of traffic citations was deployed, and involved the magistrate and circuit courts in York, Anderson, Jasper and Sumter counties. The exchange was limited to offenses occurring in a CMV or committed by a CDL holder. DMV and CMS are still monitoring and evaluating the accuracy and error rates during this pilot.

7.1.1.17 Develop agency Safety and OSHA program

As facilities are constructed and/or renovated, OSHA and ADA improvements are incorporated into the design. These improvements have a direct impact on the working environment and reduce the number of injuries and illnesses to employees and customers. Additionally, many employees have attended a 10-hour OSHA course to make them more aware of hazards in the workplace. This training will allow DMV to address these hazards in a more timely fashion; thereby reducing injuries or illness to our employees and customers. As a result of these efforts, DMV's worker's compensation claims and premiums continue to decline.

- DMV and DPS share an OSHA safety officer. He has developed programs to ensure compliance with many of the applicable OSHA standards. He is continuing to refine the overall program to include additional employee training, inspections and an employee safety committee.
- All branch managers, custodians and other designees receive Bloodborne Pathogen training annually.
- All First Responder volunteers receive First Aid and CPR training annually.
- DMV has AEDs for each floor and First Responders are trained to use them.
- A comprehension evacuation plan has been developed for the DMV HQ building. All HQ employees have been trained on this plan. Fire drills have been conducted.
- Evacuation policy and routes have been developed for the field offices. Managers have been trained on the overall evacuation procedures. Evacuation routes have been developed for field offices.

7.1.2 Comparative Results

Because DMV is now able to track comparative results, wherever possible we will begin reporting statistics and performance measures on a FY to FY comparative basis. Our comparative measures fall within the following categories:

7.1.2.1 Customer Service Transactions

Total Transactions

- Total transactions represent all DMV transactions for which a fee is collected, from all media. The totals include all field, headquarters, web and third party transactions.
- In FY 08 approximately 47% of all transactions are processed in field offices.
- Remaining transactions represent business-to-business transactions.
- Note that *Miscellaneous Transactions* include purchase of driver records, payment of reinstatement fees and other transactions not identifiable in one of the other three categories.

**Table 7.1.2.1a
Total DMV Transactions – ALL MEDIA**

	FY 06	FY 07	FY 08	% change
Total Driver Transactions	2,085,913	2,196,432	2,131,010	-3%
Total Title Transactions	1,654,722	1,656,084	1,641,072	0.009%
Total Registration Transactions	5,265,427	5,425,450	5,518,045	2%
Total Miscellaneous Transactions	4,468,401	4,053,112	3,944,071	-3%
Total Statewide Transactions	13,474,463	13,331,078	13,234,198	1%

Call Center Transactions

Table 7.1.2.1b

	FY 05	FY 06	FY 07	FY 08	% change
Total Calls Received	529,658	738,997	807,271	738,997	(9.2%)
Avg. Calls/day	2148	2998	3268	2998	

Field Office Transactions

There are 69 customer service centers located throughout the state. With the exception of 3 offices, all offer full service transactions including driver licensing services, vehicle registration, license reinstatements, and titling services. In addition to these services, 16 offices offer transactions for international customers, 34 offices offer skills tests for commercial drivers, and 10 offices provide fingerprinting for CDL hazardous material background checks. Table 7.1.2.1c represents the number of transactions processed in field offices over the last three years.

Table 7.1.2.1c

	Number of Transactions	% Change
FY 05	6,046,756	7%
FY 06	6,392,018	5.7%
FY 07	6,353,789	-0.6%
FY 08	6,238,113	-2%

Customer Transactions Using Website

- DMV currently offers the following transactions online: Driver’s license renewal; Driver status inquiry; ID renewal; Pay late registration fees; Change address; Obtain duplicate license; Obtain duplicate registration; Pay license reinstatement fees; obtain driver records.
- During FY 08, the use of public services fee based transactions offered through our Public website significantly increased. We continue to aggressively promote our online services though all of our correspondence to customers, so more people are becoming aware of our online capabilities. Customer satisfaction surveys indicate that our web transactions rank highest in customer satisfaction among our service channels.

	FY 06	FY 07	FY 08	% change
Total Payment Transactions				
Duplicate DL	14,261	8,297	9,348	13%
Duplicate Registration	12,680	5,149	7,832	52%
Modify DL	30,331	25,221	28234	12%
Pay Reinstatement Fee	10,951	6,501	11,231	73%
DL Renewal	88,389	44,863	60,679	35%
ID Renewal	1,764	931	1,372	47%
Pay Registration Late Fees	7,499	5,662	6,685	18%
Total	185,248	96,624	125,381	30%

- During FY 06, DMV partnered with the NIC to provide driver records through that website for commercial customers as a basis for the self-funded State Portal. During FY 07, requests from South Carolina citizens have increased significantly, both at our public site and the state portal.

	FY 06	FY 07	FY 08	% change
Obtain Driver Record (public site)	19,373	16,261	18,993	17%
Obtain Driver Record (through State Portal or member services)	2,324,168	2,379,627	3,682,475	55%

7.1.2.2 Compliance and Oversight Transactions

DMV monitors key transactions to determine trends in customer's compliance with the law.

Table 7.1.2.2 Customer Compliance Transaction Activity

Transaction type	FY 05	FY 06	FY 07	FY08
Total Uniform Traffic Tickets Processed	1.31 M	1,219,826	1,114,317	1,525,982
DL suspensions processed	171,704	201,484	275,740	239,369
Number of other insurance related suspensions	56,627	43,536	47,724	46,195
Number of accident reports keyed	190,167	180,048	167,107	155,945
Sale of Accident Reports by Mail	60,218	57,297	56,666	54,302

7.1.2.3 Motor Carrier Transactions

- The table below indicates the number of transactions or services performed in each Motor Carrier program area.

Table 7.1.2.3 Motor Carrier Services

Activity	FY 05	FY 06	FY 07	FY08
International Registration Plan (IRP)				
Active Accounts	6,333	6,332	5,906	6,065
Renewed Accounts	5,263	5,300	5,005	5,220
New Accounts	1,070	1,032	901	845
Active Apportioned Vehicles	21,390	22,752	24,724	26814
Audits Conducted	172	206	199	188
International Fuel Tax Agreement				
Active Accounts	3,907	3,802	4,421	4009
Number of Quarterly Filings	15,628	11,301	15,756	15,829
Number of Decals Issued	45,550	41,471	47,910	37,740
Exempt				
Active Accounts	574	237	237	0
Single State Registration System (SSRS)				
Active Accounts	2,418	2,241	2,241	0
Unified Carrier Registration				
Active Accounts	0	0	0	3,347
Certificate of Compliance				
Active Accounts	1,635	1,699	1,567	1,509
New Accounts	438	288	161	92
New Entrant				
Safety Audits	219	316	376	396
Vehicle Inspections	147	419	291	268

7.1.2.4 CDL Compliance

- The table below indicates the number of transactions or services performed in the CDL compliance area.

Table 7.1.2.4 CDL Compliance

Activity	FY 2005	FY 2006	FY 2007	FY 2008
Total Random Recalls	17	54	37	48
DMV 447 RT Audits	2	0	0	0
Third Party Tester Audits	154	231	341	369
DMV CDL Examiner Training	1	3	6	7
CDL TPT Truck Classes	2	3	3	2
CDL TPT Bus Classes	0	2	2	2
TPT Refresher Classes	0	0	0	0
TPT DOE Refresher Classes	0	0	0	0
CVSA Inspections	41	77	110	102
Truck School Inspections	58	10	5	12

During FY 07, DMV CDL Compliance Office and the Office of Integrity and Accountability began performing quality assurance checks on our CDL Examiners with 17 assessments performed. During FY08, 23 Q&A assessments were performed.

7.2 Performance Levels and Trends for the Key Measures of Customer Satisfaction

DMV uses two means of measuring customer satisfaction:

7.2.1 Customer feedback received/solicited through Constituent Services Office

- DMV established a citizen ombudsman function in August 2003 through the establishment of the Communications and Constituent Services Office. In FY 06, this function was separated to provide more direct ombudsman service to constituents. In FY 08, the DMV Constituent Services Office handled approximately 2,650 customer inquiries. These inquiries were often requests for general information, but also included specific complaints or praise for DMV products and services.
- After the establishment of a separate Constituent Services Office, we implemented a new tracking system that will allow us to better measure the types of inquiries that are being received, so that we can begin identifying systemic problems that might need to be corrected.
- If any customer inquiry indicates a negative comment regarding a DMV office or employee, an Accountability Report is issued to the appropriate senior leader for follow-up and required action. The Constituent Services Office monitors these responses.

7.2.2 Customer feedback received through surveys

In FY 05 we began having the University of South Carolina Institute for Public Service and Policy Research include us in their semi-annual state survey. We have now participated in five surveys. Table 7.2.2 shows selected results, shown as percentage of customers responding “very satisfied” or “somewhat satisfied”:

Table 7.2.2 Customer Satisfaction Ratings

	Spring 06	Fall 06	Spring 07	Fall 07	% change Fall to Fall
% of those surveyed visiting office	50%	47.7%	41.7%	39.3%	(8.4%)
Courtesy/Attitude of Staff	85.9%	87%	88.2%	90%	3%
Overall Ease of Process	86.4%	85.3%	82.6%	90.5%	5.2%
Quality of Service Received	86.7%	84%	87.9%	88.1%	4.1%
Speed of Service Provided	82.3%	82.9%	81.6	87.6%	4.7%
% of those surveyed using Call Center	10%	11.2%	N/A	13.1%	1.9%
Courtesy/Attitude of Staff	80%	78.9%	N/A	78.7%	(.2%)
Accuracy of Information Received	69.0%	72.4%	N/A	71.5%	(.9%)
Quality of Service Received	66.3%	68.8%	N/A	69%	.2%
Promptness of Service	74.7%	54.3%	N/A	60%	5.7%
% using Online Services	20.0%	13.6%	13.6%	11.6%	(2%)
Satisfaction with ease of use of online process	96.2%	89.5%	89.5%	97.2%	7.7%

7.3 Performance Levels for Key Measures of Financial Performance

a) Performance versus Expenditures. Chart 7.3 – 1 details performance measuring appropriations versus expenditures

Chart 7.3 – 1 Appropriations Versus Actual Expenditures

	2006			2007			2008		
	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures
0114	99,360	102,341	102,341						
0158	8,016,475	8,484,778	8,484,778						
0160									
0170	0	74,781	74,781						
	8,115,835	8,661,900	8,661,900	0	0	0	0	0	0
1201	0	64,348	64,348	0			0		
1300	2,737,751	2,562,280	2,562,280						
0700									
State	10,853,586	11,288,528	11,288,528	0	0	0	0	0	0
0114				105,322	107,917	107,913	110,504	110,504	110,504
0158	13,857,751	22,364,156	22,363,993	30,810,294	35,343,356	35,312,305	37,140,432	37,178,250	37,165,415
0160								182,035	175,606
0170	<u>3,033,927</u>	<u>4,775,374</u>	<u>4,775,374</u>	<u>3,640,145</u>	<u>2,964,488</u>	<u>2,945,022</u>	<u>3,417,175</u>	<u>2,448,124</u>	<u>2,301,612</u>
	16,891,678	27,139,529	27,139,366	34,555,761	38,415,761	38,365,240	40,668,111	39,918,913	39,753,137
1201	26,737,733	17,627,217	17,365,977	17,985,812	20,203,050	19,974,914	22,123,156	22,546,802	21,887,814
1300	4,544,524	8,917,189	8,051,129	10,510,184	12,149,291	11,728,541	13,119,505	13,454,662	13,450,404
0700	0	8,481,731	1,134,130	0	10,514,547	713,370	0	10,068,828	1,444,770
Earmarked	48,173,935	62,165,666	53,690,603	63,051,757	81,282,649	70,782,065	75,910,772	85,989,205	76,536,125
0158	475,701	878,757	841,403	531,581	1,215,545	1,215,460	1,225,504	1,268,553	1,268,553
0160								13,974	13,974
0170	<u>90,600</u>	<u>93,417</u>	<u>83,862</u>	<u>65,000</u>	<u>123,000</u>	<u>122,061</u>	<u>97,500</u>	<u>52,599</u>	<u>52,599</u>
	566,301	972,174	925,264	596,581	1,338,545	1,337,521	1,323,004	1,335,126	1,335,126
1201	3,464,088	3,644,088	3,588,529	1,810,484	1,859,413	1,819,620	2,433,956	2,397,949	2,336,875
1300	156,223	305,350	267,812	183,221	393,221	392,948	410,000	433,885	433,885
Restricted	4,186,612	4,921,612	4,781,606	2,590,286	3,591,179	3,550,089	4,166,960	4,166,960	4,105,886
0158	109,366	120,924	120,924	129,388	125,672	124,551	134,428	112,817	53,487
0170	<u>55,705</u>	<u>226,694</u>	<u>226,694</u>	<u>242,562</u>	<u>230,151</u>	<u>220,373</u>	<u>249,389</u>	<u>271,000</u>	<u>270,142</u>
	165,071	347,618	347,617	371,950	355,823	344,923	383,817	383,817	323,629
1201	1,487,150	1,462,150	301,736	147,500	242,397	158,257	386,684	816,319	249,002
1300	60,000	107,453	97,931	119,024	112,261	99,142	122,513	122,513	92,224
Federal	1,712,221	1,917,221	747,284	638,474	710,481	602,323	893,014	1,322,649	664,855
0114	99,360	102,341	102,341	105,322	107,917	107,913	110,504	110,504	110,504
0158	22,459,293	31,848,615	31,811,097	31,471,263	36,684,573	36,652,316	38,500,364	38,559,620	38,487,455
0160								196,009	189,580
0170	<u>3,180,232</u>	<u>5,170,265</u>	<u>5,160,710</u>	<u>3,947,707</u>	<u>3,317,639</u>	<u>3,287,455</u>	<u>3,764,064</u>	<u>2,771,723</u>	<u>2,624,353</u>
	25,738,885	37,121,221	37,074,147	35,524,292	40,110,129	40,047,685	42,374,932	41,637,856	41,411,892
1300	7,498,498	11,892,272	10,979,152	10,812,429	12,654,773	12,220,631	13,652,018	14,011,060	13,976,513
0700	0	8,481,731	1,134,130	0	10,514,547	713,370	0	10,068,828	1,444,770
1201	31,688,971	22,797,803	21,320,590	19,943,796	22,304,860	21,952,791	24,943,796	25,761,070	24,473,691
Total Agency	64,926,354	80,293,027	70,508,020	66,280,517	85,584,308	74,934,477	80,970,746	91,478,814	81,306,866

b) Budget Measures

	FY 07	FY 08
Budget Transfers	186	360
Cash Transfers	201	233
Interdepartmental Transfers	339	317

c) Accounting Measures

	FY 07	FY 08
Vouchers (a/p) processed (non-refund)	6,416	6,250
Refund Vouchers	70,293	65,737

d) Procurement Measures

	FY 06	FY 07
Total number of POs processed by fiscal mo/year	1,443	1,545

Total # of Sole Sources by Quarter

<u>Quarter</u>	FY 07		FY 08	
	<u>Dollars</u>	<u>Number</u>	<u>Dollars</u>	<u>Number</u>
1	\$718,484	19	\$1,479,555	20
2	211,461	4	198,694	7
3	10,118	2	69,409	3
4	136,736	3	73,397	3
	\$1,076,799	28	\$1,821,055	33

Total # of Emergency POs by Quarter

<u>Quarter</u>	FY 06		FY 07	
	<u>Dollars</u>	<u>Number</u>	<u>Dollars</u>	<u>Number</u>
1	\$428,721	4	\$0	0
2	6,920	1	0	0
3	0	0	0	0
4	0	0	33,998	1
	\$435,641	5	\$33,998	1

7.4 Performance Levels and Trends for Key Measures of Workforce Engagement, Satisfaction and Development

a) **EEO Goals:** reported on federal FY basis. FY 08 figures will be available in October 08.

FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07
89.6%	89.1%	88.0%	90.3%

b) Workers Comp lost time claims:

FY 06	FY 07	FY 08
5 total claims, representing 165.14 total lost time work weeks, with a payment of \$75,055.24 for 2 of the 5 claims (the remaining 3 have not been settled to date.)	4 total claims, representing 4 total lost time work weeks, with a payment of \$1,342.91 for 1 of the 4 claims (the remaining 3 have not been settled to date.)	8 total claims, representing 46 weeks and 224.86 day lost time, with a payment of \$66,673.40 for 3 of the 8 claims (the remaining 5 have not been settled to date.)

7.5 What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency and work system?

Our key measure for organizational effectiveness and efficiency is customer wait time. Wait time is measured through automated systems as well as through manual processes throughout our 69 field offices. Our processes allow us to identify wait time trends and develop innovative responses to maintain acceptable wait time.

7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

a) Agency Compliance

The agency complies with all external regulatory requirements from state and federal regulatory agencies and submits regulatory reports as required. We are audited by a number of state and federal entities. For audits, our performance goal measure is to achieve no material findings in any of our audit reports.

DMV follows the following guidelines:

- Accounting – STARS guidelines, CG, State Treasurer, closing packages
- HR - State OHR regulations/ State Human Affairs Commission
- Budget – State budget office detailed budget submission
- Fleet – State Fleet guidelines, annual Motor Vehicle Management Review
- Fixed Assets – STARS, state surplus guidelines

b) Regulatory Audits

Financial

- State Auditor’s Office
- State Procurement Auditors
- Legislative Audit council
- State Human Resources Desk Audits
- Procurement – audited at least once every 3 years

Motor Carrier

- FMCSA – CDL and PRISM audits every 3 – 4 years
- IFTA – 3-4 year audit cycle by IFTA, Inc.
- IRP – IRP Inc. every 4-5 years

c) Office of Internal Audit

In FY 08, the Office of Internal Audits performed audits on 20 of the 69 field offices located throughout the state (29%), as well as performed 2 follow-up audits to ensure that adequate corrective actions have been taken. Additionally, Internal Audit assisted the Office of Integrity and Accountability with an investigation involving potential fraud and employee wrongdoing, performed a consultative review requested by executive management, and actively participated and consulted on numerous internal committees regarding the development of policies, business rules and internal controls.