

AGENCY NAME:	SC Department of Motor Vehicles		
AGENCY CODE:	R400	SECTION:	082



## Fiscal Year 2014-15 Accountability Report

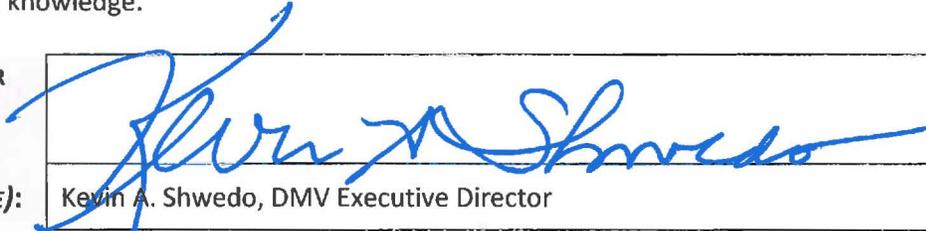
### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.</p>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
<b>PRIMARY CONTACT:</b>	Kevin A. Shwedo	803-896-8924	<a href="mailto:Kevin.Shwedo@scdmv.net">Kevin.Shwedo@scdmv.net</a>
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	Kevin A. Shwedo, DMV Executive Director
<b>BOARD/CMSN CHAIR</b> <i>(SIGN/DATE):</i>	
<i>(TYPE/PRINT NAME):</i>	

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## AGENCY'S DISCUSSION AND ANALYSIS

SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology and strategic partnerships.

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

The Executive Director and his senior leaders established the Agency's core values. The Agency's statement of values is "Your SCDMV -- Each a Role Model – Competent, Committed, Courteous!" The Agency displays its values in common areas and on focal walls throughout the Agency. Additionally, the Agency's values are the center piece of our recognition program and our values are displayed in emails, on employee pins, branded throughout the Agency in conference rooms and classrooms, on our employee work apparel, and on our vehicle fleet. Leading by example, the Agency Director sought numerous opportunities to promote the agency's vision, encouraged open communication and generated dialogue with the Agency's employees. By traveling to and visiting all 68 branch offices and each Directorate and Special Staff divisions of the headquarters' office, the Agency Director sought input from each of his employees for ideas, best practices, standardization and compliance. The Agency Director's interaction with all employees across the Agency provided a means to keep employees apprised of Agency activities and to provide a response to employee concerns.

The development and education of our Agency's values has fostered a sense of comradery, teamwork and unity. As an Agency, we developed a recognizable and memorable Agency motto and seal that unites all Agency staff under a common mission and direction. Most importantly, the Director works with local and regional management to recognize great public servants who impute SCDMV values.

The Department of Motor Vehicles is a non-appropriated, revenue-generating Agency, with the exception of approximately \$3.7M received from federally supported grant funding. The Agency used a formalized budget review process to forecast, program and earmark Agency funds necessary to generate approximately \$296M in revenues, distribute \$212M to numerous state Agencies and special interest groups as mandated by State law – all while allocating the expenditure of approximately \$84M in revenues necessary to resource the Agency's Headquarters and its 68 branch offices fiscal operations and payroll requirements. As a non-appropriated State Agency, SCDMV must closely monitor all revenue collections against annual expenditures, on-going projects, and legislatively directed programs to provide the confidence the Agency needs to meet fiscal requirements. The success of this budgeting process led to the agency's ability to absorb approximately \$5M in un-programmed fiscal requirements including, but not limited to, the resourcing for a universal, state-directed cost of living increases, bonuses, increases in employer match benefits, additional server capacity, maintenance for DMV branch offices, the continued provision of a free identification card and the assumption of the cost to resource the facial recognition program.

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As stated previously, SCDMV operates 68 customer service centers across the state. The majority of these customer service centers offer full service transactions, including but not limited to, 16 offices that serve international customers, 9 offices, in strategic locations around the state, offer skills tests for commercial drivers, 7 offices offer Dealer services, 11 offices process International Fuel Tax Agreement (IFTA) transactions, and of those 11, 6 also offer International Registration Plan (IRP) transactions. SCDMV continues to partner with other agencies to share information and identify laws to synchronize, verify and ease our collective ability to service the citizens of South Carolina.

The Executive Director, in series of strategic planning sessions and think tanks, sustained the Agency's objectives through the translation of the Governor's priorities, the linkage between Fiscal Budget Authority and the Agency's core functions, direction from legislators, and the expressed needs and requirements from both constituents and Agency employees into a set of 6 executable, supportable and sustainable Agency strategies. These 6 strategies include 1) fostering awareness of organizational goals and objectives, laws and regulations, and policies and procedures through effective communication; 2) setting goals, determining actions and mobilizing resources necessary to perform the Agency's mission and core functions and establishing cyclic events to assess the Department's mission, efficiencies, progress and results; 3) providing superior customer service by developing or acquiring alternative methods for product and service security and delivery and pursuing legislative support, as necessary, to ensure successful implementation; 4) empowering employees through recognition, leader development and performance accountability, and succession planning by developing programs to heighten employee morale, safety and productivity; 5) developing, implementing, assessing and reassessing all internal and external systems and practices as a means to identify areas of improvement to provide services through a variety of means ranging from face to face customer service at 68 customer service centers to a wide range of options including remote means such as web-based options, on-demand services, virtual data portals and direct delivery mail; and 6) ensuring fiscal and business responsibility to protect the state's monetary resources.

The Department of Motor Vehicles measured and sustained its accomplishments by establishing cyclic events to assess the Department's mission, efficiencies, progress, and results. The Agency measured and compared its effort against its accomplishments through systematic reviews of business processes, trend analysis of business transactions, department products and processes to help tailor training packages focused on gaps and inefficiencies, Senior Leader Strategic Off-site meetings to provide a forum for candid and professional assessment of Department systems, procedures and policies to validate if the Department's accomplishments are meeting the needs of South Carolina citizens and those of the Governor's office, and Weekly Strategy Sessions with only Director-level Department leadership to strategize priorities for current and future Department focus.

The Agency provided executive staff representation at various state and national forums, including but not limited to, the American Association of Motor Vehicle Administrators (AAMVA), National Highway Transportation Safety Administration, National Forum on Drivers' License Agreements, South Carolina Safety Council, SC Law Enforcement Network venues, Department of Commerce – sought to mitigate adverse impact of both sequestration and BRAC, Regional Legislative forums established to identify requirements for legislative support for the operation of autonomous vehicles, SCEIS Executive Oversight Committee, the Monthly Comptroller General Financial Revenue Meetings, The SCDPS/SCDMV Building Committee Forum, and the Joint Bonds Review Board. Through these forums, the Agency provided valuable insight into areas requiring change in SCEIS management, synchronized reporting of Agency revenues, and earmarked projects needed for SCDMV branch offices.

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The Executive Director and senior management met with key stakeholders to lay out DMV’s legislative priorities. DMV leadership participated in the promotion of over 50 community relationships aimed at improving the lives of employees as well as the citizenry of this state.

Because the Agency is focused on providing superior customer service, the Agency delivered its products and services through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, call center operations, constituent services and through our legislative liaisons. To that end, the Agency provided more than 400 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and state agencies, as well as to other states and counties. Through a series of initiatives (several noted on the Performance Measures Template), the Agency continues to maintain average customer wait times around or below 8 minutes. The Agency considers minimal customer wait times and responsive support through remote accessibility to Agency services as a positive measure of the Agency’s ability to swiftly and accurately serve the public. Equally at the very top of the Agency’s priorities are Data Security and the employee’s ability to protect proprietary information. The Agency’s continued focus on data and information security was evident in its commitment of resources necessary to avoid information compromise or interdiction. First and foremost, the Agency’s Information Security Officer (ISO) who, using DeLoitte Security Self-Assessment Tools, created the Agency’s Information Security Policy. The ISO organized a security-working group with representatives from each Directorate and utilized the DeLoitte Security Self-Assessment Tools to conduct a comprehensive gap analysis of the thirteen DIS Security Policies. From that gap analysis, the ISO developed a plan of action and milestones, assigned individuals to address the gaps in each of the thirteen policies, and established a timeline to ensure SCDMV becomes fully compliant with all DIS Security Policies. The ISO monitors the progress of the security-working group and provides regular status updates to the SCDMV Executive Director and his Directors. The Agency conducted a second comprehensive threat assessment and implemented a mitigation strategy for all identified threats.

During this reporting period, the ISO provided initial security awareness training to more than 275 new employees, temporary employees, interns, volunteers, and contractors. With oversight from the Executive Director, the ISO planned, complied, and conducted continuing security awareness training for over 100 additional employees enrolled in our follow-on new employee DMV business application training program. The ISO planned, complied, and conducted advanced security awareness training for 68 new assistant branch supervisors. The Executive Director, along with the ISO, continues to routinely visit all sixty-eight field offices to help raise security awareness and to help ensure security compliance, develops and sends emails notification to heighten security awareness as well as generates training emails addressing phishing and spear fishing attempts.

The ISO, in concert with the CIO, established an Information Security Incident Response Team and a process to quickly respond to, identify the cause of, isolate, and remediate security related incidents. SCDMV’s ISO will continue to work with the new Department of Administration, Division of Information Security, Homeland Security, the FBI, and other Cabinet Agencies to mitigate threats to the data network. Additionally, the Agency contracted with a third party to install secure bins in our 68 field offices for the purpose of collecting and subsequently destroying paper documents containing personally identifiable information. The Agency has also appointed a Privacy Officer as a liaison to the Department of Administration, Enterprise Privacy Office to ensure the Agency complies with State privacy initiatives.

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The Agency, with support and assistance from both homeland Security and the FBI, continues to interdict, mitigate, and thus significantly reduce its network intrusion attempts with the purchase and implementation of additional internal firewalls, two-factor VPN authentication, and the privileged account manager for auditing access to production servers. The Agency's sustained its focus on its customers and stakeholders and elicited their expectations while simultaneously coordinating requirements through joint participation and collaboration in scheduled meetings. Offering viable alternatives to physically traveling to our branch offices, the Agency expanded its sale of plates on the web and currently offers 102 plate classes "on demand". Citizens who order their plates from the web will generally receive their plates within 3 to 5 days. In addition, senior leaders routinely met with representatives from banking establishments, the legal community, law enforcement and commercial purchasers of SCDMV information to determine methods of providing better services to these stakeholders. SCDMV relied heavily on Constituent Services, a department devoted to and focused on resolving customer issues and complaints. Successfully, the Agency responded to, satisfied and closed nearly 4,000 constituents, Governor's office and legislative inquiries. As highlighted earlier, decreasing customer wait times and increasing customer satisfaction were keys to the Agency's success. Optimizing resources to provide focused training to all Branch Managers, Assistant Managers and key customer service providers, the Agency continues to refine the use of a customer queuing system (known as Q-FLOW) and posting of wait times on the web to provide the swiftest and most accurate support to its customers. In FY15, the Agency successfully processed a total of 13,401,505 transactions (including web, county, title and registration services), of which 6,237,435 transactions were processed throughout the state in our 68 regional customer service centers and 3,963,385 were processed in Headquarters.

Through the development of a Life Cycle Maintenance Program, the Agency continues to reduce unscheduled maintenance costs. Additionally, the Agency has set aside funds to renovate the Anderson and Orangeburg Field Offices by the end of the fiscal year providing the citizens of South Carolina additional customer service stations thus expediting the time it takes to service customers. Moreover, the Agency transitioned from 34 to 9 CDL (Commercial Driver's License) courses and upgraded these nine courses in preparation to transition to the new Federal CDL standards.

Over the reporting period, the Agency continued to expand its Awards and Recognition Program by recognizing employees on the spot by the Executive Director with his *Executive Director's Coin of Excellence*, and by the Directors giving on the spot recognition with their *Director's Coin of Excellence*, each personifying the Agency's values for Competent, Committed and Courteous performance. Additionally, the Agency recognized more than 243 employees, 24 *Volunteers*, 88 *Employees, Supervisors and Managers of the Month* for accomplishments "above and beyond" that which was expected of normal duty operations. Through the development of the Agency's five-level award program, the Agency did award 1 (one) Distinguished Service Award, 5 Meritorious Awards, 4 Commendable Service Awards, 10 Achievement Awards, and 25 Director's Coins of Excellence. These five levels of award afforded the Agency Executive leadership the means to provide meaningful, nominally priced awards for exceptional performance. The Agency displayed the names of each recipient on recognition boards in the lobby highlighting the recognition of its employees. Lastly, the Agency further memorializes its deceased employees on a recognition board also displayed in the lobby.

As an addition to our Awards and Recognition Program, the Agency developed a Team Award recognizing the accomplishments of Field Offices and other organizational units. Six offices were

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recognized by the Executive Director and were awarded the Commendable Service Award for maintaining an average wait time of twenty minutes or less for a period of 365 consecutive days and another four offices achieved an Excellent Rating on their internal audit inspection. Senior leaders and managers also utilized the state's Employee Performance Management Systems (EPMS) to set individual employee expectations. The Agency achieved a 99.58% submission rate (725/728) in the annual processing of employee evaluations on time, February 17, 2014 through February 16, 2015. The only evaluation documents not processed were for employees on medical leave that were not going to return within 90 days of the due date. Managers and supervisors meet with employees and review job functions (which include job duties and success criteria), objectives, and performance characteristics/competencies and communicate performance expectations. Discussions during staff meetings, emails, or face-to-face interactions are all designed to ensure that employees understand what is expected of them and that they are equipped to successfully complete their assigned tasks. Senior leaders also communicated to all employees through 45 Newsbreak articles and 4 Agency newsletters, *The Motorvator*. The newsletter provided a vehicle for the Agency to communicate Agency accomplishments, community interest stories, changes in policy and other pertinent local or state related information.

Through the meticulous management of Workers' Compensation claims, the Agency managed 34 new and 9 pre-existing Worker's Compensation Claims and closed 35 worker's compensation cases in 2015 successfully recovering \$2,848 from the Second Injury Fund. Notwithstanding these accomplishments, the Agency directed the processing of 390 FMLA requests.

The Agency continued to focus on the health and wellness of DMV employees by providing two on-site flu clinics, two on-site health screenings, and the mobile mammography van. Monthly lunch and learn sessions were offered with speakers from other agencies, hospitals, or community organizations. The annual Health and Benefit's fair was held in October with over 34 vendors and was a huge success. The Agency introduced the Working Well program as tasked by the Governor and formed a wellness committee. Weekly emails titled *Wellness Wednesdays* are now sent to all DMV employees to provide information based on national health observances or other beneficial topics. As the State lead for the United Way Campaign, SCDMV's annual donations continue to rise with donations increasing from \$2,510 in FY12 to \$9,468 in FY13 to \$18,437.36 in FY14 to \$22,715.04 in FY15.

The Office of Training and Change Management and Field Services continued to enhance and expand its training program to include extensive training on information security, customer service, driver services and vehicle services transactions. Trend analysis of business transactions, department products and processes helped tailor training packages focused on gaps and inefficiencies. The Agency decreased its error rate and processing times by increasing its internal training program for all new employees. Quarterly, the Agency trains all 68 branch managers and a select number of headquarters managers and supervisors on a variety of customer service tasks critical to the SCDMV mission. Embedded in this training, the Agency added refresher training on core human resources topics. Weekly, the Agency provides a vigorous training program from 8:30 to 9:30 each Wednesday morning focused on functional business processes. This training has proven to increase customer service while decreasing processing errors.

Throughout the year, the Agency continued to seek ways to improve its business practices. Nothing short of visiting other state agencies, to visiting other state Motor Vehicle agencies, SCDMV constantly assessed, planned, resourced, executed and reassessed operations in an effort to achieve optimal results.

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This circular cycle aided the attainment of the Agency’s goals to reduce waste, eliminate redundancy, improve customer service, decrease wait times and seek out best business practices. Through use of accountability reporting, senior leaders monitored and responded to trends indicating systemic rather than individual performance problems. Senior leaders also used internal and external performance reviews, along with employee feedback, to improve our services to the public as part of our continuous improvement process.

The analysis generated from daily transaction data provides SCDMV the means for “right-sizing” our branch offices by developing regional centers of excellence capable of supporting Commercial Driver Licensing, Dealer Centrals, Motorcycle licensing, etc. Daily, the Agency analyzed transaction reports, monitored customer wait times and reviewed employee availability reports. The reports provided upper level management the ability to redistribute resources necessary to meet customer demands. During the past year, the Agency’s focus on improving and enhancing internal operations provided the Agency the means to streamline business practices, to provide faster and more accurate service to the citizens of South Carolina, and to implement numerous cost saving initiatives.

As stated earlier, the Department of Motor Vehicles is a non-appropriated, revenue-generating Agency, with the exception of approximately \$3.7M received from federally supported grant funding. Through formalized fiscal processes, the Agency continues to meet deadlines before the scheduled due dates. Additionally, the Agency uses audits to ensure compliance with revenue collection, disbursements and general management of our operations budget. Periodic audits and peer reviews are conducted internally as well as externally by federal agencies and other entities such as Internal Revenue Service (IRS), International Fuel and Tax Association (IFTA), International Registration Plan (IRP) and Federal Motor Carrier Safety Administration (FMCSA) to ensure compliance with state and federal laws and regulations.

The Agency pursued several studies designed to increase process proficiency. The Agency completed an Activity Based Cost Accounting Study based on FY13 expenditures and plans to update the study once the FY15 closeout is complete. Agency leaders, as well as state executives, now have an up-to-date base line for actual operations cost and an expedited means to provide legislators with fiscal impacts to proposed legislation. The Agency continuously pursues alternatives to the use of certified mail. During FY15, the Agency processed in excess of 222,000 returned mail items, costing the Agency \$296,500 in unnecessary operations dollars. With the implementation of software and enhanced business practices, the Agency will pursue a change to legislation in 2016 that will allow the Agency to process mail at a more affordable rate.

Bottom-line, the Agency’s survival is based on its ability to sustain and secure operations. From the administration of the State’s motor vehicle licensing and titling laws, to maintaining strict controls in order to deliver secure and valid identification, licenses, and property records, all while accurately accounting for the receipt and timely distribution of revenue collected, the Agency’s main focus is, and always will be, directed on how the SCDMV can best serve the citizens of South Carolina.

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value-	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Provide timely and accurate service to the Citizens and businesses of SC within 20 minutes	Less than 8 minutes	Less than 8 Minutes	Less than 20 Minutes	July 1 - June 30	Q-Flow Reports (Daily)	Daily; Monthly; Annually	Wait-Time Reports; Q-Flow in Minutes	1.1.1; 2.1.1; 2.1.4; 3.1.1; 4.1.6; 5.1.1
2	Accurately track secure documents and credentials to prevent fraud, protect citizens PII and property	0	0	0	July 1 - June 30	Inspector General Reports (weekly)	Weekly	Resolution of Missing Documents	1.1.2; 2.1.2; 2.2.1
3	Number of Standardization and Formal Training Sessions successfully completed by employees	281	271	285	July 1 - June 30	Training and Change Management Reports (monthly)	Annually	Attendance Records; Test Results	1.1.1; 2.1.3; 2.2.2; 4.1.6; 4.1.7
4	Review, Modify, or Delete 77 policies and 112 procedures in place to support technological and business changes	39 Polices/Procedures were revised; 3 new were created; 2 were rescinded	71 Polices/Procedures were revised; 5 new were created; 0 were rescinded	As needed to ensure that all policies/procedures are relevant to the business of the SC DMV.	July 1 - June 30	Phoenix; Management Reports; Intranet	Weekly; Monthly; Annually	Percentage of Policies and Brochures Reviewed, Modified, or Deleted	1.1.1; 1.1.2; 2.1.1; 2.1.2; 2.1.4; 2.1.7; 2.2.2; 2.2.3; 3.1.10; 4.1.6; 4.1.7; 5.1.2; 6.1.4; 6.1.5
5	Number of Internal Audits of 68 Field Offices completed providing oversight and accountability of State resources	21	20	27	July 1 - June 30	Internal Audit Reports	Monthly; Annually	Every Office is Audited at least once every 3 years; Count of actual audits conducted	2.1.4; 2.1.5; 4.1.3; 4.1.9; 5.1.1; 6.1.1; 6.1.4; 6.1.5
6	Increase the number of services/products offered via the WEB/Customer Service Center annually	Through FY14 = 14	14	The SCDMV Website is under going a mjaor renovation where new services / products will be made available to the general public	July 1 - June 30	IT Reports	Annually	Number of new Public services/products offered via web with a minimum goal of 5 new products/services per year (does not include Member Services, County or Inquiry Transactions)	2.1.6; 3.1.2; 3.1.3; 3.1.4; 3.1.5; 3.1.6; 3.1.7; 3.1.9; 4.1.9; 5.1.1; 5.1.3
7	County Partnerships	23	24	46	July 1 - June 30	Phoenix/Finance Reports	Annually	Number of Counties converted to electronic transmsmission	1.1.2; 2.1.1; 2.1.6; 2.1.8; 2.1.9; 3.1.3; 3.1.8
8	Decrease Number of transactions completed in DMV Field Offices	5,791,275	6,237,435	5,613,691	July 1 - June 30	Phoenix Reports	Monthly; Annually	Count of Transactions	2.1.1; 2.1.4; 2.2.4; 3.1.1; 3.1.2; 4.1.9; 5.1.1; 5.1.2; 5.1.3
9	Increase Number of transactions completed via the web (includes County)	3,610,204	3,200,685	3,787,814	July 1 - June 30	Phoenix Reports	Monthly; Annually	Count of Transactions	2.1.1; 2.1.4; 2.2.4; 3.1.1; 3.1.2; 3.1.4; 3.1.5; 3.1.6; 3.1.7; 4.1.9; 5.1.1; 5.1.2; 5.1.3

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## Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Leverage organizational leadership to achieve optimal organizational effectiveness.
S		1.1		<b>Foster awareness of organization goals and objectives, laws and regulations, policies and procedures through effective communications.</b>
O			1.1.1	<i>Develop employees capable of serving the needs of the Agency.</i>
O			1.1.2	<i>Employ measures necessary to secure employee and customer information and data.</i>
G	2			Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions.
S		2.1		<b>Set goals, determine actions and mobilize resources necessary to perform the Agency's mission and core functions.</b>
O			2.1.1	<i>Provide secure and valid credentials to South Carolina citizens in an expeditious manner.</i>
O			2.1.2	<i>Improve accountability of Titles and Registration through both technological advances and strict internal controls.</i>
O			2.1.3	<i>Meet the professional and personal needs of the Department of Motor Vehicle employees through recognition and education.</i>
O			2.1.4	<i>Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates.</i>
O			2.1.5	<i>Establish appropriate fiscal controls to ensure accountability of states resources, through auditing and oversight management to ensure compliance and physical and personal stewardship.</i>
O			2.1.6	<i>Optimize cost avoidance by sharing best practices gained through cost benefit analysis to optimize the services provided to South Carolina citizens.</i>
O			2.1.7	<i>Constantly review law, policies and regulations to ensure relevance and support of State priorities through effective legislative engagement.</i>

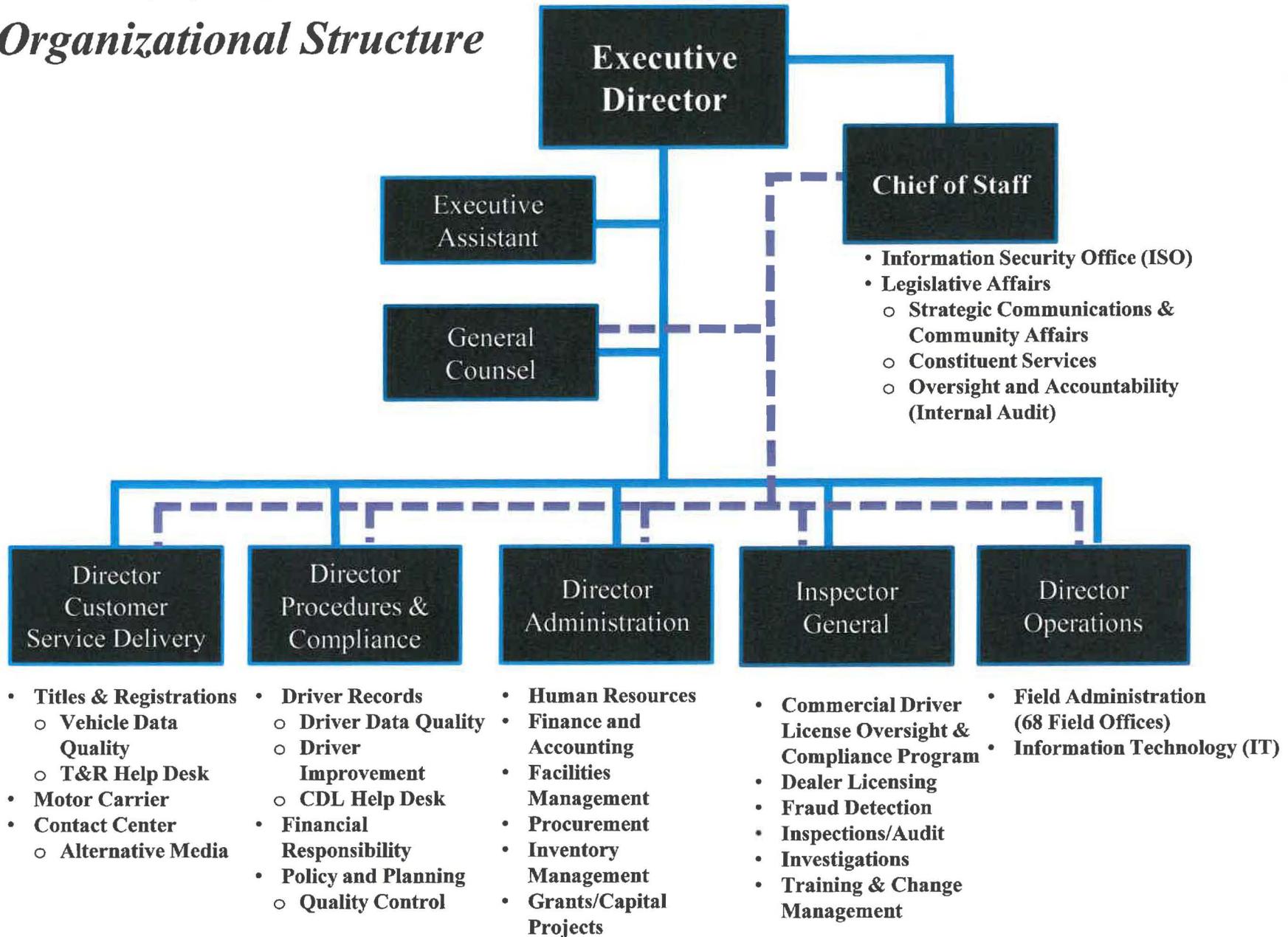
O			2.1.8	<i>Build strong and positive working relationships among all Department, Agencies, Commissions, and State entities to reduce bureaucratic processes with effective communications and partnership.</i>
O			2.1.9	<i>Leverage Strategic Communications through community partnerships and by developing engagement plans to enhance the services of those we serve.</i>
O			2.1.10	<i>Continue active participation in American Association of Motor Vehicles to set standards for future electronic processing of documents for transferred vehicles.</i>
S		2.2		<b>Establishing cyclic events to assess the Department's mission, efficiencies, progress, and results.</b>
O			2.2.1	<i>Maintain an Office of Inspector General capable of providing the Executive Director a means to provide a 'systemic review' of systems within the Department.</i>
O			2.2.2	<i>Conduct reviews of all Training to provide a means to identify 'gaps' within our training audiences and protocols.</i>
O			2.2.3	<i>Conduct forums conducive to candid and professional assessment of Department systems, procedures and policies as a means to assess if the Agency is meeting its objectives, those of the Governor's and those of its customers.</i>
O			2.2.4	<i>Conduct ongoing restructuring and reorganization planning sessions to streamline operations.</i>
O			2.2.5	<i>Conduct Weekly Strategy Sessions provides a forum for candid dialogue with only Director-level Department leadership.</i>
G	3			<b>Provide superior Customer Service.</b>
S		3.1		<b>Develop or acquire alternative methods for product and services security and delivery and pursue legislative support, as necessary, to ensure successful implementation.</b>
O			3.1.1	<i>The Customer Focus objective examines how the agency head determines who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those customers.</i>
O			3.1.2	<i>Develop and deliver products and services through multiple service channels ranging from face-to-face service to web-based services.</i>

O			3.1.3	<i>SCDMV will ensure communications are sent to the general public and stakeholders regarding any changes that would affect them directly or indirectly.</i>
O			3.1.4	<i>Develop online capability for customers to order replacement plates for those lost, stolen or damaged.</i>
O			3.1.5	<i>Develop online capability for customers to exchange one class of plate for another.</i>
O			3.1.6	<i>Expand program to allow additional dealers to enroll in Electronic Vehicle Registration program.</i>
O			3.1.7	<i>Develop program to expand capability of business and individual customers to make electronic application for titles and/or new registrations.</i>
O			3.1.8	<i>Coordinate with county treasurers to print county tax receipt on mailed DMV registration form.</i>
O			3.1.9	<i>Develop system for state demolishers to check directly for stolen vehicles before a vehicle is demolished.</i>
O			3.1.10	<i>Develop standards for titling untitled vehicles.</i>
G	4			<b>Empower employees through recognition, leader development and performance accountability, and succession planning.</b>
S		4.1		<b>Develop programs to heighten employee morale, safety and productivity.</b>
O			4.1.1	<i>Assess and reassess Agency short and long term goals with managers and supervisors during weekly, monthly and quarterly staff meetings as a means to provide situational awareness and adapt to changing needs of the Agency.</i>
O			4.1.2	<i>Use the state's Employee Performance Management Systems (EPMS) to set individual employee expectations.</i>
O			4.1.3	<i>Communicate expectations for performance to ensure employees are successfully meeting their objectives and are equipped to successfully complete their assigned tasks.</i>
O			4.1.4	<i>Expand the Employee Recognition Program to reward and recognize employees who are committed, competent and courteous.</i>
O			4.1.5	<i>Communicate to all employees through Newsbreak articles sent via email.</i>

O			4.1.6	<i>Enhance the current training program to offer all new hires for Field Services extensive training on customer service, driver services and vehicle services transactions.</i>
O			4.1.7	<i>Work collaboratively to offer management training specifically related to state and agency human resource policies and regulations.</i>
O			4.1.8	<i>Incorporate and integrate an intern/cooperative education student and volunteer program by offering non-paid work opportunities to interns, cooperative education students, and volunteers.</i>
O			4.1.9	<i>Constantly review the Agency's organizational structure and restructure when needed to streamline functional operations for our employees to provide more efficient and effective services to our customers.</i>
G	5			<b>Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.</b>
		5.1		<b>Provide services through a variety of means ranging from face-to-face customer service at 68 customer service centers to a wide range of remote options, including but not limited to, web-based options, on demand services, virtual data portals, and direct delivery mail.</b>
O			5.1.1	<i>Leverage technology and best business practices to reduce waste, eliminate redundancy, improve customer service and decrease wait times.</i>
O			5.1.2	<i>Monitor and respond to trends indicating systemic rather than individual performance problems.</i>
O			5.1.3	<i>Use internal and external performance reviews, along with employee feedback, to improve our services provided to the public.</i>
G	6			<b>Ensure fiscal and business responsibility.</b>
S		6.1		<b>Develop and maintain systems and processes necessary to collect, reconcile and distribute Agency revenues in accordance with laws, regulations, legislative mandates and current Agency business policies and procedures.</b>
O			6.1.1	<i>Examine how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals.</i>

○			<b>6.1.2</b>	<i>Develop and maintain a budget review process designed to analyze prior year expenditures and to accurately project upcoming fiscal year revenue estimates when determining resources needed to meet financial obligations.</i>
○			<b>6.1.3</b>	<i>Forecast, develop and prioritize Agency requirements, identify unfunded fiscal requirements, program resources and manage funding levels within the prescribed budget levels.</i>
○			<b>6.1.4</b>	<i>Use internal and external auditing means to ensure compliance with revenue collection, disbursements and general management of their operations budget.</i>
○			<b>6.1.5</b>	<i>Use internal and external auditing means to ensure compliance with state and federal laws and regulations and to verify compliance with agency processes and to safeguard against fraud.</i>

# SCDMV Organizational Structure



Agency Name: **SC Department of Motor Vehicles**

Agency Code: **R400** Section: **082**



Fiscal Year 2014-15  
Accountability Report

Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures			Associated Objective(s)							
		General	Other	Federal	TOTAL	Other	Federal	TOTAL								
I. Administration	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Training and Change Management.	\$	5,664,086	\$	178,873	\$	5,842,959	\$	6,487,246	\$	206,047	\$	6,693,292	1.1.1, 1.1.2, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.3, 2.2.4, 2.2.5, 3.1.3, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.1.6, 4.1.7, 4.1.8, 4.1.9, 5.1.1, 5.1.2, 5.1.3, 6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5		
IIA1. Customer Service Centers	Includes all 68 field offices, providing full range of customer services and products.	\$	28,180,776	\$	174,808	\$	28,355,584	\$	29,896,425	\$	114,905	\$	30,011,331	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 4.1.9, 5.1.1, 5.1.2, 5.1.3		
IIA2. Customer Service Delivery	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	\$	8,843,714	\$	2,241	\$	8,845,955	\$	9,976,539			\$	9,976,539	1.1.1, 1.1.2, 2.1.2, 2.1.3, 2.1.4, 2.1.10, 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9, 3.1.10, 4.1.6, 4.1.9, 5.1.1		
IIB. Procedures and Compliance (formerly Driver Services)	Includes: Compliance, Customer Records, Financial Responsibility, Document Review, Driver Improvement, Planning and Policy Development	\$	5,727,144	\$	448,074	\$	6,175,218	\$	6,038,286	\$	71,387	\$	6,109,672	1.1.1, 1.1.2, 2.1.1, 2.1.3, 2.1.4, 2.1.7, 3.1.1, 3.1.2, 3.1.3, 4.1.1, 4.1.5; 5.1.1, 5.1.2		
IIC. Vehicle Services	(combined with CSD)					\$	-					\$	-			
IID. Inspector General	Includes: Dealer Licensing, Fraud Detection, 3rd Party Testing	\$	2,281,720	\$	85,675	\$	2,367,394	\$	3,023,227	\$	89,800	\$	3,113,027	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.1, 2.2.2, 2.2.3, 2.2.5, 3.1.1, 4.1.9, 5.1.1, 5.1.2, 5.1.3		
IIE. Technology & Product Development	Information Technology	\$	8,196,180	\$	461,477	\$	8,657,657	\$	9,020,679	\$	61,913	\$	9,082,592	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.4, 3.1.2, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9, 3.1.10, 4.1.9, 5.1.1, 5.1.2, 5.1.3		
III. C. State Employee Contributions	Employer Contributions / Fringe Benefits	\$	14,485,870	\$	8,760	\$	14,494,629	\$	15,258,373	\$	1,296	\$	15,259,669	6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5		
Capital Projects	Capital Projects	\$	979,755			\$	979,755	\$	598,740			\$	598,740	5.1.1, 5.1.2, 5.1.3, 6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5		
		\$	-	\$	74,359,245	\$	1,359,907	\$	75,719,152	\$	80,299,514	\$	545,347	\$	80,844,861	