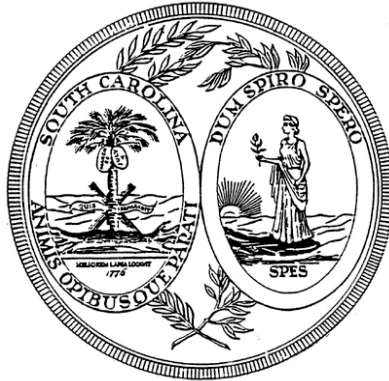


***STATE OF
SOUTH CAROLINA***

DEPARTMENT OF MOTOR VEHICLES



Agency Accountability Report

Fiscal Year 2003-04

September 15, 2004

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Motor Vehicles

Date of Submission: September 15, 2004

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Section I – Executive Summary

1. Mission 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.

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. Implemented system through which to offer web transactions to general public.
- b. Enabled Electronic vehicle registration by dealers
- c. Piloted program to administer driver knowledge tests through area high schools
- d. Piloted centralized Motor Carrier Services and CDL test sites at strategic offices throughout the state
- e. Reduced statewide customer wait times.
- f. Established branch office greeters to assist customers with information before they wait in line.
- g. Established Saturday service hours
- h. Established ombudsman program office in August 2003 to receive, track, and respond to customer letter and calls.
- i. Expanded outreach to non-English speaking customers
- j. Implemented the Automobile Liability Insurance Reporting System (ALIR)
- k. Saved \$2.2 million last fiscal year through small reductions in force and by using in house technology support.

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. Opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals.

DMV became a separate cabinet-level agency on June 5, 2003, when Governor Mark Sanford signed the DMV Reform Act. Because of the challenges associated with the restructuring (reassignment of personnel; transition of support systems and infrastructure; realignment of program areas to reflect the DMV mission) the agency focused its strategic attention during the 03-04 fiscal year on its customers. Consequently, most of the strategic initiatives undertaken and reported in this accountability report are geared towards providing exceptional customer services to the general public and major stakeholders and in improving communications with our external customers. During 04-05 fiscal year, we are continuing to expand these external initiatives, while also increasing focus on our internal customers – our employees.

With limited funding sources, optimal financial performance results from adherence to the Agency's mission. As with budget uncertainty in prior years, DMV's challenge continues to be to allocate resources according to the level of need and priority. The future relocation to the Blythewood facility in Fall 2004 will involve tremendous logistical and physical planning. A key element in meeting the agency's mission and goals is raising the professionalism and capacity of the agency's largest resource – its employees. Consequently, we will be focusing considerable resources in FY 04-05 on developing employees through training and expanding opportunities for career path advancement.

5. Accountability Report Used to Improve Organizational Performance

When DMV was part of the Department of Public Safety, all of DMV's programs were reported as one aggregate program area for budget and accountability purposes. Because this is the first year that DMV is completing an accountability report as a separate agency, the agency can set its own strategic direction. Consequently, the strategic initiatives are more closely tied to specific agency budgetary programs that have been formulated within the past few months. This will allow the agency to better determine actual costs associated with specific initiatives, and will improve our reporting capabilities in the future.

Section II – Business Overview

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. During its first year as an independent state agency, DMV focused on improving customer service by reducing the wait times in field offices and providing greater service options for the citizens of South Carolina.

Agency Staff

At the end of Fiscal Year 2003-04, DMV employed 1,056 permanent full time employees and 156 temporary employees.

Operational Locations

The majority of the agency’s headquarter operations are located in downtown Columbia on Park Street; however, some headquarter operations are currently housed in different locations around the city. The Information Technology staff is located at Outlet Point Mall on Bush River Road while Motor Carrier Services and Administrative Hearings are located in Blythewood. DMV is currently planning to move all Columbia headquarters staff to one building in Blythewood in 2004. DMV also has 68 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	Pageland	Pickens
Ridgeland	Rock Hill (Hands Mill Rd.)	Rock Hill (York Cty Complex)
Saluda	Seneca	Spartanburg (Fair Forest Rd.)
Spartanburg (Southport Rd.)	St. George	St. Matthews
Sumter	Union	Walterboro
Winnsboro	Woodruff	

Base Budget Expenditures and Appropriations

<i>Major Budget Categories</i>	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$25,383,848	\$21,215,959	\$29,715,213	\$19,634,681	\$26,296,059	\$12,761,159
Other Operating	\$22,429,508	\$272,335	\$20,956,280	\$1,183,582	\$26,366,448	\$59,954
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$	\$	\$32,543	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$7,313,761	\$6,470,580	\$8,874,924	\$6,067,996	\$9,930,964	\$6,301,121
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$55,127,117	\$27,958,874	\$59,578,960	\$26,886,259	\$62,593,471*	\$19,122,234

DMV's base budget as approved in the FY05 Appropriations Act totals \$62,593,471. Proviso 73.9 (DOR Increased Enforcement) grants additional authority in the amount of \$1,937,247. Therefore, DMV's total authority as reported in the Activity Inventory Reports totals \$64,530,718.

Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$	\$

Interim Budget Reductions

Total 02-03 Interim Budget Reduction	Total 03-04 Interim Budget Reduction
\$2,624,420	\$191,421

Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 02-03 Budget Expenditures	FY 03-04 Budget Expenditures	Key Cross References for Financial Results*
10250000 DMV	Department of Motor Vehicles	State: 21,488,294.42 39.0% Federal: 42,542.61 0.1% Other: 26,282,519.25 47.7% Total: 47,813,356.28 % of Total Budget: 87%	State: 20,818,262.13 34.9% Federal: 526,615.50 0.9% Other: 29,359,158.67 49.3% Total: 50,704,036.30 % of Total Budget: 85%	424 report dated 08/07/03 477 report dated 08/07/04
95050000	Contributions	State: 6,470,579.89 11.7% Federal: 0.00 0.0% Other: 843,181.27 1.5% Total: 7,313,761.16 % of Total Budget: 13%	State: 6,067,995.87 10.2% Federal: 19,855.55 0.0% Other: 2,787,072.51 4.7% Total: 8,874,923.93 % of Total Budget: 15%	477 report dated 08/07/04
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:	
		55,127,117.44	59,578,960.23	
Below: List any programs not included above and show the remainder of expenditures by source of funds.				

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

In FY03 and 04 DMV was reflected as a program within the Department of Public Safety's appropriated budget. These expenditure amounts do not include Motor Carrier Services or Administrative Hearings, which were part of a different program within DPS. Going forward, both of these programs are accounted for in the Procedures and Compliance Program areas.

Key Customers Linked to Products and Services

DMV provides more than 400 different products and services to the general public as well as to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, legislature, judges and court administrators, federal and SC state agencies, other states and countries. 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 – 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** – 265 different vehicle plates, 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; Administrative Hearings; 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); Administration of Single State Registration System (SSRS) for Motor Carriers; CDL Third Party Tester audits; Administration of Certificate of Compliance (COC) program for Motor Carriers; 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 – DMV will provide web services to our commercial customers beginning in the fall of 2004.
- **Key Customer – Law Enforcement and Judicial Entities**
 - **Products:** driver records and history, driver photos, vehicle history information, 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; 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 – SC 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; Development of 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 State and Federal Agencies**
 - **Services:** Collection of vehicle sales tax and remission to SC 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.

- **Key Stakeholders**

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**

The key suppliers 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.

Organizational Structure

Section III - Category 1 – Leadership

1.1 Communicating Short and Long Term Direction

Short and long term direction: When DMV became a separate cabinet agency in 2003, one of the first priorities of the Executive Director was to establish an agency strategic plan. Senior management communicated the newly-defined mission and key elements of the plan through employee focus groups composed of middle management and front line employees. 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, area administrators and General Counsel. Administrators 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. By openly discussing performance expectations with employees and supporting those goals with agency policy, DMV is building a strong foundation for the department.

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.

Empowerment and Innovation: With customer service as the number one goal of the agency, employees and management are encouraged to find new and more efficient ways of providing and improving service and operations. The Executive Director and senior staff encourage direct feedback from employees and elicit that feedback through employee focus groups, direct visits to field locations and an open email communication channel.

Organizational and Employee Learning: To demonstrate the agency's commitment to organizational and employee learning, the Policy and Planning Administration's primary mission is to provide to employees the tools through which they can deliver cost effective and efficient services to our customers, confidently, professionally and accurately. Inherent in this mission is ensuring that all agency policies and procedures are communicated to all employees, and that employees are instructed in the proper use of agency resources to deliver services to our stakeholders. Through the establishment of the agency's Training and Change Management section, the agency instituted a formalized program to train new employees, update employees on organizational changes affecting their work and develop future leaders in the organization. The agency has deployed an intranet site that will be used to communicate and distribute current policies, procedures and processes for which employees will be help accountable.

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.

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, telephone contact, and customer focus groups. Customer feedback is rated and logged to build a database of customer concerns and praise. 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 monthly or quarterly meetings with stakeholders such as county officials, insurance industry representatives, law enforcement, and international customer advocates. In addition, agency senior leaders have established formal partnerships with other agencies such as the Department of Public Safety and the Department of Insurance in order to better serve our mutual stakeholders. Finally, agency leadership routinely meets with representatives from the dealer's association, banking establishments, legal community, law enforcement and commercial purchasers of DMV information to determine methods of providing more and better services to these stakeholders.

As a direct result of this customer and stakeholder focus and in direct response to the feedback obtained from our stakeholders, DMV has developed and is expanding the capability to provide products and services through the agency's website.

1.3 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, 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.

1.4 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 as well as for developing action plans that address specific measures to be taken to prevent future occurrences of performance shortcomings.

1.5 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. For example, as a result of accountability reporting, senior leaders have determined needs for additional manager and employee training, and have embarked on developing a new training curriculum. Similarly, senior leaders have identified a need for more timely communications with managers and employees regarding changes affecting operations. As a direct result of this need, the agency has implemented an employee intranet in through which employees can gain information regarding current and prospective initiatives, policies, procedures and processes.

1.6 Potential Impact of Products and Services on the Public

DMV affects the lives of nearly every citizen in South Carolina. We can begin providing services to an individual as early as age five and continue to provide services for the remainder of that individual's life. Because of DMV's high impact on the public, senior leaders regularly monitor DMV's service capabilities and customer feedback. DMV monitors customer feedback through the constituent services process and fraud detection measures. Customer surveys are collected and random transaction audits are performed to measure accountability and locate points of concern. South Carolina law mandates DMV policy and the agency maintains strict guidelines for business processes to ensure agency compliance. The agency also employs full-time staff attorneys to offer legal interpretations of the law and guidance for agency compliance. DMV has also developed the Office of Communications and Constituent Services to respond directly to customers, members of the General Assembly, the Governor, the Lieutenant Governor, and members of the media.

1.7 Setting and Communicating Key Organizational Priorities

Senior leaders are active participants in the strategic planning process and act as team leaders for the activities and tasks that support the process. They are responsible for communicating the strategic plan to managers and employees, ensuring that goals are met and that tasks are completed. Senior leaders meet weekly to discuss their progress and report any issues that need to be addressed by top management.

1.8 Supporting and Strengthening the Community

Our mission is aimed at taking the service to the customer rather than bringing the customer to a DMV office. This focus allows our customers to be more productive in their daily lives, by spending less time obtaining DMV services. All senior managers are involved in some 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 on the regional board of American Association of Motor Vehicle Administrators; a senior DMV leader attends all SC Association of County Auditor and Treasurer meetings; senior leaders have spoken at the insurance industry trade organizations' annual meetings; an administrator has been nominated to serve on the State Grievance

Panel (acceptance pending); administrators serve on the SC Automated Ticketing Task force, aimed at streamlining the collection and transmission of traffic citation and accident data. In addition, the agency sponsors outreach programs to area high schools, conducts customer focus groups aimed at improving DMV service, and has developed a formal channel of communications with our international citizens through our Foreign Citizen Task force. All senior leaders are involved in various community and volunteer activities. 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. Specifics are listed in Category 5.

Section III - Category 2 – Strategic Planning

2.1 Strategic Planning Process

Because DMV became its own agency in June of 2003, DMV immediately embarked on formulating a strategic plan. The Executive Director and senior managers met in a series of planning meetings to formulate an agency mission. In developing the agency's strategic plan, we first took the governor's mission statement, and incorporated that mission into the agency mission as follows:

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.

Isolating specific components from our mission, we defined the values that our strategic plan needed to address over the next 3 years as follows:

- Promote economic growth;
- Deliver cost effective and efficient services;
- Enhance quality of life;
- Increase educational opportunity;
- Administer Laws;
- Improve service efficiency;
- Improve service effectiveness;
- Increase professionalism

Incorporating these elements, we designed eight agency strategic objectives that served as the basis for our action plans. Each strategy was compared to the values inherent in our mission to ensure compatibility. Each of the strategies specifically addresses the accountability measure requested in this section of the planning process, as detailed in the next section.

All agency actions are geared towards achieving these eight strategic objectives. In the strategic planning sessions, specific initiatives were defined under each strategic objective, and an implementation timetable was developed for each project.

2.2 Key Strategic Objectives

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. Customer needs and expectations; e. Supplier/contractor/partner capabilities and needs.*)
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner (*a. Customer needs and expectations; c. Human resource capabilities and needs; d. Operational capabilities and needs*)

- **Strategy 3.** Invest in employee development and accountability (*c. Human resource capabilities and needs; d. Operational capabilities and needs*)
- **Strategy 4.** Raise awareness of DMV organization, policies and services externally (*a. Customer needs and expectations; e. Supplier/contractor/partner capabilities and needs.*)
- **Strategy 5.** Improve communications among employees (*c. Human resource capabilities and needs; d. Operational capabilities and needs*)
- **Strategy 6.** Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement (*b. Financial, regulatory, societal and other potential risks*)
- **Strategy 7.** Maintain safe, professional and functional working facilities (*a. Customer needs and expectations; b. Financial, regulatory, societal and other potential risks; c. Human resource capabilities and needs;; d. Operational capabilities and needs*)
- **Strategy 8.** Develop and maintain IT systems to support agency operations (*a. Customer needs and expectations; b. Financial, regulatory, societal and other potential risks; c. Human resource capabilities and needs; d. Operational capabilities and needs*)

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 administrators. Team leaders are responsible for developing a project plan, enlisting an implementation team, ensuring that milestones are met, and reporting progress to the responsible administrator. The administrators report progress on key initiatives during weekly senior meetings.

2.4 Key Action Plans/Initiatives

In FY 03-04, DMV planned and successfully implemented a number of key initiatives, which are reported on the Strategic Planning Chart below. Because the agency's primary strategic focus in FY03-04 was on improving service to our external customers, most key initiatives were aimed at meeting Strategic Objectives 1, 2, 4 and 6. The key strategic focus was to bring services to customers, rather than forcing the customer to make a trip to DMV office to conduct business. Consequently, we utilized technology to significantly expand our methods of service delivery. Details of specific initiative results are reported in Category 7.

In FY03-04, most of DMV's current programs were combined under one program area in the DPS budget: 2B – Motor Vehicles. Exceptions: The Motor Carrier Program was part of the STP budget in DPS, and the Administrative Hearings Program was a separate component of the DPS budget.

Strategic Planning Chart

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross Reference for Performance Measures
2B.Motor Vehicles * Reflected as division of DPS	Strategy 1. Improve DMV products and services by exploring alternative methods of service delivery	a. Offer web transactions to general public.	7.2.1.1
2B.Motor Vehicles * Reflected as division of DPS		b. Pilot Electronic vehicle registration by Dealers	7.2.1.2
2B.Motor Vehicles * Reflected as division of DPS		c. Pilot knowledge test administration in area high schools	7.2.1.3
2C.Motor Carrier (reflected as part of STP in DPS budget)		d. Pilot Centralized Motor Carrier Services CDL site	7.2.1.4
2B.Motor Vehicles * Reflected as division of DPS	Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner	a. Reduce statewide customer wait times.	7.2.1.5
2B.Motor Vehicles * Reflected as division of DPS		b. Establish branch office greeters to assist customers with information before they wait in line.	7.2.1.6
2B.Motor Vehicles * Reflected as division of DPS		c. Establish Saturday service hours	7.2.1.7
2B.Motor Vehicles * Reflected as division of DPS		d. Establish ombudsman program	7.1.1
2B.Motor Vehicles * Reflected as division of DPS	Strategy 4. Raise awareness of DMV organization, policies and services externally	a. Expand outreach to non-English speaking customers	7.2.1.8
2B.Motor Vehicles * Reflected as division of DPS	Strategy 6.Maintain the integrity and validity of DMV's products, services and records to foster a program for continuous improvement	a. Implement the Automobile Liability Insurance Reporting System (ALIR)	7.2.1.9
2B.Motor Vehicles * Reflected as division of DPS		b. Ensure that DMV products and services are delivered in the most cost effective manner by reducing IT support from external contractors	7.2.2

In FY 04-05, DMV's focus continues to be providing superior customer service. Our FY 03-04 focus on improving service delivery methods and outreach will continue in FY 04-05, with several new initiatives. However, we will increase our focus in this fiscal year on providing our employees with the tools needed so that they can continue to provide the superior level of service we strive for in this agency. Key initiatives in this area are aimed at increasing employee development and accountability. This chart will serve the basis for FY 05 accountability.

Because the FY05 budget was developed before the reorganization of the department, the budget program areas do not always correspond with our current organizational structure as reflected in the organizational chart provided in Section II. Organizational unit is shown in parentheses below with the following abbreviations:

CSA: Customer Service Administration; COA: Compliance and Oversight Administration; PPA: Policy and Planning Administration; SSA: Support Services Administration; CCSA: Communications and Constituent Services Administration

Future Strategic Initiatives

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Anticipated Performance Measures
IID. Technology and Product Development (CSA)	Strategy 1: Improve DMV products and services by exploring alternative methods of service delivery	Pursue privatization opportunities for plate production and registration fulfillment services.	Customers receive transaction within 7 business days and the agency realizes an overall efficiency savings of \$1,500,000
IIB. Procedures and Compliance (COA)		Expand pilot for administration of knowledge tests in high schools	Add 16 schools to pilot program
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Pursue Call center options with Department of Corrections	Program will route about 30% of total calls received by the Call Center through the DOC option, reducing customer DMV call center wait times by 40%. See also 7.2.3.1
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Expand web services for general public	See 7.2.1.1
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Expand web services for commercial customers	See 7.2.1.1
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Expand electronic vehicle registration program	See 7.2.1.2
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Pilot county issuance of registration renewals	Complete DMV system interface and begin pilot project with 5 counties for printing and issuing registration certificates and decals at the time of payment of property taxes. Within 12 months of implementation, reduce by 20% the average number of registration/decals customers in DMV offices located in pilot counties
IIC Motor Carrier Services (COA)		Expand IFTA and IRP transactions to Dillon and Kingstree offices	7.2.1.4
IIA1. Customer Service Centers (CSA)		Establish staggered office hours in low activity offices	Implement staggered hours in 10 low activity field offices, with an overall agency efficiency savings of \$901,000.
IIA1. Customer Service Centers (CSA)		Optimize service delivery hours	Institutionalize Saturday work program. Reduce FY2004 overtime and travel expenses related to Saturday work by 50%

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Anticipated Performance Measures
I. Administration (CCSA)	Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner	Provide methods of eliciting customer feedback and measuring customer satisfaction from representative sample of all customers utilizing DMV services.	Establish customer feedback mechanism for a representative sample of customers through web and random letter mail-out campaign
I. Administration (PPA)		Develop and implement formal customer service training program for work units throughout the organization	provide Customer Service training to 100% of customer facing employees
I. Administration (PPA)		Ensure that employees are consistently following established policies, procedures and processes while maintaining service delivery integrity	Standardize format and method for distribution for all DMV policies and processes. Revise and redistribute all former DPS policies
I. Administration (PPA)		Design and implement process improvements to increase efficiency and/or effectiveness of service	Measure accuracy of 10 most frequent customer transactions (Original DL, renewal DL, adding CDL endorsements, conducting and recording knowledge/skills tests, title and registration from MCO, title and registration of leased vehicles, registration renewal, name and address changes, clearing reinstatement requirements and fees). These transactions account for more than 70% of all direct customer transactions
I. Administration (SSA)	Strategy 3. Invest in employee development and accountability	Revise EPMS review	Establish Agency-wide Universal Review Date; Revise EPMS policy and procedures; implement short year review and move employees to universal date.
I. Administration (PPA)		Implement Manager Training program.	Train 100% of all department managers by in basic transaction reconciliation and fundamental Human Resources areas such as EPMS, disciplinary action, hiring practices, etc.
I. Administration (PPA)		Outsource non-agency specific training whenever possible	Partner with state technical colleges to deliver standard desktop application training
I. Administration (SSA)		Develop and implement employee career path compensation plan	Implement first compensation step, bringing employees to correct base compensation for their job assignment category.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Anticipated Performance Measures
IIB.Procedures and Compliance (COA)	Strategy 4. Raise awareness of DMV organization, policies and services externally	Develop pilot program to improve teen driving habits with parental involvement through development of teen handbook and driving lesson guide.	Reduce the road test failure rate by 10% and reduce the number of return customers for the test
IIB.Procedures and Compliance (COA)		Expand outreach to non-English speaking customers	implement online document verification with BCIS for foreign customers in pending immigration status, and acceptance of pending documentation following online verification; Develop and implement Spanish version of SCDMV website; Develop written driver tests in Russian, Chinese and Vietnamese
I. Administration (PPA)	Strategy 5. Improve communications among employees	Implement and support DMV intranet to improve employee/management communications	Post department policies and processes, electronic newsletter and intra-agency communications on intranet.
I. Administration (SSA)		Develop program for receiving and responding to employee suggestions and requests	Implement employee comment card system in 100% of work units
IIC Motor Carrier Services (COA)	Strategy 6. Maintain the integrity and validity of DMV's products, services and records	Assure that department policies and procedures are in compliance with federal Motor Carrier and CDL mandates and regulations	Implement PRISM; Implement Commercial Vehicle Information Exchange Window (CVIEW) program through Motor Carrier Division; Implement LiveScan background check and fingerprinting program for CDL holders seeking Hazardous Materials endorsements
IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)		Define opportunities for electronic liens and titling	Within 12 months of implementation, reduce costs for printing and mailing of paper titles by 15%, increase integrity of lien information.
IIB. Procedures and Compliance (COA)		Expand fraud detection and investigation capacity as well as provide appropriate security systems to ensure data protection and integrity	Implement program to conduct system verification of social security numbers for 100% of first time issuance of beginner's permits, driver's licenses and ID cards.
IID. Technology and Product Development (CSA) IIB. Procedures and Compliance (COA)		Implement and support Automobile Liability Reporting System to detect uninsured motorists	Complete system implementation and move into full production. Within 12 months of full production, identify 37,500 previously undetected uninsured drivers
I. Administration (SSA)		Strategy 7. Maintain safe, professional and functional working facilities	Implement facilities evaluation and planning program. Complete DMV Headquarters move to Blythewood Building
IID. Technology and Product Development (CSA)	Strategy 8. Develop and maintain IT systems to support agency operations	Develop wireless capabilities for mobile employees (examiners, dealer agents, hearing officers, trainers)	Increased efficiency in recording and retrieval of data, improved communications, develop capacity for mobile training centers.

2.5 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, and it is not yet available on the internet. Internal communications have focused on top-down distribution through administrators to their line managers. Part of our strategic initiatives for the coming year include improving internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

2.6 Online Strategic Plan

The agency's strategic plan is not online.

Section III - Category 3 – Customer 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 and 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 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.

3.4 Measuring Customer Satisfaction

DMV measures customer satisfaction through branch office surveys, online surveys and customer contact. The DMV Communications and 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.

3.5 Building Positive Relationships

DMV's focus on quality customer service and "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) monthly to discuss ways the agencies can work together to provide better services to SC citizens. DMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency is also piloting registration and decal issuance in county offices.

DMV has partnered with members of the insurance industry to develop an automated liability insurance reporting system that will allow insurance companies to report mid-term policy cancellations online rather than manually. This new system will allow DMV to report violations to SC Highway Patrol more quickly and will help reduce the number of uninsured motorists who go undetected.

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

4.1 Determining Measurable Operations, Processes and Systems

Up until now, 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 have 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 recent 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. Consequently, a key initiative for the coming year is to develop a management reporting and monitoring system that allows us to measure not only how many transactions we process, but also to determine efficiency measures (processing times for key transactions) and effectiveness measures (accuracy of transactions processed, reduced return visits). 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 Key Measures

Current key measures used by the Department of Motor vehicles in making choices and decisions effecting 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

4.3 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.

4.4 Using Data/Information Analysis

The agency uses 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; piloting a program with key counties in SC allowing counties to issue registration decals. All data sources used to collect information regarding driver and vehicles 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 plans on significantly expanding its data collection and reporting capabilities during FY 04-05.

4.5 Selecting and Using Comparative Data

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).

4.6 Managing Organizational Knowledge

The Department of Motor Vehicles recently established a Policy and Planning Administration whose mission is to provide employees with the most updated DMV policies, procedures and business processes. Within the Policy and Planning Administration, 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 statue. 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 – Human Resources

5.1 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. The “return on recognition” will be in form of improved customer services, decreased wait times and backlogs, and reduced customer and employee complaints. Developing a formal recognition program will bring employees together and encourage them to embrace positive change that will make DMV a stronger, more productive organization.

DMV holds regular branch 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.

5.2 Key Developmental and Training Needs Identification

In 2003, the DMV Business Operation and Assessment Unit (BOA) evaluated employee and branch office performance to determine employee training and process development needs. Based on their findings, BOA developed and implemented in-house process training to enhance employee performance and improve DMV services. Based on the findings presented by BOA Unit, DMV determine that a more extensive area was needed to address employee training needs. The Training and Change Management Office was established to develop and provide a full complement of training opportunities for DMV employees that includes both process and career-enhancement training. DMV also provides a comprehensive new employee orientation and transaction processing training to every new employee in the agency.

5.3 EPMS Supporting High Performance

New DMV employees are evaluated on a quarterly basis during their probationary period using a Probationary Quarterly Evaluation Form to establish high performance standards and a strong work ethic. Employees who are past their probationary period are evaluated

annually. 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.

Even though our performance measurement system is in place, we realize that not all managers utilize the system consistently. Consequently, in FY 04-05, one of the agency's key initiatives is to move the agency to a universal review date that will allow managers to more effectively compare the performance of their employees with one another.

5.4 Employee Well-Being and Satisfaction

DMV held several Employee Focus Groups to obtain feedback regarding employee satisfaction. Employees are also encouraged to voice their opinions and share their ideas and suggestions through the DMV Communications and Constituent Services Office and 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.

In FY04-05, the agency plans to develop a formal employee feedback program to receive, track and respond to employee suggestions for operational and administrative improvements.

5.5 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.

For FY 04-05 the agency plans to expand its safety inspection program to include an employee safety committee aimed at mitigating safety issues. The agency has also developed a comprehensive facilities maintenance and upgrade plan and is preparing an agency-wide disaster recovery 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.

To encourage employee involvement in healthy activities, DMV began a "Get Fit Pledge" health campaign in February 2004 that encouraged employees to eat healthy and exercise. The program was promoted in the Motorvator newsletter and included heart healthy tips and recipes from the American Heart Association. By June 2004, DMV employees reported 298 lost pounds, 478 miles walked, 66 hours in the gym, and 66 hours of another form of exercise.

5.6 Community Involvement

DMV 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.

Carolina Children's Home – DMV headquarters employees answered the “wish lists” and purchased Christmas gifts for 15 children housed at the Carolina Children's Home in Columbia.

United Way Campaign – DMV employees donated over \$1,000 to the United Way.

Gift of Life Trust Fund – DMV collected \$90,120.72 in donations for the Gift of Life Trust Fund in FY 03-04.

Red Cross – The two DMV offices in Spartanburg participated in a blood drive competition to benefit the Red Cross. Twenty-three DMV employees donated blood. Many DMV employees are also regular blood donors.

Families Helping Families – DMV offices in Lancaster, Seneca, Sumter and Darlington adopted families at Christmas through the Families Helping Families program.

In addition, many of DMV's special plate fees are distributed to educational, non-profit and civic groups, and represent a significant source of income for these entities.

Section III - Category 6 – Process Management

6.1 Key Processes that Produce, Create or Add Value

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 (16 offices throughout the state) • Issue Titles • 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, to be expanded to 10) • 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

		<ul style="list-style-type: none"> • Perform Dealer Licensing Inspections • Administer program and process transactions for the International Registration Plan (IRP), • Administer program and process International Fuel Tax Agreement (IFTA) transactions • Administer program and process transactions for Single State Registration System (SSRS) • Maintain Performance and Registration Information Management System (PRISM) • Maintain SC 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 • Conduct Administrative Hearings • Process Administrative Hearing Results
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6.2 Incorporating Organizational Knowledge

DMV uses various inputs to determine process improvements. Many of our most innovative improvement initiatives are initiated through AAMVA conferences which showcase key products and services germane to our industry. We take a proactive role in proposing legislation that will not only 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.

6.3 Meeting Key Requirements through Day-to-Day Operations

We constantly monitor business processes and undertake improvements as detailed in 6.2. 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.

6.4 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 process transactions
 - Provide technical help desk support to employees
- Communications and Constituent Services
 - Maintain and implement internal and external communications plans

- 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
 - Process requisitions and purchase orders

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.

6.5 Managing and Supporting Key Suppliers

Support is provided to key suppliers, contractors, and partnerships to improve performance and is based upon the actions and needs of the individual work units within DMV. DMV maintains relationships with contractors and suppliers through a listing in the Procurement Office. DMV holds vendors to a standard required for the specific need and requirement. The DMV Procurement Office and the Finance Office both ensure vendors deliver products and services requested and meet specifications within the required timeframe.

DMV has developed partnerships with many entities in order to provide a process beneficial to the public. These partnerships include the Department of Transportation, the Department of Revenue, the transportation industry, local law enforcement, county tax offices, the media, lien holders, driving schools, the medical community, the Hospital Association, AAMVA, colleges and universities, and others.

Section III - Category 7 – Results

Because this is the first year that DMV is submitting an accountability report as a separate agency, there is little baseline data against which to measure this year's results. Going forward, DMV will be in a better position to chart progress over the previous year's performance.

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

DMV uses three means of measuring customer satisfaction:

- **7.1.1 Customer feedback received/solicited through Communications and Constituent Services Office**
 - This past year, DMV developed a citizen ombudsman function through the establishment of the Communications and Constituent Services Office
 - From August 2003 through June 2004, the DMV Communications and Constituent Services Office handled 662 customer inquiries:
 - 58% were requests for general or specific information related to individual records
 - 21% contained negative comments regarding DMV services or policies
 - 9% praised DMV for the positive changes made in customer service
 - If any customer inquiry indicates a negative comment regarding a DMV office or employee, an Accountability Report is issued to the appropriate administrator for follow-up and required action. From August 2003 to June 2004, the Communications and Constituent Services Office issued 51 accountability reports, which required manager and employee response in writing. The Office of the Executive Director monitors these responses.
- **7.1.2 Customer focus groups**
 - To find new ways of improving customer service and gain customer input, DMV held customer focus groups on November 8, 2003 in Columbia and on January 23, 2004 in Charleston. During the focus groups, DMV Communications and Constituent Services staff documented customer suggestions, issues of concerns and problems encountered with the agency.
- **7.1.3 Customer feedback received through surveys**
 - Office comment cards and web surveys
 - During FY 04 DMV proactively distributed customer comment cards with each transaction performed in field offices. Customers were asked to rate the following qualities of service: friendliness, office appearance, transaction accuracy and overall quality of service. The ratings were translated into performance scores. Early in FY 05, DMV provided a web-based survey on its website, using the same rating measures. By expanding this survey to the website, DMV can also gain input into customer satisfaction with our web, mail in and call center operations. The following chart

shows the results of total surveys received from all media for calendar year 2004 to date.

Chart 7.1.3 Customer Satisfaction Ratings

Total Surveys 41,006	Average Rating Scores (out of a possible 100)			
	Friendliness	Office Appearance	Transaction Accuracy	Overall Quality of Service
	85	79	84	84

Performance Goal for 2005. Improve individual and overall measures by 5%

- Random mail-out customer surveys.
 - In the coming year, DMV will be implementing a random mail out survey to customers using all of our service media. This method of gathering customer satisfaction information will supplement our comment cards and direct contact customer satisfaction measures.

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

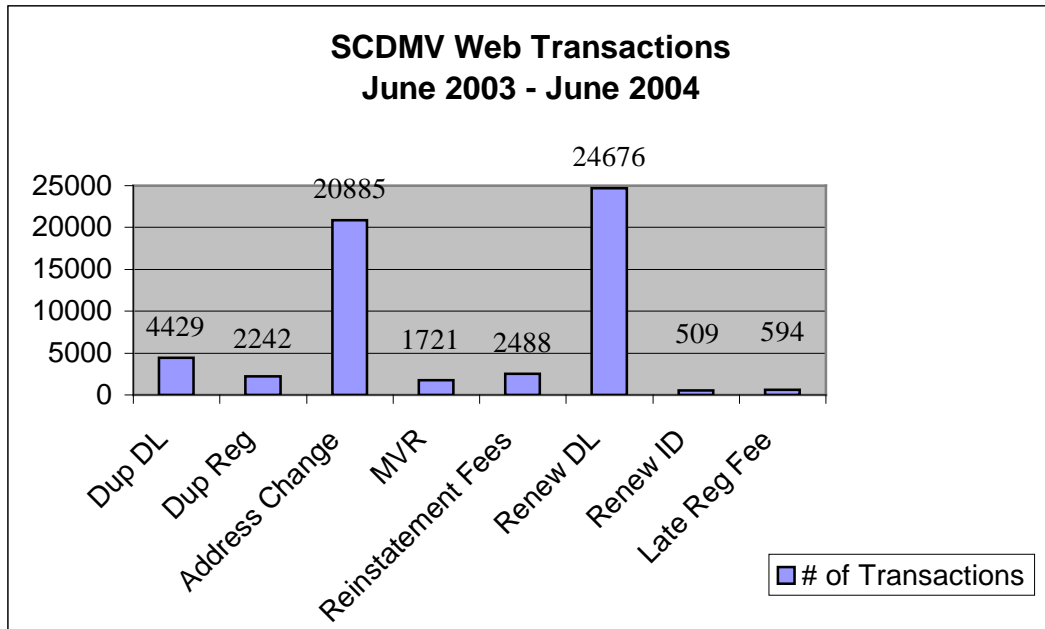
Our key measures are geared around three areas:

7.2.1 Strategic Initiatives

7.2.1.1 Implemented system through which to offer web transactions to general public.

- DMV offered 9 transactions to the public as of June 2003: 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
- In April 2004, DMV offered a transaction to obtain driver records online.
- The web transactions processed represents 13% of all field transactions processed for the same time period. This is equivalent and to the activity at the Charleston Leeds Avenue Office, one of the busier offices in the state. Chart 7.2.1.1 details the number of transactions performed through the web.

Chart 7.2.1.1



- In FY05, DMV will expand web service capabilities to include: sale of accident reports; schedule driving skills tests; order special plates; obtain CDL driver record; recording and retrieval of personal medical information by authorized users.
- For our commercial customers, we intend to offer driver information for insurance companies; vehicle information for commercial entities (reduce number of vehicle related calls received by the call center by 15% within 12 months); driving records for employers; COVERSNET, a web-based registration and tax reporting system for motor carriers

7.2.1.2 Enable Electronic vehicle registration by dealers

- DMV began the pilot for electronic vehicle registration with 14 dealerships in January 2004. These dealers are able to issue tags, registrations, and decals to the customers at the point of sale.
- The pilot is concluded and the system is open to any dealer that meets DMV minimum requirements for participation in this program.
- The total number of transactions processed using EVR represents 53% of the total eligible transactions from pilot dealers.

Table 7.2.1.2 EVR Detail Report - Comparison of Transactions

Over the Counter Transactions *Transactions Through the EVR Interface*

Dealer No	Count	Dealer Name	Count	Participation Percentage Since Program Go-Live
1403	237	DICK SMITH CHRYSLER JEEP	0	0.00%
1659	333	ADDYS HARBOR DODGE	584	63.69%
1973	86	BENNETT MOTOR CO INC	134	60.91%
2121	75	PALMETTO FORD INC	153	67.11%
2640	251	HORNE FORD LINC MERC HYUNDAI	552	68.74%
3670	176	DICK SMITH INFINITI INC	0	0.00%
3976	934	HERNDON CHEVROLET INC	164	14.94%
5142	227	JONES CHEVROLET CO INC	481	67.94%
5412	127	GOOD MOTOR CO	245	65.86%
5600	592	SITTON BUICK PONTIAC GMC TRUCK	365	38.14%
6168	1,021	PULLIAM MOTOR CO	830	44.84%
6542	462	DICK SMITH NISSAN	1,099	70.40%
7206	1,024	CAR MAX AUTO SUPERSTORES INC	917	47.24%
7354	820	LOVE CHEVROLET CO	1,003	55.02%
7489	373	HAMPTON AUTOMOTIVE INC	534	58.88%
7552	234	DODGELAND OF COLUMBIA INC	1,408	85.75%
8151	309	CHARLESTON AUTOMOTIVE COMPANY	405	56.72%
8382	682	PALMETTO FORD INC	747	52.27%
11107	265	DICK SMITH PONT GMC CHRY DODGE JEEP	1	0.38%
11505	711	VIC BAILEY FORD INC	897	55.78%
12708	89	ARNETT MOTORS INC	296	76.88%
14380	554	DICK SMITH MITSUBISHI	0	0.00%
15536	529	DICK SMITH NISSAN OF LEXINGTON	2	0.38%
16600	372	DICK SMITH NISSAN INC	852	69.61%
Total	10,483		11,669	52.68%

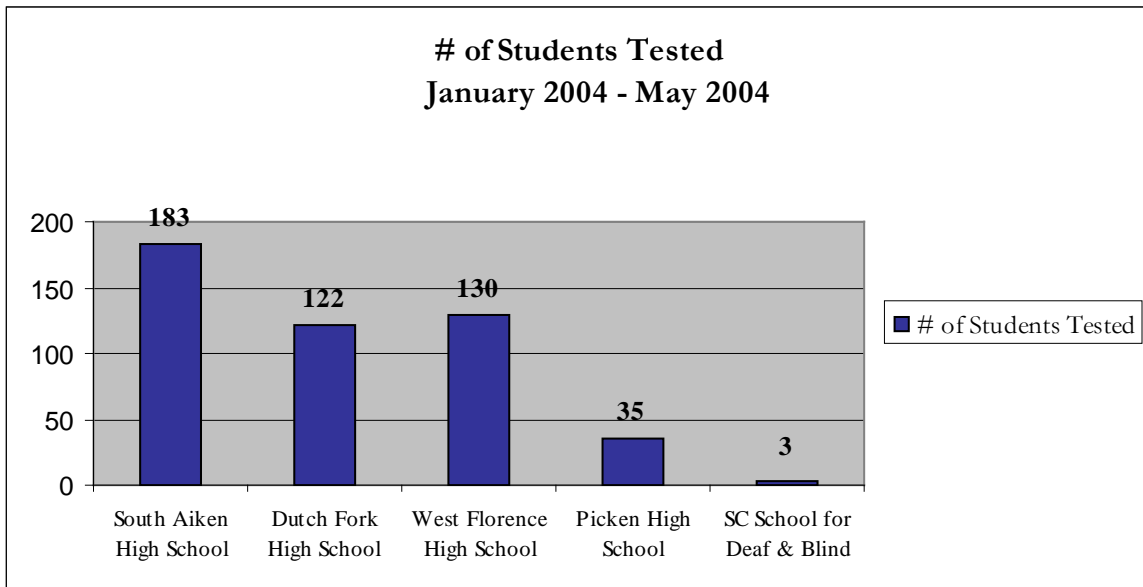
- The total number of transactions processed using EVR represents 53% of the total eligible transactions from pilot dealers.
- In FY05 our goal is to enlist 40 additional auto dealers to the system within the next 12 months. Fully automate 25% of all dealer transactions through the EVR system.

7.2.1.3 Piloted program to administer driver knowledge tests through area high schools

- DMV partnered with 5 high schools across the state to administer knowledge tests at the school to eligible students.

- The following high schools participated in the program: South Aiken High; Dutch Fork High School; West Florence High School; Pickens High School; South Carolina School for the Deaf and Blind
- The total tests administered in the high school pilot program equals 10% of the total tests administered in surrounding offices
- Program will be expanded to other schools in FY 05 to include an additional 16 high schools

Chart 7.2.1.3



7.2.1.4 Piloted centralized Motor Carrier Services and CDL test sites at strategic offices throughout the state

- DMV began offering commercial driver services, including IRP and IFTA services at the Irmo-Ballentine office this past fall.
- The program has already been expanded this fiscal year to Kingstree and Dillon offices, and will be expanded to an additional 6 offices statewide

7.2.1.5 Reduced statewide customer wait times.

- Wait times have been reduced 77% from 66 minutes to under 15 minutes statewide.
- Based on average of 2.6 M customers visiting our statewide customer service centers annually, we've saved our customers over 1,950,000 hours in wait time in the past year.

7.2.1.6 Established branch office greeters to assist customers with information before they wait in line.

- Greeters have been placed in 39 high activity offices.

7.2.1.7 Established Saturday service hours

- The following 6 DMV offices offer Saturday hours from 8:30 – 1:00 each week, except for holiday weekends: Lexington, Greenville, Rock Hill, Charleston Leeds Avenue, Aiken, Florence
- The following table compares the total average Saturday transactions performed in a given office with the total average Monday – Friday transaction performed in the same offices.

Table 7.2.1.7 – Comparison of Saturday Transactions with Workweek Transactions

	Aiken	Charleston	Florence	Lexington	Rock Hill	Greenville
Representative Daily Transactions - Monday through Friday						
	467	657	573	768	668	500
	555	583	614	691	548	553
	472	621	640	646	469	602
	415	594	676	726	571	452
	339	632	604	587	524	488
Total	2248	3087	3107	3418	2780	2595
Avg. daily	449.6	617.4	621.4	683.6	556	519

Saturday Transactions	Aiken	Charleston	Florence	Lexington	Rock Hill	Greenville
Total trans for pilot period	1809	5215	2825	2889	2959	4576
Avg. per Saturday	113	326	177	181	197	286

Saturday % of average daily transactions	25.15%	52.79%	28.41%	26.41%	35.48%	55.11%
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7.2.1.8 Expanded outreach to non-English speaking customers

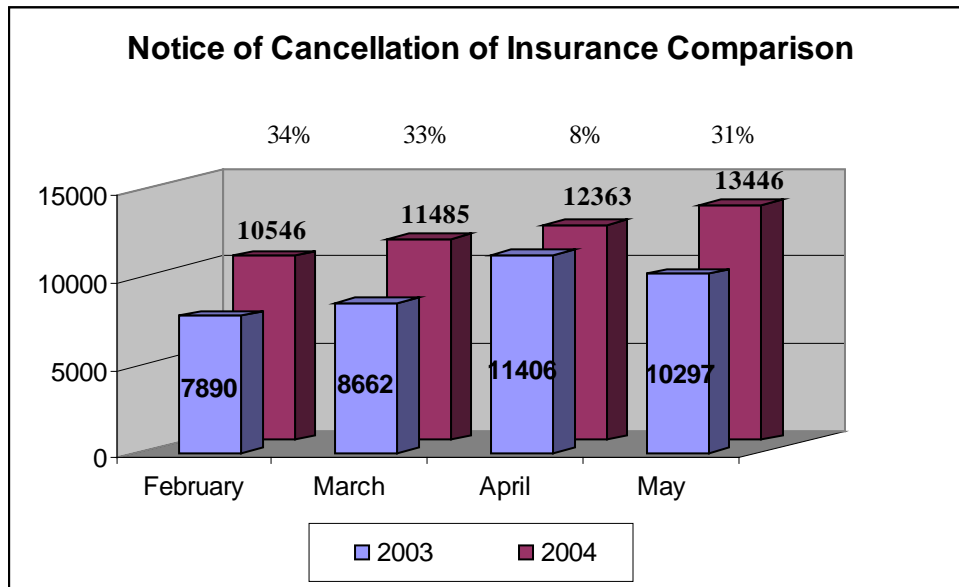
- Established an international citizens task force comprised of business partners, local international citizen group representatives, and DMV staff to discuss customer service issues and ideas to improve service.
- 26,773 driving credentials issued to international customers in 2004

7.2.1.9 Implemented the Automobile Liability Insurance Reporting System (ALIR)

- Database to report mid-term insurance policy cancellations was completed in March 2004.
- Insurers have until September 2004 to begin using the database.
- Since inception of the system, notices sent to the Department has increased 27% over the same time period last year. This is as a result of greater compliance by insurers, resulting in DMV’s ability to take

action on previously undetected uninsured drivers. Chart 7.2.1.9 shows this trend for the first 4 months that the new system was operational.

Chart 7.2.1.9



7.2.2 Comparative Results

- DMV saved \$2.2 million last fiscal year through small reductions in force and by using in house technology support.
- Reduced wait times 77% from average 66 minutes per customer to 15 minutes, representing a savings of more than 1.95 M customer hours.
- Document Turnaround: DMV defines this measure as the time required from the time a document is received in the processing unit until the completed transaction has been returned to the customer or recorded on the customer’s record. Table 7.2.2 illustrates average turnaround time in business days.

Table 7.2.2 Business Day Turnaround for Document Processing

Unit	Turnaround Time in Business Days	
	July 2002	July 2004
Mail In Titles Lien recording	70	3
Alternative Media (DL renewals through mail or web)	11	1
Mail in registration renewals	13	5
Sale of Motor Vehicle Records by mail or web	12	1
Violations added to Customer Record	82	5
Notices of Cancellation of Insurance	115	1
Accident Related Suspensions	40	12
Accident Report Data Entry	12	1
Customer Service Center Dealer Work	20	3

7.2.3 Overall Activity

DMV currently is measuring transaction volumes for which comparative data is not yet readily available, because of the transition from one transaction processing system to another.

7.2.3.1 Customer Service Transactions

- During calendar year 2003, DMV processed almost 12,000,000 transactions for this state. On average, 2,600,000 people visit customer service centers annually.
- DMV received 1,019,333 calls through the agency's Call Center from Jan 03 through Dec 04, with 293,091 abandoned calls (28.7%). This abandon rate is unacceptable. DMV is pursuing an initiative with the DOC to have women prisoners answer routine inquiries, reducing the load on the call center by 30%. This activity is dependent on the Budget and Control Board OIR approving DMV's request to establish Voice over IP, so that DMV can track and save calls as required by the Department of Corrections
- Total Driver, Title, Registration and miscellaneous fee-based transactions (including requests for information, reinstatement fee collection, etc.) completed in through all media for FY 03-04 are reported in Table 7.2.3.1.) Note that Web transactions reported separately in chart 7.2.1.1 are part of this total.

Table 7.2.3.1 Total Direct DMV Transactions Performed in FY 03-04

Total Driver Transactions	1,729,493
Total Title Transactions	1,623,833
Total Registration Transactions	5,134,800
Total Miscellaneous Transactions	3,315,970
Total Statewide Transactions	11,804,096

7.2.3.2 Compliance and Oversight Transactions

DMV monitors key transactions to determine trends in customer's compliance with the law. Going forward, we will begin reporting comparisons from year to year.

Table 7.2.3.2 Customer Compliance Transaction Activity

Total Uniform Traffic Tickets Processed	1.5 M
DL suspensions processed	178,188
Number of Cancellation of Insurance notifications processed	123,764
Number of other insurance related suspensions	41,886
Number of accident reports keyed	158,933

7.2.3.3 Motor Carrier Transactions

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

Table 7.2.3.3 Motor Carrier Services

International Registration Plan (IRP)	
Active Accounts	6,237
Renewed Accounts	5,256
New Accounts	981
Active Apportioned Vehicles	21,950
Audits Conducted	190
International Fuel Tax Agreement (IFTA)	
Active Accounts	3,846
Number of Quarterly Filings	15,384
Number of Decals Issued	37,605
Exempt	
Active Accounts	606
Single State Registration System (SSRS)	
Active Accounts	2,082
Certificate of Compliance (COC)	
Active Accounts	1,247
New Accts	186
Commercial Drivers License (CDL)	
Activity	Total
Total Random Recalls	379
DMV 447 RT Audits	7
Third Party Tester Audits	251
DMV CDL Examiner Training	1
CDL TPT Truck Classes	3
CDL TPT Bus Classes	3
Covert Operations	9
Overt Operations	20
TPT Refresher Classes	8
TPT DOE Refresher Classes	1
CVSA Inspections	82
Truck School Inspections	48

7.3 Performance Levels for Key Measures of Financial Performance

DMV did not assume responsibility for accounting or other financial services until January 2004. Even when we assumed responsibility for the function, we did not have control over our own financial reporting systems. Since we assumed responsibility for those systems in May 2004 we have been closely monitoring expenditures against appropriations. Chart 7.3 – 1 details this tracking tool.

Chart 7.3 – 1 Appropriations Versus Actual Expenditures

	<u>2002</u>			<u>2003</u>			<u>2004</u>		
	Original Appropriation	Adjusted Appropriation	Year End Expenditure	Original Appropriation	Adjusted Appropriation	Year End Expenditure	Original Appropriation	Adjusted Appropriation	Year End Expenditure
0158	23,450,313	20,856,601	20,856,601	21,829,506	20,765,480	20,765,480	19,171,987	19,228,770	19,228,770
0160	243,799	106,175	106,175	100,799	93,396	93,396	93,396	33,807	33,807
0170	<u>1,101,767</u>	<u>1,303,037</u>	<u>1,303,037</u>	<u>1,101,767</u>	<u>357,082</u>	<u>357,082</u>	<u>602,528</u>	<u>372,103</u>	<u>372,103</u>
	24,795,879	22,265,815	22,265,815	23,032,072	21,215,959	21,215,959	19,867,911	19,634,680	19,634,680
1201	4,730,202	4,354,272	4,354,272	3,082,702	272,335	272,335	530,926	1,183,581	1,183,581
1300	<u>7,423,186</u>	<u>6,601,949</u>	<u>6,601,949</u>	<u>6,879,210</u>	<u>6,470,579</u>	<u>6,470,579</u>	6,678,840	6,067,995	6,067,995
State	36,949,267	33,222,037	33,222,037	32,993,984	27,958,874	27,958,874	27,077,679	26,886,258	26,886,258
0158	0	660,499	660,499	0	1,494,183	1,455,848	1,173,224	6,444,703	6,084,737
0170	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,101,618</u>	<u>2,077,029</u>	<u>37,589</u>	<u>3,532,589</u>	<u>3,350,161</u>
	0	660,499	660,499	0	3,595,801	3,532,877	1,210,813	9,977,292	9,434,899
1201	7,784,991	27,333,552	23,738,954	20,312,601.00	25,857,371	21,921,638	23,676,060	22,401,968	19,310,472
1300	<u>0</u>	<u>203,704</u>	<u>203,704</u>	<u>0</u>	<u>681,490</u>	<u>667,086</u>	164,000	2,750,500	2,624,100
0700	0	0	0	0	0	0	0	1,008,309	32,542
Earmarked	7,784,991	28,197,755	24,603,158	20,312,601	30,134,663	26,121,602	25,050,873	36,138,069	31,402,015
0158	115,119	115,119	40,222	115,119	621,096	537,922	633,467	633,467	439,500
0170	<u>90,000</u>	<u>90,000</u>	<u>0</u>	<u>90,000</u>	<u>131,649</u>	<u>97,088</u>	<u>90,000</u>	<u>141,300</u>	<u>135,345</u>
	205,119	205,119	40,222	205,119	752,745	635,011	723,467	774,767	574,845
1201	489,177	489,177	359,763	518,348	213,394	192,991	3,306,332	335,233	6,398
1300	<u>44,953</u>	<u>44,953</u>	<u>12,405</u>	<u>44,953</u>	<u>205,375</u>	<u>176,095</u>	279,606	279,606	162,971
Restricted	739,249.85	739,249.85	412,391.87	768,420	1,171,514	1,004,098	4,309,405	1,389,606	744,215
0158	0	0	0	0	0	0	0	74,812	70,787
1201	0	284,450	90,135	0	830,318	42,542	0	1,420,010	455,827
1300	0	0	0	0	0	0	0	21,334	19,855
Federal	0	284,450	90,135	0	830,318	42,542	0	1,516,157	546,471
0158	23,565,432	21,632,219	21,557,323	21,944,625	22,880,759	22,759,251	20,978,678	26,381,752	25,823,796
0160	243,799	106,175	106,175	100,799	93,396	93,396	93,396	33,807	33,807
0170	<u>1,191,767</u>	<u>1,393,037</u>	<u>1,303,037</u>	<u>1,191,767</u>	<u>2,590,349</u>	<u>2,531,200</u>	<u>730,117</u>	<u>4,045,992</u>	<u>3,857,609</u>
	25,000,998	23,131,433	22,966,537	23,237,191	25,564,505	25,383,848	21,802,191	30,461,551	29,715,212
1300	7,468,140	6,850,607	6,818,058	6,924,164	7,357,446	7,313,761	7,122,448	9,119,436	8,874,923
0700	0	0	0	0	0	0	0	1,008,309	32,542
1201	13,004,370	32,461,451	28,543,126	23,913,651	27,173,418	22,429,507	27,513,318	25,340,792	20,956,280
Total Agency	45,473,508	62,443,492	58,327,722	54,075,006	60,095,370	55,127,117	56,437,957	65,930,090	59,578,960

* The highlighted blue areas are estimated totals where the contributions were included in K05 funds.

* FY2002 and FY2003 do not include Motor Carrier Services and Administrative Hearings.

DMV will also develop additional measures for reviewing financial performance in the coming year as follows:

Budget Measures

- Source of funding by dollars and per cent of total appropriations per fiscal year
- Percentage of expenditures by personal services, operating and employer contributions per fiscal year
- Number of internal and external budget transfers per fiscal year

Accounting Measures

- Number of accounts payables processed by fiscal month and year
- Accounts payable aging
- Dollars and number of receivables processed by fiscal month and year
- Accounts receivables aging
- **Total payroll per fiscal month/year processed**

Procurement Measures

- Total number of Purchase Orders processed by fiscal month/year
- Total number of sole source and emergency procurements by fiscal month/year
- Total number of procurement card transactions by fiscal month/year
- Number of bids awarded to minority business enterprises, cumulative by year
- Number of external partnerships by year

Facilities

- Dollar expenditures for routine maintenance/sq ft of facility
- Dollar expenditures for capital improvements by facility
- Develop model for determining replacement and replacement cost based on useful life.

7.4 Performance Levels and Trends for Key Measures of Human Resource Results

DMV did not assume responsibility for Human Resources services until January 2004. Even when we assumed responsibility for the function, we did not have control over our own personnel reporting systems. Consequently our ability to provide comparative data is limited. We can, however, report the following statistics:

- Achievement of EEO goals was 93.9% for FY04
- Workers Comp lost time claims in FY04:
 - 3 total claims, representing 3 total work weeks with a payment of \$18,951 for 2 of the 3 claims (the third claim has yet to be settled)

DMV will also develop additional measures for reviewing human resource performance in the coming year as follows:

- Timeliness and accuracy of EPMS completions
- Measurements resulting from employee surveys geared at measuring employee satisfaction

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

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, Comptroller General, State Treasurer, CAFR year end closing package
- 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

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