

Legislative Oversight Committee
South Carolina House of Representatives
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Columbia, South Carolina 29211
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Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee

Post Office Box 11867

Columbia, South Carolina 29211

Telephone 803-212-6810

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Also, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports". This will list the information posted online for the Committee; click on the information the agency would like to review.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "House Legislative Oversight Committee Postings and Reports.")

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency’s response will be published on the General Assembly’s website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015**, to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, "Similar Information Requested." The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee's goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

SC Department of Motor Vehicles

Date of Submission: 31 March 2015

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Kevin A. Shwedo	February 11, 2011	Kevin.Shwedo@scdmv.net
Previous Agency Director	Marcia Adams	April 2, 2004 (as Agency Director)	Madams@OED.SC.GOV

	Name	Phone	Email
Primary Contact:	Trish Blake	803-896-9024	Trish.Blake@scdmv.net
Secondary Contact:	Amy Hornsby	803-896-4875	Amy.Hornsby@scdmv.net

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
--	----

I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

[Redacted Signature]

(Type/Print Name):

Kevin A. Shwedo, Executive Director
SC Department of Motor Vehicles

If applicable, Board/Commission Chair
(Sign/Date):

[Redacted Signature]

(Type/Print Name):

[Redacted Name]

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
 - Provide timely and accurate service to the Citizens and businesses of SC within an average initial wait time of 20 minutes
 - Accurately track secure documents and credentials to prevent fraud, protect citizens PII and property
 - 355 Formal Training Sessions successfully completed by all employees
 - Review, Modify, or Delete 74 policies and 95 procedures in place to support technological and business changes
 - Internal Audits of all 67 Field Offices completed once every three years to provide oversight and accountability of State resources
 - Increase the number of services/products offered via the WEB/Customer Service Center annually
 - County Partnerships
 - Decrease Number of transactions completed in DMV Field Offices
 - Increase Number of transactions completed via the web

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);

The SC Department of Motor Vehicles' Executive Staff meets on a quarterly basis to review the Agency's goals and strategic objectives and to determine if our stated goals and objectives are being met or if focus needs to be redirected to another mission critical event. The Executive Staff determines what is considered a "successful" outcome for each stated goal and tries to establish ways in which outcomes can be measured. As a non-appropriated State Agency, the SC DMV must take a strategic approach in all decisions impacting the daily operations of the agency to ensure funds are available for all mission critical needs.

6. The agency's organizational structure in flow chart format;
See Excel Spreadsheet, **Organizational Chart**
7. Details about the body to whom the Agency Head reports;

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

- a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."
8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.
 - a. **Autonomous Vehicles**
 - b. **E-Tickets**
 - c. **Security**
 - d. **Centralized Issuance**
 - e. **On-line Transactions**
 - f. **Aging workforce**
 - g. **Aging Facilities**

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Please complete the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please complete the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, “Similar Info Requested.”

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

See Item #1 – Customer Wait Times and Item #2 – Security of Customer Information on the “Perf Measures Chart” tab of the Excel spreadsheet.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

Item #1 – Customer Wait Times, “Perf Measures Chart” in Excel Spreadsheet – Goal = Average Initial Customer Wait Time less than 20 minutes; actual performance = Customer Wait Times approximately 10 minutes.

Item #2 – Security of Customer Information, “Perf Measures Chart” in Excel Spreadsheet

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Customer Wait Times and Security of Customer Data impact all program areas of the SC Department of Motor Vehicles on a daily basis. SC DMV monitors the Agency's wait-time report on a daily basis to ensure agency standards are met and resources are reallocated when needed. Additionally, customers can monitor wait times at individual DMV Field Offices via the SC DMV's web-site.

Protecting our customers Personal Identifying Information (PII) is of the utmost importance to the SC Department of Motor Vehicles. All DMV employees are responsible for securing customer information on a daily basis. Additionally, secured documents and credentials are reconciled by the department and any noted missing documents/credentials are investigated by the SC DMV Inspector General's Office.

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Fiscal Year 2014 Agency FTE Turnover Analysis by Program Area:

- Administration = Operations = 3.4%
- Administration – General Counsel = 40%
- Administration – Support Services = 4.2%
- Customer Service Centers = 15.9%
- Customer Service Delivery = 19.6%
- Procedures and Compliance = 9.1%
- Technology and Product Development = 2.1%
- Office of the Inspector General = 4.5%
- Overall Agency Turnover Rate, FY14 = 13.9%

Although SC DMV's turnover rate was approximately 14% during FY14, the agency continued to maintain service levels in regards to customer wait times and security of customer data.

The SC DMV provides mandatory training each week for one hour to ensure employees are trained on all applicable policies/procedures and Agency transactions. By providing consistent training throughout our Field Offices, employees feel empowered to make knowledgeable decisions on the transactions performed for the citizens of South Carolina.

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Over the past 12 years, the SC Department of Motor Vehicles has reduced customer wait times drastically lowering average wait times from approximately 30 minutes to an average of 8 minutes statewide. In the future, through technology innovation, the SC DMV plans to increase the number of transactions that customers can complete via the web thereby decreasing the amount of time a customer must visit a field office location.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

A. Customer Wait Times

B. Security of Customer Personal Identifying Information

(We only listed two in sub-section A. as the report asked for two to four).

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

Database Management Systems

SQL Server: 2008/2012

Oracle 11.g

Access 2007,2010,2013

Business Intelligence:

Discoverer 10.g

Oracle Business Intelligence 11.g

Document Management Systems

SharePoint 2010,2013

Kofax

South Carolina Enterprise Information System (SCEIS)

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

a. If yes, please provide the agency's suggestions.

Yes. Currently, the SC Dealer Licensing Unit falls under the Inspector General's Office within the SC Department of Motor Vehicles. However, unless the SC Department of Motor Vehicles obtains authorization for sworn officers to provide enforcement capabilities, SC DMV strongly believes that the statewide regulation of Automobile Dealers fits better under the purview of the SC Department of Labor, Licensing and Regulation.

For additional information, see the attached 7-Year Plan submitted by the SC DMV to the Office of Senate Oversight in January 2015.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the [Similar Information Requested Chart](#). If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens? **Yes.**

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.

For answers to the "Current/Recommended Actions" section of this report, see the attached 7-Year Plan submitted by the SC DMV to the Office of Senate Oversight in January 2015.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
See answer to number 1 above.
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
See answer to number 1 above.
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
See answer to number 1 above.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
See answer to number 1 above.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

See answer to number 1 above.

Now go to Additional Questions.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?

Central Issuance of Credentials

Electronic Transactions

Computer Upgrades

2. What are the fundamentals required to accomplish the objectives?

See the attached 7-Year Plan submitted by the SC DMV to the Office of Senate Oversight in January 2015.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

The public can visit the SC Department of Motor Vehicles' web-site at SCDMVONLINE.com. The web-site will display customer wait times as well as information about on-line services and Agency reporting requirements.

4. Is there any additional information the agency would like to provide the Committee or public?

No.

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:

- a. Complete the Process – 30 days

- b. Complete this Report – 30 days

6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e.,

searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart 1 *Insert Page Number*

Historical Perspective Chart 2 and 2A *Insert Page Number*

Purpose, Mission Chart 3 *Insert Page Number*

Key Products Chart 5 *Insert Page Number*

Key Customers Chart 6 *Insert Page Number*

Key Stakeholders Chart 7 *Insert Page Number*

Key Partner Agency Chart 4 *Insert Page Number*

Overseeing Body Chart (General and Individual Member) 8 & 9 *Insert Page Number*

Major Program Areas Chart 10 and 10A *Insert Page Number*

Legal Standards Chart 11 *Insert Page Number*

Agency Reporting Requirements Chart 12 *Insert Page Number*

Internal Audits Chart 13 *Insert Page Number*

Personnel Involved Chart 17 *Insert Page Number*

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the **Similar Information Requested Chart**. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
SC Department of Motor Vehicles	All - similar information supplied throughout report	Restructuring Report and Cost Savings Plan	All - similar information supplied throughout report	Office of Senate Oversight	As defined by law or as requested by the Office of Senate Oversight
SC Department of Motor Vehicles	All - similar information supplied throughout report	Annual Accountability Report	All - similar information supplied throughout report	State Budget Office	Annually

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
SC Department of Motor Vehicles	2003	The Division of Motor Vehicles separated from the SC Department of Public Safety on June 5, 2003, becoming a stand-alone State Agency.	The newly formed SC Department of Motor Vehicles acquired all responsibilities of the previous Division of Motor Vehicles.
SC Department of Motor Vehicles	2012	1. Created an Information Security Officer; 2. Set up an Office of the Inspector General; 3. Moved regulatory functions under the Office of Inspector General; 4. Changed Driver Services and Vehicle Services to Procedures and Compliance and Customer Service Delivery, respectively. For all changes, see tab labeled Reorg, 2012.	No change in the Agency's overall purpose or mission

Functional Area	Commitment Items	Current FY13 Budget	Transfers In	Transfers Out	New FY14 Budget	Net Change
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R400_0000	ADMINISTRATTON					
	501014 BUDGET - EX DIRECTOR	110,504.00			110,504.00	-
	501058 BUDGET - CLASSIFIED	5,545,629.25	128,184.00	(1,615,240.00)	4,058,573.25	(1,487,056.00)
	501060 BUDGET - UNCLASSIFIED	199,488.34			199,488.34	-
	501070 BUDGET - TEMPORARY	56,000.00			56,000.00	-
	512001 BUDGET - OPERATING	2,195,816.95	1,479.00	(154,238.00)	2,043,057.95	(152,759.00)
	513000 BUDGET - EMP CONTRIB	2,174,797.46	47,428.84	(597,538.97)	1,624,582.33	(550,210.13)
		10,282,231.00	177,091.84	(2,367,116.97)	8,092,205.87	(2,190,025.13)

R400_0004	CUSTOMER SERVICE CENTERS					
	501058 BUDGET - CLASSIFIED	20,719,516.05			20,719,516.05	-
	501070 BUDGET - TEMPORARY	1,305,322.54			1,305,322.54	-
	512001 BUDGET - OPERATING	12,671,340.03			12,671,340.03	-
	513000 BUDGET - EMP CONTRIB	7,796,753.15			7,796,753.15	-
		42,492,931.77			42,492,931.77	-

R400_0005	CUSTOMER SERVICE DELIVERY					
	501058 BUDGET - CLASSIFIED	806,612.72	2,534,590.70		3,341,203.42	2,534,590.70
	501060 BUDGET - UNCLASSIFIED	0.00	96,449.20		96,449.20	96,449.20
	501070 BUDGET - TEMPORARY	0.00	107,037.00		107,037.00	107,037.00
	512001 BUDGET - OPERATING	1,673,002.00	1,985,722.00		3,658,724.00	1,985,722.00
	513000 BUDGET - EMP CONTRIB	298,446.71	985,488.39		1,283,935.10	985,488.39
		2,778,061.43	5,709,287.29		8,487,348.72	5,709,287.29

R400_0006	DRIVER SERVICES					
	501058 BUDGET - CLASSIFIED	3,959,296.91	227,492.00	(629,540.00)	3,557,248.91	(402,048.00)
	501060 BUDGET - UNCLASSIFIED	96,186.55			96,186.55	-
	501070 BUDGET - TEMPORARY	79,106.00			56,106.00	(23,000.00)
	512001 BUDGET - OPERATING	3,264,937.75	4,564.00	(80,168.72)	3,189,333.03	(75,604.72)
	513000 BUDGET - EMP CONTRIB	1,501,796.00	84,172.97	(232,929.79)	1,353,039.18	(148,756.82)
		8,901,323.21	316,228.97	(965,638.51)	8,251,913.67	(649,409.54)

R400_0007	VEHICLE SERVICES					
	501058 BUDGET - CLASSIFIED	2,357,350.70		(2,357,350.70)	-	(2,357,350.70)
	501060 BUDGET - UNCLASSIFIED	96,449.20		(96,449.20)	-	(96,449.20)
	501070 BUDGET - TEMPORARY	107,037.00		(107,037.00)	-	(107,037.00)
	512001 BUDGET - OPERATING	1,975,765.00		(1,975,765.00)	-	(1,975,765.00)
	513000 BUDGET - EMP CONTRIB	919,910.39		(919,910.39)	-	(919,910.39)
		5,456,512.29		(5,456,512.29)	-	(5,456,512.29)

New	Inspector General					
	501058 BUDGET - CLASSIFIED		1,761,516.00		1,761,516.00	1,761,516.00
	501060 BUDGET - UNCLASSIFIED					
	501070 BUDGET - TEMPORARY		23,000.00		23,000.00	23,000.00
	512001 BUDGET - OPERATING		218,556.72		218,556.72	218,556.72
	513000 BUDGET - EMP CONTRIB		651,760.95		651,760.95	651,760.95
		0.00	2,654,833.67	0.00	2,654,833.67	2,654,833.67

R400_0008	TECHNOLOGY & PROGRAM					
	501058 BUDGET - CLASSIFIED	2,784,788.54		(49,652.00)	2,735,136.54	(49,652.00)
	501070 BUDGET - TEMPORARY	0.00		(150.00)	5,923,630.00	(150.00)
	512001 BUDGET - OPERATING	5,923,780.00		(18,372.00)	1,011,999.76	(18,372.00)
	513000 BUDGET - EMP CONTRIB	1,030,321.76			9,670,766.30	(68,174.00)
		9,738,940.30		(68,174.00)	9,670,766.30	(68,174.00)

R400**	ALL DMV DEPARTMENTS					
	501*** BUDGET - PERSONNEL	38,223,287.80	4,878,268.90	(4,878,268.90)	38,223,287.80	0.00
	512001 BUDGET - OPERATING	27,704,641.73	2,210,321.72	(2,210,321.72)	27,704,641.73	0.00
	513000 BUDGET - EMP CONTRIB	13,722,070.47	1,768,851.15	(1,768,851.15)	13,722,070.47	0.00
		79,650,000.00	8,857,441.77	(8,857,441.77)	79,650,000.00	0.00
	SUBTOTAL:	79,650,000.00				0.00

R400X0009	PLATE REPLACEMENT					
	561000 BUDGET - PLATE REPLACE	3,350,000.00			3,350,000.00	
		83,000,000.00	8,857,441.77	(8,857,441.77)	83,000,000.00	

ALL R400* FARMARKED & RESTRICTED FUNDING:

Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parenthesis. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
SC Department of Motor Vehicles	5-Jun-03	<p>SCDMV is a model State Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology and strategic partnerships.</p> <p>SCDMV administers 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.</p>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.</p>	<p>SCDMV is a model state agency delivering exceptional customer service and promoting effective and efficient business processes, professional employees, innovative technology and strategic partnerships.</p>	<p>Purpose: Title 56, SC Code of Laws Mission: Title 56, SC Code of Laws Vision: N/A</p>

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference

While the SC Department of Motor Vehicles partners with other entities to ensure effective and efficient government, no other State Agency impacts DMV's mission success; however, DMV greatly impacts the mission success of other State Agencies (SCDPS, SLED, DOT, SIB, DOR).

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services), primary methods by which these are delivered, and, as applicable, actions that may reduce the general public and/or other agencies' initial need for this deliverable? (i.e. preventive measures to come to the agency for the service or product after already receiving it). If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more? If deliverable is not associated with DMV's core mission to a more appropriate State Agency. Major Program Areas Cross Reference

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies' initial need for this deliverable? (i.e. preventive measures to come to the agency for the service or product after already receiving it)	What can be done to reduce the general public and/or other agencies' initial need for this deliverable? (i.e. preventive measures to come to the agency for the service or product after already receiving it)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
SC Department of Motor Vehicles	1	Drivers License	#1	Face to Face Field Office Transaction	N/A - required by law	N/A - required by law	None functions not associated with DMV's core mission to a more appropriate State Agency.	F:IA4, IB:10D; IE:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	2	Drivers License		Mail-in Transactions	N/A - required by law	N/A - required by law; offer mail-in transactions		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	3	Drivers License		Web Transactions	N/A - required by law	N/A - required by law; offer web-transactions		ID:IE
SC Department of Motor Vehicles	4	Beginner's Permit		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	5	Knowledge Test		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	6	Knowledge Test		Issued by 3rd Party Testers	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	7	Skills Test		Face to Face Field Office Transaction	Allow appointments in Field Offices	Can be administered by 3rd Parties		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	8	Skills Test		Issued by 3rd Party Testers	Allow 3rd Party Testers as a convenience to customers (initial forms can be completed on-line thereby reducing the amount of time spent in a Field Office)	Initial forms can be completed on-line thereby reducing the amount of time spent in a Field Office		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	9	Titles	#2	Face to Face Field Office Transaction	N/A	N/A	Move functions not associated with DMV's core mission to a more appropriate State Agency.	F:IA4, IB:10D; IE
SC Department of Motor Vehicles	10	Titles		Mail-in Transactions	N/A	N/A		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	11	License Plates	#3	Face to Face Field Office Transaction	N/A - required by law	N/A - required by law	None functions not associated with DMV's core mission to a more appropriate State Agency.	F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	12	License Plates		Mail-in Transactions	N/A - required by law	N/A - required by law; offer mail-in transactions		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	13	License Plates		Web Transactions	Can be ordered on-line	Can be ordered on-line		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	14	License Plates		Issued by 3rd Party	Available for customer convenience and identification	Available for customer convenience and identification		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	15	ID Cards		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	16	Maped License		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	17	Maped License		Mail-in Transactions	N/A - required by law	N/A - required by law		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	18	Commercial Driver's License		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	19	Disabled Placard		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	20	Disabled Placard		Mail-in Transactions	N/A - required by law	N/A - required by law		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	21	Golf Cart Permit		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	22	Golf Cart Permit		Mail-in Transactions	N/A - required by law	N/A - required by law		ID:IE
SC Department of Motor Vehicles	23	County Registrations		Issued by 3rd Party	N/A - required by law, issued by County as convenience to customer	N/A - required by law, issued by County as convenience to customer		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	24	Registration		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		ID:IE
SC Department of Motor Vehicles	25	Registration		Mail-in Transactions	N/A - required by law	N/A - required by law; offer mail-in transactions		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	26	Registration		Web Transactions	N/A - required by law	N/A - required by law; offer web-transactions		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	27	Registration		Issued by 3rd Party	N/A - required by law	N/A - required by law; convenience to customer		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	28	Dealer License		Face to Face Field Office Transaction	N/A - required by law	N/A - required by law		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	29	Dealer License		Mail-in Transactions	N/A - required by law	N/A - required by law		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	30	Sale of Information		Face to Face Field Office Transaction	Convenience to Customers	Convenience to Customers		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	31	Sale of Information		Mail-in Transactions	Convenience to Customers	Convenience to Customers		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	32	Sale of Information		Issued by 3rd Party	Convenience to Customers	Convenience to Customers		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	33	Sale of Information		Web Transactions	Convenience to Customers	Convenience to Customers		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	34	Sale of Information - Bulk		Web Transactions	Convenience to Customers	Convenience to Customers		ID:IE
SC Department of Motor Vehicles	35	International Registration Program Services		Face to Face Field Office Transaction	N/A - required by Federal Government	N/A - required by Federal Government		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	36	International Registration Program Services		Face to Face Field Office Transaction	N/A - required by Federal Government	N/A - required by Federal Government		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	37	Driver Handbooks and ODL Manuals		Face to Face Field Office Transaction	Convenience to Customers	Convenience to Customers		F:IA4, IB:10D; IE
SC Department of Motor Vehicles	38	Driver Handbooks and ODL Manuals		Web Transactions	Manuals can be downloaded free on-line	Manuals can be downloaded free on-line		F:IA4, IA2, IB; ID:IE
SC Department of Motor Vehicles	39	Driver Handbooks and ODL Manuals		Mail-in Transactions	Convenience to Customers	Convenience to Customers		ID:IE

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
SC Department of Motor Vehicles	1	Citizens of South Carolina	The Citizens of SC rely on the SC DMV to provide driver and vehicle products and services in a secure, effective, efficient, and timely manner. Law Enforcement relies on SC DMV's Driver/Vehicle database daily in the performance of their job functions.	Item numbers 1 - 27 and 30 - 39
SC Department of Motor Vehicles	2	Law Enforcement	The SC DMV processes Dealer work (registrations, titles, tags, etc.) on a daily basis.	Item numbers 1 - 4; 11 - 29; 35 - 36
SC Department of Motor Vehicles	3	Automobile Dealerships	Provide up-to-date Driver/Vehicle information.	Item numbers 11 - 14; 24; 27 - 29
SC Department of Motor Vehicles	4	Data Request Companies	SCDMV provides vehicle information to county governments for tax billing purposes.	Item number 34
SC Department of Motor Vehicles	5	County Government	Sales Tax collected by the SC Department of Motor Vehicles (totaling over \$32M annually) is distributed monthly to the SC Department of Revenue to aid in the funding of their core mission. Registration Fees, and other fees as determined by law, collected by the SC Department of Motor Vehicles (totaling over \$100M annually) are distributed monthly to the State Highway Fund to aid in the funding of their core mission.	Item number 23
SC Department of Motor Vehicles	6	SC Department of Revenue	Distribute funds from the collection of Sales Tax as determined by the SC Code of Laws	Item numbers 1 - 3; 11 - 14; 23 - 27; 35 - 36
SC Department of Motor Vehicles	7	SC State Highway Fund (DOT/SIB)		

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
SC Department of Motor Vehicles	1	County Government	SCDMV provides vehicle information to county governments for tax billing purposes.	Item number 23
SC Department of Motor Vehicles	2	Insurance Companies		Item number 34
SC Department of Motor Vehicles	3	Automobile Dealerships	The SC DMV processes Dealer work (registrations, titles, tags, etc.) on a daily basis.	Item numbers 11 - 14; 24; 27 - 29
SC Department of Motor Vehicles	4	Donate Life	SC Code of Laws, Sections 44-43-1420, 56-1-80, 56-1-143	All DMV Face-to-Face transactions
SC Department of Motor Vehicles	5	SC Election Commission	SC Code of Laws, Sections 7-5-320, 7-5-325, 7-5-330, 14-7-130	All DMV Face-to-Face transactions
SC Department of Motor Vehicles	6	Financial Institutions	SCDMV is responsible for maintaining lien information on Vehicle Titles.	Item numbers 9 and 10

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges Imposed or that Agency Staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
SC Department of Motor Vehicles	SC DMV is a Cabinet Agency				The Governor of South Carolina Appoints the Agency's Chief Executive Officer who must be confirmed by the General Assembly	At-will of Governor	N/A	N/A		

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart. In which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
The SC Department of Motor Vehicles is a cabinet agency. The SCDMV Executive Director serves at the will of the Governor of South Carolina.								

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:

- a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be listed ONLY in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.
- b) The "Associated Objectively" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross Reference column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex: Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and
- c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy. Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, Key Performance Measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL	General	Other	Federal	TOTAL		

For Major Program Areas, see the Next Tab labeled Major Programs Areas (2) as developed for the SC DMV Accountability Report

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY13 Budget Expenditures	FY14 Budget Expenditures	Key Cross References for Financial Results*	Legal Standards Cross Reference
I. Administration 07000000	Department of Motor Vehicles (During FY04, the Department of Motor Vehicles was not broken out into different Major Program Areas)	State: 0 Federal: 0 Other: 0 Total: 0 % of Total Budget:	State: 0 Federal: 0 Other: 0 Total: 0 % of Total Budget:		Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IIA1 Customer Service Centers 10102000	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	State: 0 Federal: 237,022 Other: 8,816,947 Total: 9,053,969 % of Total Budget:	State: 0 Federal: 176,873 Other: 5,004,096 Total: 5,180,969 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IIA2 Customer Service Delivery 10103000	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	State: 0 Federal: 2,310,417 Other: 2,310,417 Total: 4,620,834 % of Total Budget:	State: 0 Federal: 2,241 Other: 8,943,714 Total: 8,945,955 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IIIB. Procedures and Compliance 10200000	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Administrative Hearings, Document Review and Fraud Detection, Driver Improvement, Planning and Policy development	State: 0 Federal: 77,481 Other: 8,664,898 Total: 8,742,379 % of Total Budget:	State: 0 Federal: 448,074 Other: 5,727,144 Total: 6,175,218 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IIIC. Vehicle Services (combined w/ 10300000)		State: 0 Federal: 2,038 Other: 8,898,637 Total: 8,898,672 % of Total Budget:	State: 0 Federal: 0 Other: 0 Total: 0 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IID. Inspector General 10350000	Includes: Dealer Licensing, Fraud Detection	State: 0 Federal: 0 Other: 0 Total: 0 % of Total Budget:	State: 85,675 Federal: 2,281,726 Other: 2,367,394 Total: 4,734,795 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
IIIE. Technology & Product Develop 10400000		State: 0 Federal: 0 Other: 8,208,424 Total: 8,208,424 % of Total Budget:	State: 0 Federal: 481,477 Other: 8,196,180 Total: 8,677,657 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
Contributions 89600000		State: 0 Federal: 2,438 Other: 13,582,015 Total: 13,584,453 % of Total Budget:	State: 0 Federal: 8,790 Other: 14,485,876 Total: 14,494,666 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act
Capital Projects 89900000		State: 0 Federal: 0 Other: 418,503 Total: 418,503 % of Total Budget:	State: 0 Federal: 0 Other: 979,755 Total: 979,755 % of Total Budget:	BEX FMBudgetAct 07/28/14	Fees and Fines established in Title 56 of the SC Code of Laws and Agency Provisions contained the SC Appropriations Act

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/ Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
SC Department of Motor Vehicles	1	Title 56 of the SC Code of Laws	State	Establishes authority of the Agency and empowers the Agency and its employees the necessary responsibilities of the department
SC Department of Motor Vehicles	2	SC Appropriations Act, Section 82	State	Establishes the Agency's Budget
SC Department of Motor Vehicles	3	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	<p>FY2011 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$174,994.00 for five projects:</p> <ul style="list-style-type: none"> ▶ 2011 CDLPI Project 1 Purpose - Improving the Data Quality of the CDL Program by having a tracking database for the ability for our CDL Help Desk who assists CDL Customers, other jurisdictions, and SC Department of Motor Vehicle (SCDMV) Field Offices daily by phone and email to view, track, and record detailed information communicated to our CDL Customers, other jurisdictions, and SC Department of Motor Vehicle Field Offices. By programming SCDMV's Phoenix system to design and create a new table to store the text, write stored procedures to access and update data, and create statistical reports ▶ 2011 CDLPI Project 2 Purpose- Improving the Education of the CDL Program by conducting CDL Examiner Classes, Third Party Tester Classes, and Refresher Classes to improve and enhance the CDL knowledge and skills tests administered by SCDMV's CDL examiners and the Department's Third Party Tester program participants in an effort to ensure the consistency of testing and that drivers possess the knowledge and skills to safely operate large commercial and non-commercial vehicles safely. ▶ 2011 CDLPI Project 3 Purpose: Monitor the Department's Third Party Tester Program by conducting audits of company records, random recalls of drivers tested through the program, and skills performance evaluations on all Third Party Tester program participants to ensure that companies are in compliance with state and federal regulations governing this program. Also departmental oversight of this program for the detection of fraudulent testing and discrepancies in the records and credentials of individuals tested through the program. ▶ 2011 CDLPI Project 4 Purpose: Covert Monitoring/Fraud Detection and Improving Fraud Training by conducting covert monitoring/observation operations and by conducting quality assurance operations to determine whether or not SCDMV examiners are administering CDL skills test properly and to introduce current fraud trends and security features as well as provide periodic updates to curriculum. ▶ 2011 CDLPI Project 5 Purpose: CDL Programming Updates to update restriction code table, update SCDMV's system to require 14 day hold on learner's permit, and to update SCDMV's system to only allow passenger, school bus, and/or tank endorsement on the CDL learner's permit.

Legal Standards Chart

SC Department of Motor Vehicles	4	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	<p>FY2012 Commercial Driver's License Program Improvement (CDLPI Core)- Awarded Amount: \$138,751.00 for four projects:</p> <ul style="list-style-type: none"> ▶ 2012 CDLPI Core Project 1 Purpose: Improving the Education of Examiners and Third Party Testers to improve and enhance the CDL knowledge and skills tests administered by SCDMV CDL examiners and the Department's Third Party Tester program participants in an effort to ensure the consistency of testing and to ensure that drivers possess the knowledge, skills and abilities to safely operate large commercial vehicles. ▶ 2012 CDLPI Core Project 2 Purpose: Monitoring the Department's Third Party Tester Program by conducting audits, random recalls, skills performance evaluations, and educate staff of current developments and discuss program issues and solutions, and grant programs. ▶ 2012 CDLPI Core Project 3 Purpose: Cover/Overt Monitoring and Improvement Fraud Training to further develop new innovative processes to improve our covert/overt program. SCDMV has identified the need to expand and enhance this program to the CDL knowledge test domain. To determine whether or not SCDMV and Third Party examiners are administering both the CDL knowledge and skills tests properly. To determine if the proper documents are submitted, applicants are administered the correct written tests, and applicants receive credentials of the proper class that contain applicable endorsements and restrictions in accordance with the federal requirements. ▶ 2012 CDLPI Core Project 4 Purpose: Photo Removal from CDL Learner's Permit. SCDMV's DL issuance PC system incorporates the credential holder's image. SCDMV will program its system to meet the requirement to remove a person's photo from a CDL learner's permit. <p>FY2012 Commercial Driver's License Program Improvement (CDLPI Supplemental)- Awarded Amount: \$431,408.00 for two projects:</p> <ul style="list-style-type: none"> ▶ 2012 CDLPI Supplemental Project 1 Purpose: CDLIS Medical Certificate Merger to catch up on the backlog of medical certificates and self-certifications received to date and to enable SCDMV to enter the information within the 10 day requirement preventing future backlog of those certificates and self-certifications. ▶ 2012 CDLPI Supplemental Project 2 Purpose: CDL Test Course Revisions to update SCDMV's CDL testing sites to comply with the course revision requirements by improving and updating the skills test courses to the required 2005 CDL tests revisions, by July 8, 2014.
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Legal Standards Chart

	Federal Motor Carrier Safety Administration (FMCSA) Grants	<p>FY2013 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$212,391.00 for five projects:</p> <ul style="list-style-type: none"> ▶ 2013 CDLPI Project 1 Purpose: CDL Skills Test Site Expansion to expand the courses which will require additional traffic cones ▶ 2013 CDLPI Project 2-a Purpose: Increase Web Securities to increase password strength and create an automated process for expiring passwords. To automate our Identity Management Process by identifying, authenticating, and auditing users. In addition, SCDMV will create a business registration process for our web frequent users. ▶ 2013 CDLPI Project 2-b Purpose: Monitoring and Overt/Cover Operations to expand the covert program to include the CDL knowledge test. This will ensure the CDL licensing process will be overseen from the initial application for the CDL permit to the final issuance of the CDL license. Conduct overt/covert monitoring on our third party safety officers by monitoring the skills test which may include an immediate retest of the applicant so that a comparative analysis of test scores may be performed. ▶ 2013 CDLPI Project 3 Purpose: Employer Notification System to create a web based solution for entities whom verify and use commercial driver's license and commercial vehicle information to obtain real time information on their drivers. SCDMV needs to create an employer notification that notifies employers nationwide of actions taken against their CDL holders. ▶ 2013 CDLPI Project 4 Purpose: State CDL Coordinator to have the responsibility for planning and directing the state Commercial Driver's License Program. To coordinate and implement new state and federal laws/regulations that impact the driver record/history initiatives including integration of the Medical Examiner's Certificate into the driver history record. To receive and respond to requests in regards to CDLIS and PDPS inquiries from other states DMV personnel. ▶ 2013 CDLPI Project 5 Purpose: CDL Military Waiver to implement the Military CDL Skills Testing Waiver Program in accordance with 49 CFR § 383.77 of the FY2013 National Priorities for a CMV driver with military CMV experience who is currently licensed at the time his/her application for a CDL, and substituted with an applicant's driving record in combination with certain driving experience. <p>FY2014 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$304,853.00.00 for four projects:</p> <ul style="list-style-type: none"> ▶ 2014 CDLPI Project 1 Purpose: Training (2005 Testing Standards) to implement and train new and existing CDL knowledge and skills test examiners and third party safety officers to meet the requirements of the 2005 CDL testing model and meet the requirements outlined in 49CFR part 384. ▶ 2014 CDLPI Project 2 Purpose: Data Cleansing and Medical Certifications to ensure CDL holders meet the requirements as outlined in 383.73 State procedures. Data cleansing is to ensure that our driver history record displays accurate information and Medical Certifications to update the remaining 22,800 commercial driver's license holders who have not submitted their medical certificates and self-certifications ▶ 2014 CDLPI Project 3 Purpose: Employer Notification System to improve the accuracy and timeliness of the driving activity of CDL drivers that notifies employers nationwide of actions taken against their CDL holders. This will allow employers to more quickly identify problem drivers to take appropriate action. SCDMV will create a web based employer notification system of all accidents, suspensions, and violations in a more timely manner for entities who verify and use commercial driver's license and commercial vehicle information. ▶ 2014 CDLPI Project 4 Purpose: Receiving Out of State Testing Results and Medical Certification Enhancements to be able to receive out of state scores and prepare for capturing scores within SC for transmission to other states via both solicited and unsolicited data requests through AAMVA.
	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal

Legal Standards Chart

	Department of Homeland Security/Federal Emergency Management Administration (DHS/FEMA)	Federal	<p>2009 Driver's License Security Grant (DLSSGP (Reverted Funds)) - Award Amount: \$110,165 for one project:</p> <p>► Scanning Enhancement Project: Additional FY2009 Driver License Security Grant (DLSSGP) funds to further improve the capabilities of the remote capture solution within the DMV infrastructure by providing a Point of Origination capture strategy for the field office instead of this information being sent to the Imaging Unit at SCDMV headquarters. The primary motivations for this project are reducing the possibility of Personally Identifiable Information (PII) leakage and reduction in shipping, handling, and destruction costs of customer documents from remote sites. Secondary motivations are to reduce process latency caused by the physical transportation of documents of PII from Field to HQ and a more timely release of the PII into the Agency's electronic records system (DOC's). Currently scanned image availability is 48-72 hours but with the new scanning enhancement implementation the scanned image availability will be 8-24 hours.</p>
	Department of Homeland Security/Federal Emergency Management Administration • (DHS/FEMA) <i>Continued Below...</i>	Federal	<p>2011 Driver's License Security Grant (DLSSGP) - Award Amount: \$829,474 for four projects:</p> <p>► 2011 DLSSGP Project 1: SCDMV's Phoenix application (our core DL/ID Issuance application) is responsible for all DL/ID issuance and vehicle titling and registration. This application will be modified to allow it to interface into an integrated Queuing Application. The Q-flow system will capture a customer's photo upon entry into any SCDMV office and issue a queue number. This application will provide better system identification options, efficiency and reduced errors. Due to changes in our document printing we are now generating our key documents with AAMVA Standard barcodes. Because of these barcodes, we are able to scan key documents via scanners. This readily identifies the customer to the Phoenix application as well as captures their photograph. The Phoenix application will also be modified to display the customer's photograph to the SCDMV customer service representative throughout the service of the transaction. Upon issuance of the DL/ID by the Phoenix application the new DL/ID issuance application will be invoked to issue the credential to the customer.</p> <p>The new DL/ID issuance system will have an interface from the Phoenix application to receive credential issuance information on a customer. This system must comply with the AAMVA's 2010 international standards for driver license and ID card. This standard is a U.S./Canadian application of existing international DL/ID card standards related to physical characteristics, layout, data access and storage techniques, physical security requirements, and the registration procedures for identification of card issuers. This system will contain a credential design GUI interface which will operate in a Windows/7 64-bit environment thus allowing SCDMV IT staff to manage the DL/ID issuance process and develop enhancements as required using an open source model.</p> <p>► 2011 DLSSGP Project 2: SCDMV's Phoenix application (our core DL/Issuance application) will be modified to allow it to interface into the integrated DL/ID Issuance system. The Phoenix application will also be modified to send credential issuance information on a customer to the new DL/ID issuance system which must comply with the AAMVA's 2010 DL/ID international standards. This standard is a U.S./Canadian application of existing international identification card standards related to physical characteristics, layout, data access and storage techniques, physical security requirements, and the registration procedures for identification of card issuers.</p>

Legal Standards Chart

		<p>DHS/FEMA <i>Continued from above...</i></p>	Federal	<p>► 2011 DLSSGP Project 3: SCDMV's Phoenix application (our core DL/Issuance application) will be modified to allow it to interface into the integrated DL/ID issuance system. The Phoenix application will also be modified to send credential issuance information on a customer to the new DL/ID issuance system which must comply with the AAMVA's 2010 DL/ID international standards. This standard is a U.S./Canadian application of existing international identification card standards related to physical characteristics, layout, data access and storage techniques, physical security requirements, and the registration procedures for identification of card issuers.</p> <p>► 2011 DLSSGP Project 4: The fourth project includes providing enhanced physical security for the entire issuance process by purchasing security cameras for field offices in an effort to detect and deter fraud. SCDMV has made tremendous strides in securing our field offices and warehouse that are currently used to store sensitive DL/ID components. We are continuing to improve the agency's physical security by ensuring that any improvements needed are made. The agency has 24/7 access monitoring capabilities and an audit process to ensure that all secured items used during the DL/ID production process are accounted for and protected from misuse or theft.</p> <p>► 2012 SC FTE - Intergovernmental Enforcement Effort (Fuel Tax) - Awarded Amount: \$6,376.00 for one project:</p> <p>► 2012 Fuel Tax Evasion - Intergovernmental Enforcement Project: To ensure consistency and accuracy of SCDMV's Motor Carrier IFTA audit program, to attend the 2013 and 2016 IFTA Annual Audit Workshops or any other comparable workshops.</p>
		Federal Highway Administration (FHWA)	Federal	

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the reporting under the appropriate column: a) Name of the report; b) legislative entity that requires the report; c) Law(s) that requires the agency to provide the report; d) Standard legislative title(s) from legislative entity; status, "regulation" or other source in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate year the report is first dated (including the year of the first dated, including the year of the first dated, including the year of the first dated); g) Approximate year the report is first dated (including the year of the first dated, including the year of the first dated); h) Approximate year the report is first dated (including the year of the first dated, including the year of the first dated); i) Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report, approx. total amount of time to complete the report and approx. total cost to complete the report. However, the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form, unless it applies to the agency, in which case ensure the information about those reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days to Complete Report	Month Report Received by Agency	Month Agency is Required to Submit Report	# of Staff Members Needed to Complete Report	Cost to Complete Report		Positive Results of Reporting	Method in which Report is Sent to Agency (i.e. via email, etc.)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Report (i.e. email, mail, click submit on web, hardcopy, etc.)	Format in which Agency Submits Report (i.e. Word, Excel, etc.)
												Approx. Total Amount of Time to Complete Report	Approx. Total Cost to Agency to Complete Report (in staff time)					
SC Department of Motor Vehicles	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	March	March	14			TDO	Email	Word and Excel	Email and Hardcopy	Word and Excel
SC Department of Motor Vehicles	2	Accountability Report	Executive Budget Office	1-1-920 and Proviso 117.31	To provide the Governor and the General Assembly with information that supports their analysis of the budget and to ensure that the Agency Head Salary Commission has a basis for its decisions	2005	Annually	60	July	September	14				Email	Word and Excel	Hardcopy	Word and Excel
SC Department of Motor Vehicles	3	Restructuring Report and Cost Savings Plan	Office of Senate Oversight	SC Code 2-2-6 and 1-30-1(O)(C)	To include recommendations for implementation of a 2-year plan to implement cost savings and increased efficiencies	2015	Annually	30	November	January	14				Email	Word	Email and Hard Copy	Word

Agency Name: Department of Motor Vehicles

Agency Code: RA00

Section: 082



Fiscal Year 2013-14
Accountability Report

Performance Measurement Template
Associated Objective(s)

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Provide timely and accurate service to the citizens and businesses of SC within 20 minutes	Less than 7 min	Less than 7 Min	<20 Min	July 1 - June 30	Q-Flow (Daily)	Daily; Monthly; Annually	Wait-Time Reports; Q-Flow in Minutes	1.1.1; 1.1; 2.1.1
2	Accurately track secure documents and credentials to prevent fraud, protect citizens and property				July 1 - June 30	IG Reports (weekly)	Weekly	Resolution of Missing Documents	2.2.1
3	Number of Standardization and Formal Training Sessions successfully completed by employees	117	281	355	July 1 - June 30	TCM Reports (monthly)	Annually	Attendance Records; Test Results	1.1.1; 1.1.2; 2.1.1; 4.1.7; 4.1.8
4	Review, Modify, or Delete 74 policies and 95 procedures in place to support technological and business changes	25%	25%	25%	July 1 - June 30	Phoenix; Management Reports; Intranet	Weekly; Monthly; Annually	Percentage of Policies and Brochures Reviewed, Modified, or Deleted	1.1.1; 1.1.2; 2.1.1; 2.1.2; 2.1.4; 2.2.2; 5.1.2; 5.1.3
5	Number of Internal Audits of 66 Field Offices completed providing oversight and accountability of State resources	33%	33%	33%	July 1 - June 30	Internal Audit Reports	Monthly; Annually	Every Office is Audited at least once every 3 years; Actual number conducted	2.1.6; 6.1.1; 6.1.6
6	Increase the number of services/products offered via the WEB/Customer-Service Center annually	5	5	5	July 1 - June 30	IT Reports	Annually	Number of new services/products offered via web with a min goal of 5 a year	3.1.2; 3.1.3; 3.1.4; 3.1.5; 3.1.6; 3.1.7; 5.1.1
7	County Partnerships	20	23	26 of 46	July 1 - June 30	Phoenix/Finance Reports	Annually	Number of Counties converted to electronic transmission	3.1.8
8	Decrease Number of transactions completed in DMV Field Offices	55%	45%	40%	July 1 - June 30	Phoenix Reports	Monthly; Annually	Percentage of reductions of Transactions	5.1.1; 5.1.2; 5.1.3
9	Increase Number of transactions completed via the web	25%	28%	31%	July 1 - June 30	Phoenix Reports	Monthly; Annually	Count of Transactions	5.1.1; 5.1.2; 5.1.3

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Agency Name:

Department of Motor Vehicles

Fiscal Year 2013-14
Accountability Report

Agency Code:

R400

Section:

082



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Leverage organizational leadership to achieve optimal organizational effectiveness.
S		1.1		Foster awareness of organization goals and objectives, laws and regulations, policies and procedures through effective communications.
O			1.1.1	Develop employees capable of serving the needs of the Agency.
O			1.1.2	Employ measures necessary to secure employee and customer information and data.
G	2			Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions.
S		2.1		Set goals, determine actions and mobilize resources necessary to perform the Agency's mission and core functions.
O			2.1.1	Provide secure and valid credentials to South Carolina citizens in an expeditious manner.
O			2.1.2	Improve accountability of Titles and Registration through both technological advances and strict internal controls.
O			2.1.3	Meet the professional and personal needs of the Department of Motor Vehicle employees through recognition and education.
O			2.1.4	Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates.
O			2.1.5	Establish appropriate fiscal controls to ensure accountability of states resources, through auditing and oversight management to ensure compliance and physical and personal stewardship.
O			2.1.6	Optimize cost avoidance by sharing best practices gained through cost benefit analysis to optimize the services provided to South Carolina citizens.
O			2.1.7	Constantly review law, policies and regulations to ensure relevance and support of State priorities through effective legislative engagement.
O			2.1.8	Build strong and positive working relationships among all Department, Agencies, Commissions, and State entities to reduce bureaucratic processes with effective communications and partnership.
O			2.1.9	Leverage Strategic Communications through community partnerships and by developing engagement plans to enhance the services of those we serve.

Agency Name:

Department of Motor Vehicles

Fiscal Year 2013-14

Agency Code:

R400

Section:

082

Accountability Report



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
0		2.1.10	2.1.10	Continue active participation in American Association of Motor Vehicles to set standards for future electronic processing of documents for transferred vehicles
5		2.2		Establishing cyclic events to assess the Department's mission, efficiencies, progress, and results.
0		2.2.1	2.2.1	Establish an Office of Inspector General capable of providing the Executive Director a means to provide a 'systemic review' of systems within the Department.
0		2.2.2	2.2.2	Conduct a review of all 'Training' provides a means to identify 'gaps' within our training audiences and protocols.
0		2.2.3	2.2.3	Conduct forums conducive to candid and professional assessment of Department systems, procedures and policies as a means to assess if the Agency is meeting its objectives, those of the Governor's and those of its customers.
0		2.2.4	2.2.4	Conduct ongoing restructuring and reorganization planning sessions to streamline operations.
0		2.2.5	2.2.5	Conduct Weekly Strategy Sessions provides a forum for candid dialogue with only Director-level Department leadership.
0		2.2.6	2.2.6	Host Weekly Executive Staff Meetings, Policy Review Sessions, Project Management Programs and the Program Budget Advisory Committee (PBAC) to synchronize the Agency's Strategic effort and objectives.
6	3			Provide superior Customer Service.
5		3.1	3.1	Develop or acquire alternative methods for product and services security and delivery and pursue legisla
0		3.1.1	3.1.1	The Customer Focus objective examines how the agency head determines who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those customers.
0		3.1.2	3.1.2	Develop and deliver products and services through multiple service channels ranging from face-to-face service to web-based services.
0		3.1.3	3.1.3	SCDMV will ensure communications are sent to the general public and stakeholders regarding any changes that would affect them directly or indirectly. Below are specific objectives for 2013.
0		3.1.4	3.1.4	Develop online capability for customers to order replacement plates for those lost, stolen or damaged.
0		3.1.5	3.1.5	Develop online capability for customers to exchange one class of plate for another.
0		3.1.6	3.1.6	Expand program to allow additional dealers to enroll in Electronic Vehicle Registration program.
0		3.1.7	3.1.7	Develop program to expand capability of business and individual customers to make electronic
0		3.1.8	3.1.8	Coordinate with county treasurers to print county tax receipt on mailed DMV registration form.
0		3.1.9	3.1.9	Develop system for state demolishers to check directly for stolen vehicles before a vehicle is demolished.

Agency Name:

Department of Motor Vehicles

Fiscal Year 2013-14

Agency Code:

R400

Section:

082

Accountability Report



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
0			3.1.10	Develop standards for titling untitled vehicles.
G	4			Empower employees through recognition, leader development and performance accountability, and succession planning.
0		4.1		<i>Develop programs to heighten employee morale, safety and productivity.</i>
0			4.1.1	<i>Assess and reassess Agency short and long term goals with managers and supervisors during weekly, monthly and quarterly staff meetings as a means to provide situational awareness and adapt to changing needs of the Agency.</i>
0			4.1.2	<i>Use the state's Employee Performance Management Systems (EPMS) to set individual employee expectations.</i>
0			4.1.3	<i>Communicate expectations for performance to ensure employees are successfully meeting their objectives and equip to successfully complete their assigned tasks.</i>
0			4.1.4	<i>Conduct quarterly Town Hall meetings at the agency's Headquarters building to convey information and to discuss key issues affecting the agency.</i>
0			4.1.5	<i>Expand the Employee Recognition Program to reward and recognize employees who are committed, competent and courteous.</i>
0			4.1.6	<i>Communicate to all employees through Newsbreak articles sent via email.</i>
0			4.1.7	<i>Enhance the current training program to offer to all new hires for Field Services extensive training on customer service, driver services and vehicle services transactions.</i>
0			4.1.8	<i>Work collaboratively to offer management training specifically related to state and agency human resource policies and regulations.</i>
0			4.1.9	<i>Incorporate and integrate an intern/cooperative education student and volunteer program by offering non-paid work opportunities to interns, cooperative education students, and volunteers.</i>
0			4.1.10	<i>Implement a restructuring that will streamline functional operations for our employees and provide more efficient and effective services to our customers.</i>
G	5			Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.
			5.1	Provide services through a variety of means ranging from face-to-face customer service at 66 customer service centers to a wide range options including remote means, including but not limited to, web-based options, on demand services, virtual data portals, and direct delivery mail.

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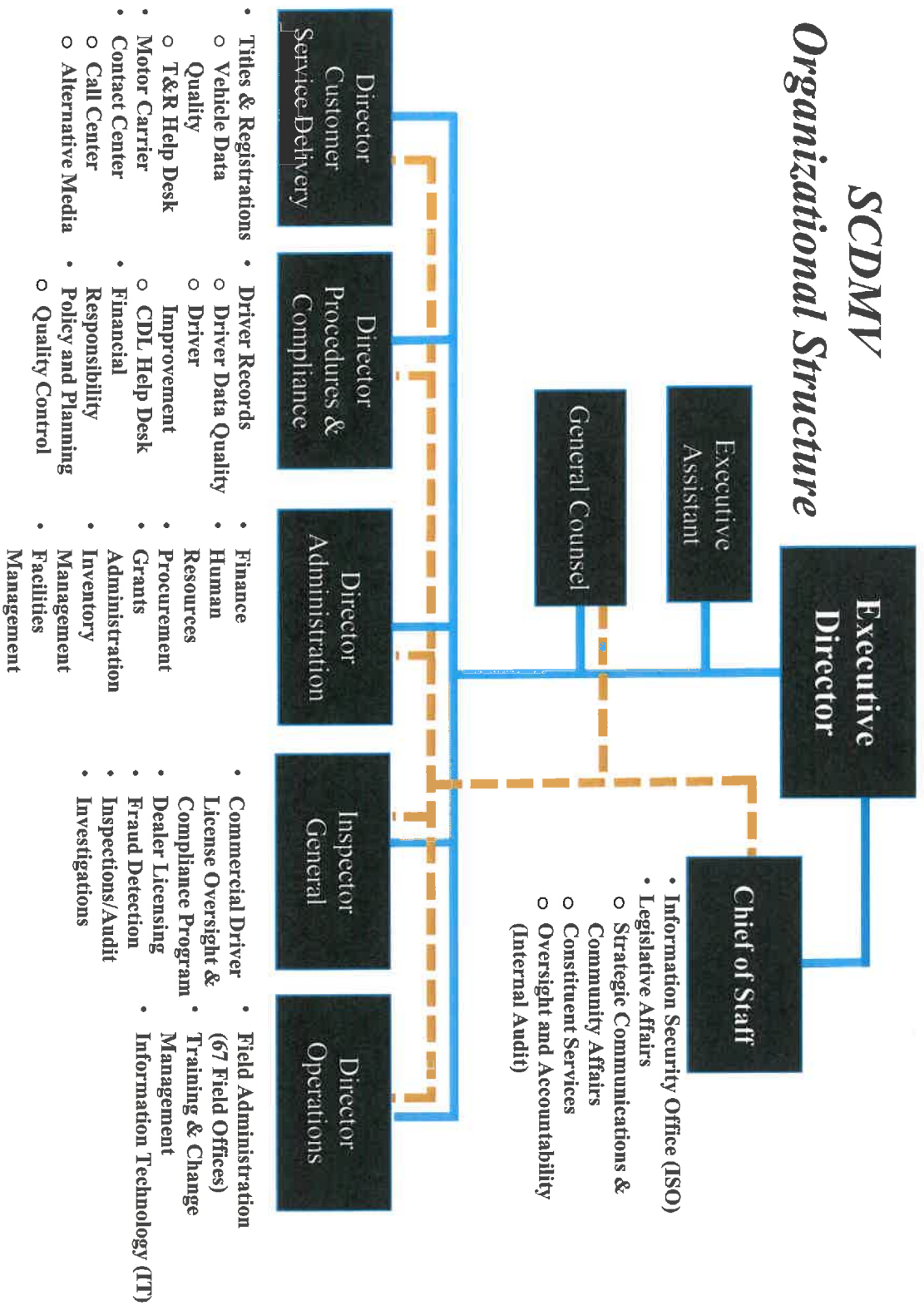
Accountability Report



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			5.1.1	Leverage technology and best business practices to reduce waste, eliminate redundancy, improve customer service and decrease wait times.
O			5.1.2	Monitor and respond to trends indicating systemic rather than individual performance problems.
O			5.1.3	Use internal and external performance reviews, along with employee feedback, to improve our services provided to the public.
G	6			Ensure fiscal and business responsibility.
S		6.1		Develop and maintain systems and processes necessary to collect, reconcile and distribute Agency revenues in accordance with laws, regulations, legislative mandates and current Agency business policies and procedures.
O			6.1.1	Examine how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals.
O			6.1.2	Develop and maintain a budget review process designed to analyze prior year expenditures and to
O			6.1.3	Forecast, develop and prioritize Agency requirements, identify unfunded fiscal requirements, program resources and manage funding levels within the prescribed budget levels.
O			6.1.4	Use the Program Budget Advisory Committee to review, reduce and potentially eliminate unfunded mandates resulting from changes in laws.
O			6.1.5	Use internal and external auditing means to ensure compliance with revenue collection, disbursements and general management of their operations budget.
O			6.1.6	Use internal and external auditing means to ensure compliance with state and federal laws and
O			6.1.7	Provide periodic audits of financial processes to verify compliance and to safeguard against fraud.

SCDMV Organizational Structure



Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
SC Department of Motor Vehicles	Kevin A. Shwedo	803-896-8924	Kevin.Shwedo@scdmrv.net	Executive Director	Executive Director	All	Reviewed report and added input.
SC Department of Motor Vehicles	Jeffrey Sanderson	803-896-8924	Jeffrey.Sanderson@scdmrv.net	Operations	Director of Operations	All	Reviewed report and added input.
SC Department of Motor Vehicles	Trish Blake	803-896-9024	Trish.Blake@scdmrv.net	Administration	Director of Administration	All	Read all instructions, pulled all supporting documentation, compiled/completed Excel Spreadsheet and completed information contained in the Restructuring and Seven-Year Plan Report Guidelines document.
SC Department of Motor Vehicles	Amy Hornsby	803-896-4875	Amy.Hornsby@scdmrv.net	Operations - Constituent Services	Chief, Constituent Services	All	Read all instructions, pulled all supporting documentation, compiled/completed Excel Spreadsheet and completed information contained in the Restructuring and Seven-Year Plan Report Guidelines document.
SC Department of Motor Vehicles	Annie Phelps	803-896-9675	Annie.Phelps@scdmrv.net	Procedures and Compliance	Director of Procedures and Compliance	All	Reviewed report and added input.
SC Department of Motor Vehicles	Karl McClary	803-896-8405	Karl.McClary@scdmrv.net	Inspector General	Inspector General	All	Reviewed report and added input.
SC Department of Motor Vehicles	Michael Newman	803-896-4879	Michael.Newman@scdmrv.net	Customer Service Delivery	Director of Customer Service Delivery	All	Reviewed report and added input.
SC Department of Motor Vehicles	Dale Plyler	803-896-5619	Dale.Plyler@scdmrv.net	Administration	Business Analyst	Legal Standards Chart, Item # 3 and #4	Supplied Information
SC Department of Motor Vehicles	Sandra Shull	803-896-8229	Sandra.Shull@scdmrv.net	Operations	Internal Auditor	Internal Audits Tab	Supplied Information
SC Department of Motor Vehicles	Beth Grant	803-896-0579	Beth.Grant@scdmrv.net	Operations / Information Technology	Chief Information Officer (Deputy Director)	Key Performance Measures, #5, C.1	Supplied Information



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Commercial Driver License Compliance for 2015
Restructuring	
Brief Description of Current Program: Federal Motor Carrier System Administrator has directed all states to come into compliance with new skills testing standards and re-emphasizing the importance of CDL violation reporting standards. Failure to do so could cost South Carolina federal highway dollars.	
State and/or federal statutory authority for this activity: Title 56 and United States Department of Transportation	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.	
1. How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? SECTION 56-1-2005. Administration of South Carolina Commercial Driver's License program. The South Carolina Department of Motor Vehicles shall administer the South Carolina Commercial Driver's License Program in accordance with the Federal Motor Carrier Safety Regulations. The rules adopted by and regulations promulgated by the United States Department of Transportation (USDOT) relating to safety of operation and to equipment (49 CFR Parts 380, 382-385, and 390-399 and amendments thereto) and the rules adopted by and regulations promulgated by the USDOT relating to hazardous material (49 CFR Parts 171-180 and amendments thereto) must be adopted and enforced in South Carolina.	
2. Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: Impact of not implementing new Federal guidelines would be loss of Federal Tax dollars to the State of South Carolina. South Carolina may not be able to issue Commercial Driver's License.	

Do any other governmental entities provide similar or related services? If yes, please explain. No

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

N/A

What are the anticipated cost savings/efficiencies that would be achieved?

N/A

Is legislative action required to allow the department/agency to implement these recommendations?

N/A

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Consolidation of test sites, Changes to driver license issuance/suspension system, update CDL skills test pads, update CDL Manual, update CDL Knowledge test, train examining staff, train 3rd party testers, train SCDMV front counter staff or Fully Compliant.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start in 2014 complete by July 2015



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Phase 1 Disaster Recovery
Restructuring	
Brief Description of Current Program: Replicate server capability in accordance with industry standards of replication to support State disaster recovery operations.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Securing the citizens of South Carolina Personal Identifiable Information and "necessary and proper to administer the affairs of the department." The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. Eliminate interruption to citizen services.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: Eliminate interruption to citizen services.	
Do any other governmental entities provide similar or related services? If yes, please explain. No	
Could/should this function be eliminated, combined with another area or transferred to another	

department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No because Phoenix is SCDMV's unique application transaction system and is an agency specific operating system.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

As a non-appropriated agency SCDMV continues to look for ways to save money even though IT costs continue to rise and we are operating on a 2003 fee structure in 2015.

What are the anticipated cost savings/efficiencies that would be achieved?

Better customer service.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Establishing a redundant capability at SCDMV headquarters in Blythewood.

What is the timeline for implementation of the change and realization of the anticipated benefits?

January 2015 and completed by the end of 2016.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Establish 5 Year Driver's License
Restructuring	
Brief Description of Current Program: SCDMV is a non-appropriated agency and currently offers a 5 year and 10 year license for \$12.50 and \$25.00. All funds go to Non-Federal Highway Fund and we do not receive any funds on an original or renewed credential. This change would allow the agency to go to a single 5 year license at \$25 with the agency retaining \$5 to defray production cost and the remaining \$20 would continue and increase revenue going to the Non-Federal Aid Highway fund.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core function. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A	

Do any other governmental entities provide similar or related services? If yes, please explain.

No

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program? N/A

What are the anticipated cost savings/efficiencies that would be achieved?

The department would receive partial reimbursement for cost of creating a driver's license

Is legislative action required to allow the department/agency to implement these recommendations?

Yes

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

Change section 56-1-140 to reflect only a 5year driver's license at \$25.

Describe the department/agency action that will be implemented to generate the desired outcomes.

Draft legislation

What is the timeline for implementation of the change and realization of the anticipated benefits?

Introduced in 2015



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Real Time Facial Recognition
Restructuring	
Brief Description of Current Program: <p>Currently the agency experiences about approximately fifty fraudulent applications a month. We run facial recognition program at the end of each business day. This would make that process real time and reduce fraud.</p>	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. Goal 5: The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A	

Do any other governmental entities provide similar or related services? If yes, please explain.

No

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Making this program in real time would reduce man hours of tracking down fraudulent customers after the fact and protect other citizens from identity theft.

What are the anticipated cost savings/efficiencies that would be achieved?

Greater integrity of the credential.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

No

Describe the department/agency action that will be implemented to generate the desired outcomes.

Internal system upgrade.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start of 2016



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Decentralized Scanning
Restructuring	
Brief Description of Current Program: SCDMV is the custodian of citizens' documents required by law from their application for a credential. This enhances security of citizens PII.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: No impact as we will repurpose the current work force inside the agency as we move more services to web based technologies.	

Do any other governmental entities provide similar or related services? If yes, please explain.

No

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No, citizen's documents are required by law to receive a credential or property record.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Increase the integrity of the credential.

What are the anticipated cost savings/efficiencies that would be achieved?

Increase the integrity of the credential.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

No

Describe the department/agency action that will be implemented to generate the desired outcomes.
Install scanning equipment in the agency field offices.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2015-2016



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Create Web service for Failure to Pay Traffic Ticket
Restructuring	
<p>Brief Description of Current Program: Currently courts send us notification of individuals who have failed to pay traffic tickets, SCDMV then sends a suspension noticed to the individual advising then they have 25 days to pay the traffic ticket or go under suspension. The fine is paid and if the individual does not return to SCDMV with fine paid receipt the individual would go under suspension. We would create a process so courts can electronically add or clear pending suspension once the ticket is paid at the court location.</p>	
<p>State and/or federal statutory authority for this activity: Title 56</p>	
<p>To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.</p>	
<p>How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Improves customer service.</p>	
<p>Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A</p>	
<p>Do any other governmental entities provide similar or related services? If yes, please explain. No</p>	
<p>Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No</p>	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Court Administration must mandate participation in this process.

What are the anticipated cost savings/efficiencies that would be achieved?

Better customer service with this expedited process.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Work with the courts across the state to implement this strategy.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start of 2016



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Customer Number
Restructuring	
Brief Description of Current Program: Assist in and out of state customers clearing suspension(s) in South Carolina who may not have held a SC credential or possesses a customer number.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 3: Provide superior Customer Service. Goal 4: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 5: Ensure fiscal and business responsibility	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Improves customer service and collection of revenues for the State.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: Provide better customer service to the citizens and out of state customers.	
Do any other governmental entities provide similar or related services? If yes, please explain. No	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Unknown at this time.

What are the anticipated cost savings/efficiencies that would be achieved?

Improved customer service to outstate customers and collection of fine revenues.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A.

Describe the department/agency action that will be implemented to generate the desired outcomes.

Change current policy that allows us to pass customer number over the phone to someone who provides PII information for verification.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2015



**Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202**

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Phase II Disaster Recovery
Restructuring	
Brief Description of Current Program: Replicate service capability in accordance with industry standards to support State disaster recovery operations.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Securing the citizens of South Carolina Personal Identifiable Information. The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: Provide uninterrupted customer service.	
Do any other governmental entities provide similar or related services? If yes, please explain. No	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No, Phoenix is SCDMV's unique application transaction system and is an agency specific operating system.	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

As a non-appropriated agency SCDMV continues to look for ways to save money even though IT costs continue to rise and we are operating on a 2003 fee structure in 2015.

What are the anticipated cost savings/efficiencies that would be achieved?

No

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

Not at this time.

Describe the department/agency action that will be implemented to generate the desired outcomes.

Service capability replicated at a site TBD.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start of 2017



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Contact Center Transactions
Restructuring	
Brief Description of Current Program: Currently the agency call center can only pass information and this action would allow the representatives to conduct transactions on behalf of the customer like other businesses do.	
State and/or federal statutory authority for this activity: Title 56.	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 3: Provide superior Customer Service. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Provides more efficient customer service.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A	
Do any other governmental entities provide similar or related services? If yes, please explain. No	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Implementing this new procedure would allow customers to call in SCDMV contact center to conduct transactions over the phone. This will reduce wait times to other customers visiting the branch offices across the state.

What are the anticipated cost savings/efficiencies that would be achieved?

Better customer service and use of government resources.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Employee training and system upgrades to accept payments over the phone.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2016



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Customer Information Control System (CICS) Migration away IBM
Restructuring	
Brief Description of Current Program: This migration eliminates our IT dependency on IBM which reduces our maintenance cost as we will no longer be pay annual maintenance cost to IBM.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? N/A	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: No	
Do any other governmental entities provide similar or related services? If yes, please explain. No	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Eliminating the annual IBM maintenance contract will mean generate cost savings to be programmed for continued IT upgrades to continue to protect citizens PII.

What are the anticipated cost savings/efficiencies that would be achieved?

Any savings will be used to continue IT upgrades to protect citizens PII. 2014 contract was \$300K.

Is legislative action required to allow the department/agency to implement these recommendations?

No

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.

Program monies to purchase and install blade servers.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start 2017



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

<p>Department/Agency Information <i>For each programmatic area, please provide the requested information.</i></p>	
Name of Programmatic Area	Employee Retention Program
<p>Restructuring</p>	
<p>Brief Description of Current Program: As of 2014, 66% percent of our agency cost were associated to pay and benefits. Recognizing outstanding employees who actions are worthy of financial recognition.</p>	
<p>State and/or federal statutory authority for this activity: Goal 1: Leverage organizational leadership to achieve optimal organizational effectiveness. Goal 3: Empower employees through recognition, leader development and performance accountability, and succession planning. Goal 6: Ensure fiscal and business responsibility.</p>	
<p>To which goal(s) in the Agency's Annual Accountability Report does this program relate? Title 56.</p>	
<p>How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Per title 56 "necessary and proper to administer the affairs of the department"</p>	
<p>Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A.</p>	
<p>Do any other governmental entities provide similar or related services? If yes, please explain. No.</p>	
<p>Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No.</p>	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?
N/A.

What are the anticipated cost savings/efficiencies that would be achieved?
N/A.

Is legislative action required to allow the department/agency to implement these recommendations?
No.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.
No.

Describe the department/agency action that will be implemented to generate the desired outcomes.
Internal personnel policy change and follow publish state guidelines on bonus pay.

What is the timeline for implementation of the change and realization of the anticipated benefits?
Start of 2017.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Blade Server Upgrade
Restructuring	
<p>Brief Description of Current Program: IT upgrade to transition current rack serves to blade servers. The blade enclosure commonly includes a single power supply and cooling unit as well as several other components that are shared among the blade units. The rack mounted servers each operates with its own power supply unit and cooling system and other components allowing the user to configure each rack server unit.</p>	
<p>State and/or federal statutory authority for this activity: Title 56</p>	
<p>To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions.</p> <p>Goal 3: Provide superior Customer Service.</p>	
<p>How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Reinforces legislative intent to continue to Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.</p>	
<p>Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A.</p>	
<p>Do any other governmental entities provide similar or related services? If yes, please explain. No</p>	

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.
No

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?
Reduction in physical footprint and energy savings specifics are unknown at this time.

What are the anticipated cost savings/efficiencies that would be achieved?
Unknown at this time.

Is legislative action required to allow the department/agency to implement these recommendations?
No.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.
No.

Describe the department/agency action that will be implemented to generate the desired outcomes.
Funded internally from agency operations fund.

What is the timeline for implementation of the change and realization of the anticipated benefits?
Completed by 2017.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Kiosks for Transactions.
Restructuring	
Brief Description of Current Program: Provide Kiosk services at other businesses and government entity locations across the state to continue to provide SC citizens and businesses with more options to conduct business with the agency.	
State and/or federal statutory authority for this activity: Title 56.	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A.	
Do any other governmental entities provide similar or related services? If yes, please explain. N/A.	

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.

No

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Moving services to Kiosk greatly increases customer service and to provide alt means to customer service.

What are the anticipated cost savings/efficiencies that would be achieved?

Greater customer service in less time.

Is legislative action required to allow the department/agency to implement these recommendations?

No.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

No

Describe the department/agency action that will be implemented to generate the desired outcomes.

Develop kiosk services for the customers of South Carolina.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start of 2018.



Office of Senate Oversight
P.O. Box 142, Suite 406
Columbia, SC 29202

Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	ELT -Electronic Lien Transaction
Restructuring	
Brief Description of Current Program: Change Section 56-19-265 to make ELT mandatory.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Continue to improve customer service and reduce fraud.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A.	
Do any other governmental entities provide similar or related services? If yes, please explain. No.	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No.	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Mandate ELT process to all entities.

What are the anticipated cost savings/efficiencies that would be achieved?

Reduced human error and fraud.

Is legislative action required to allow the department/agency to implement these recommendations?

Yes.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

Amend 56-19-265 to make ELT mandatory.

Describe the department/agency action that will be implemented to generate the desired outcomes.

Draft legislation work with stakeholders.

What is the timeline for implementation of the change and realization of the anticipated benefits?

Start of 2018.



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Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Central Issuance of Credentials.
Restructuring	
Brief Description of Current Program: To produce credentials from a central secure facility to allow SCDMV to provide its customers with the latest technology for a secure credential reducing identity theft capabilities reducing fraud in the state.	
State and/or federal statutory authority for this activity: Title 56.	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 3: Provide superior Customer Service. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A	
Do any other governmental entities provide similar or related services? If yes, please explain. No	

Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain.
No.

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

Make a 5 year centrally issued credential.

What are the anticipated cost savings/efficiencies that would be achieved?

Unknown at this time.

Is legislative action required to allow the department/agency to implement these recommendations?

No.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A

Describe the department/agency action that will be implemented to generate the desired outcomes.
Change internal processes.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2018 or sooner.



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Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Phoenix III, SCDMV operating system upgrade.
Restructuring	
Brief Description of Current Program: The original agency operating system used to administer the agency's mission will become obsolete as technologies grow. The agency understands the future requirement and is looking for funding revenue to set aside monies to buy or lease the next agency operating system.	
State and/or federal statutory authority for this activity: Title 56	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 3: Provide superior Customer Service. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? Communicates future requirements to General Assembly and funding to implement required changes to protect citizens PII and businesses records.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: Replacing outdated technology.	
Do any other governmental entities provide similar or related services? If yes, please explain. No.	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No.	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?

None.

What are the anticipated cost savings/efficiencies that would be achieved?

Unknown at this time.

Is legislative action required to allow the department/agency to implement these recommendations?

No.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.

N/A.

Describe the department/agency action that will be implemented to generate the desired outcomes.
Carry forward any additional funds from previous years to purchase future technology.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2020



Office of Senate Oversight
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Department/Agency	Date Submitted
South Carolina Department of Motor Vehicles	January 12, 2015
Report Submitted by: Larry Murray	Title: Deputy Director Legislative Affairs

Department/Agency Information <i>For each programmatic area, please provide the requested information.</i>	
Name of Programmatic Area	Autonomous Vehicle License
Restructuring	
Brief Description of Current Program: The industry now appears close to substantial change, engendered by autonomous, or "self-driving," vehicle technologies. This technology offers the possibility of significant benefits to social welfare — saving lives; reducing crashes, congestion, fuel consumption, and pollution; increasing mobility for the disabled; and ultimately improving land use.	
State and/or federal statutory authority for this activity: Title 56.	
To which goal(s) in the Agency's Annual Accountability Report does this program relate? Goal 2: Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions. Goal 3: Provide superior Customer Service. Goal 5: Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement. Goal 6: Ensure fiscal and business responsibility.	
How does this program substantially address the legislative intent and the stated goals of the department/agency as set forth in statute? The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.	
Describe the impact that eliminating this programmatic area would have on the mission of the department/agency and the citizens of South Carolina: N/A.	
Do any other governmental entities provide similar or related services? If yes, please explain. No.	
Could/should this function be eliminated, combined with another area or transferred to another department/agency in order to achieve greater efficiency or eliminate redundancy? If yes, please explain. No.	

Cost Savings and Increased Efficiencies

What, if any, changes would the department/agency recommend to generate cost savings or efficiencies in this program?
Possible new registration fees and tax base for counties, as a non-appropriated agency any new mission requirements require a funding stream to administer the program.

What are the anticipated cost savings/efficiencies that would be achieved?

Unknown at this time.

Is legislative action required to allow the department/agency to implement these recommendations?

Yes.

If legislative action is required, explain the constitutional, statutory or regulatory changes needed.
Amend Title 56 to account for Autonomous vehicle titling, registration, and operation.

Describe the department/agency action that will be implemented to generate the desired outcomes.
Monitor other states lessons learned and AAMVA study committee results to identify best practices.

What is the timeline for implementation of the change and realization of the anticipated benefits?

2019