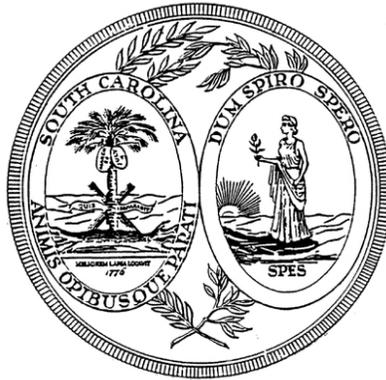# STATE OF
SOUTH CAROLINA

DEPARTMENT OF MOTOR VEHICLES

Agency Accountability Report

Fiscal Year 2006-07

September 19, 2007

Accountability Report Transmittal Form

Agency Name: <u>South Carolina Department of Motor Vehicles</u>

Date of Submission: <u>September 19, 2007</u>

Agency Director: <u>Marcia S. Adams</u>

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Section I – Executive Summary

1. **Mission and Values**

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

   DMV accomplishes this mission by administering South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

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

2. **Major Achievements from Past Year** (Details reported in Section III, category 7)
   a. Expanded issuance of registration and decals by counties b adding 14 additional participating counties
   b. Expanded electronic liens and titling program by adding 10 banks
   c. Expanded electronic vehicle registration by dealers to 42% of all transactions
   d. Expanded program to administer driver knowledge tests through area high schools
   e. Maintained reduced statewide customer wait times
   f. Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR)
   g. Continued with development of an Employee Career Path
   h. Piloted Manager Training Program
   i. Expanded Fraud Detection Program

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

- **Strategy 7.** Maintain safe, professional and functional working facilities
- **Strategy 8.** Develop and maintain IT systems to support agency operations

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

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

Section II – Organizational Profile

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

- **Key Customers Linked to Products and Services**

DMV provides more than 400 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and S.C. state agencies, as well as to other states and countries. Because DMV is focused on providing superior customer service, these products and services are delivered through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, and call center operations. Our web services are constantly expanding so that customers can avoid a trip to a local DMV office. Key customer products and services are detailed below:

- **Key Customer – General Public**
  - **Representative Products:**
    - **Driving Credentials** - More than 20 different types and functions of Driver's Licenses, Beginner's Permits and ID card credentials; **Titles** – original, duplicate, transfer, salvage and junk, lien processing; **Registration Certificates and Decals** – more than 10 different product types and functions; **Vehicle Plates** – 336 different vehicle plate classes, including regular and specialty plates; **Motor Vehicle Records** – 3 and 10-year driver records, title history, plate history and vehicle ownership history, accident reports, copies of uniform traffic tickets; **Other Customer Products** – permanent and temporary handicapped placards, temporary license plates, golf cart permits.
  - **Representative Services:**
    - **Call Center** responds to customer inquiries, requests for information; **Ombudsman/Constituent Service Center** addresses customer concerns and complaints; **International Customer Service Centers** service international customers obtaining driving credentials; **Knowledge and skills test** administration for driving credentials, administered in our customer services centers and through area high schools; **Driver medical oversight**; **Driver improvement** services, including at-risk driver review; **Processing of statewide driving documents**, including accident reports, court orders related to driver suspensions and clearances and Uniform Traffic Tickets.

- **Key Customer – Motor Carriers**
  - **Products**: International Registration Plan Certificates and Certificates of Compliance
  - **Services**: Collection and administration of International Fuel Tax through International Fuel Tax Agreement (IFTA); CDL Third Party Tester audits; Administration of Certificate of Compliance (COC) program for Motor Carriers; New Entrant Program for new motor carriers; Exempt program for haulers of exempt commodities; disqualification and clearance of CDL licenses for violation of Federal Motor Carrier violations.

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

- **Key Customer – Business Customers**
  Our business customers include insurance companies, attorneys, financial institutions, information management commercial entities, commercial vehicle industry and employers.
  - **Products**: driver records, vehicle history information, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets.
  - **Services**: Direct Access Network enabling commercial account customers to purchase DMV information; web services with insurance industry and information resellers.

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

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

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

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

- **Key Suppliers**
  The key suppliers to the Department of Motor Vehicles include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels.

- **Operational Locations**
  All of the agency's headquarter operations were consolidated in the Blythewood complex during fiscal year 2004-05. DMV added a customer service center in the Blythewood office during FY 06. We now have 69 field customer service centers across the state and anticipate adding 1 satellite office in FY08:

Abbeville	Aiken	Allendale
Anderson	Bamberg	Barnwell
Batesburg	Beaufort	Belton
Bennettsville	Bishopville	Bluffton
Camden	Charleston (Ashley Oaks)	Charleston (Leeds Ave.)
Charleston (Lockwood Blvd.)	Charleston (Dealer Central)	Chester
Chesterfield	Columbia (Shop Rd.)	Columbia (Decker Mall)
Columbia (Dutch Plaza)	Conway	Darlington
Dillon	Edgefield	Florence
Fountain Inn	Gaffney	Georgetown
Greenville (Saluda Dam Rd.)	Greenville (Laurens Rd.)	Greenwood
Greer	Hampton	Irmo-Ballentine
Kingstree	Ladson	Lake City

Lancaster	Laurens	Lexington
Manning	Marion	McCormick
Moncks Corner	Mt. Pleasant (East Cooper)	Myrtle Beach
Myrtle Beach (Little River)	Newberry	North Augusta
Orangeburg	Pageland	Pickens
Ridgeland	Rock Hill (Hands Mill Rd.)	Rock Hill (York Cty Complex)
Saluda	Seneca	Spartanburg (Fair Forest Rd.)
Spartanburg (Southport Rd.)	St. George	St. Matthews
Sumter	Union	Walterboro
Winnsboro	Woodruff	Blythewood

- **Agency Staff**

At the end of FY 2006-07, DMV employed 1,309 permanent, 114 temporary, 7 grant funded positions, with 58 vacancies, for a total of 1,488 employees.

- **Regulatory Environment**

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

- **Key Strategic Challenges**

Key strategic challenges facing DMV include data security, funding and FTE levels, recruiting and retention of quality employees, technology upgrades and meeting the needs of internal and external stakeholders.

- **Performance Improvement System**

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

Organizational Structure

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                          ┌─────────────────────┐
                          │      Governor       │
                          │    Mark Sanford     │
                          └─────────────────────┘
                                    │
                          ┌─────────────────────┐
                          │ Executive Director  │
                          │  Marcia S. Adams    │
                          └─────────────────────┘
                                    │
┌──────────────────┐                │                ┌──────────────────┐
│ Office of Internal│                │                │    Ombudsman/    │
│      Audit        │                │                │   Constituent    │
└──────────────────┘                │                │    Services      │
                                    │                └──────────────────┘
┌──────────────────┐                │                ┌──────────────────┐
│ Office of General│                 │                │ Office of Intregity│
│     Counsel      │                 │                │ and Accountability │
└──────────────────┘                │                └──────────────────┘
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Customer Service Administration	Compliance & Oversight Administration	Policy and Planning Administration	Support Services Administration
- Field Services - HQ Customer Service - Customer Service Delivery Products - Product Development - Information Technology	- Compliance - Customer Records - Motor Carrier Services - International Affairs - Driver Improvement - Dealer Licensing - Financial Responsibility	- Communications - Policy Development - Agency Planning - Training - Quality Control - Stakeholder Communications	- Human Resources - Financial Services - Procurement & Contracts - Audit Services - Asset Management - Facilities & Capital Improvement

Base Budget Expenditures and Appropriations

Major Budget Categories	05-06 Appropriations Act		FY 2006 Actual Expenditures		FY 2007 Appropriations Act		FY 2007 Actual Expenditures	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	$25,738,885	$8,115,835	$37,074,147	$8,661,900	$35,524,292	$	$40,047,685	$0
Other Operating	$31,689,971		$21,320,591	$64,348	$19,943,796	$	$21,952,791	$0
Special Items	$	$	$	$		$	$	$
Permanent Improvements		$	$1,134,130	$	$	$	$713,370	$
Case Services	$	$	$	$		$	$	$
Distributions to Subdivisions	$	$	$	$		$	$	$
Fringe Benefits	$7,498,498	$2,737,751	$10,979,149	$2,562,280	$10,812,429	$	$12,220,631	$0
Non-recurring	$	$				$	$	$
Total	$64,927,354	$10,853,586	$70,508,017	$11,288,528	$66,280,517	$	$74,934,471	$0

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bills	0	0
Capital Reserve Funds	0	0
Bonds	0	0

Major Program Areas Chart

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References for Financial Results*
I. Administration 01000000	Includes: Administrative Support Services, Communications, Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Planning, Policy and process development, Training and Change Management.	**State:** 1,001,762 **Federal:** 0 **Other:** 4,464,581 **Total:** 5,466,343 **% of Total Budget:**	1.42% 0.00% 6.33% 7.75%	**State:** 0 **Federal:** 0 **Other:** 5,551,133 **Total:** 5,551,133 **% of Total Budget:**	0.00% 0.00% 7.41% 7.41%	CSA424CM 08/08/07
IIA1.Customer Service Centers 10102000	Includes all 69 field offices, providing full range of customer services and products.	**State:** 4,438,800 **Federal:** 0 **Other:** 27,144,492 **Total:** 31,583,293 **% of Total Budget:**	6.30% 0.00% 38.50% 44.79%	**State:** 0 **Federal:** 0 **Other:** 33,333,538 **Total:** 33,333,538 **% of Total Budget:**	0.00% 0.00% 44.48% 44.48%	CSA424CM 08/08/07
IIA2. Customer Service Delivery 10103000	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media	**State:** 757,118 **Federal:** 0 **Other:** 2,423,820 **Total:** 3,180,938 **% of Total Budget:**	1.07% 0.00% 3.44% 4.51%	**State:** 0 **Federal:** 0 **Other:** 5,286,035 **Total:** 5,286,035 **% of Total Budget:**	0.00% 0.00% 7.06% 7.06%	CSA424CM 08/08/07
IIB. Procedures and Compliance 10200000	Includes: Compliance, Customer Records, Financial Responsibility, Dealer Licensing, Document Review and Fraud Detection, Driver Improvement	**State:** 1,749,944 **Federal:** 0 **Other:** 5,244,020 **Total:** 6,993,964 **% of Total Budget:**	2.48% 0.00% 7.44% 9.92%	**State:** 0 **Federal:** 0 **Other:** 6,072,806 **Total:** 6,072,806 **% of Total Budget:**	0.00% 0.00% 8.10% 8.10%	CSA424CM 08/08/07

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures			FY 05-06 Budget Expenditures			Key Cross References for Financial Results*
IIC. Motor Carrier Services 10300000		**State:**	259,062	0.37%	**State:**	0	0.00%	
		Federal:	649,353	0.92%	**Federal:**	503,181	0.675	
		Other:	2,103,459	2.98%	**Other:**	1,987,392	2.65%	
		Total:	3,011,874		**Total:**	2,490,573		
		% of Total Budget:		4.27%	**% of Total Budget:**		3.32%	CSA424CM 08/08/07
IID.Technology & Product Development 10300000		**State:**	519,562	0.74%	**State:**	0	0.00%	
		Federal:	0	0.0%	**Federal:**	0		
							0.00%	
		Other:	7,638,764	10.83%	**Other:**	9,266,391	12.37%	
		Total:	8,158,326		**Total:**	9,266,391		
		% of Total Budget:		11.57%	**% of Total Budget:**		12.37%	CSA424CM 08/08/07
Contributions 95050000	**Contributions**	**State:**	2,562,281	3.63%	**State:**	0	0.00%	
		Federal:	97,931	0.14%	**Federal:**	99,142	0.13%	
		Other:	8,318,941	11.80%	**Other:**	12,121,489	16.18%	
		Total:	10,979,152		**Total:**	12,220,631		
		% of Total Budget:		15.57 %	**% of Total Budget:**		16.31%	CSA424CM 08/08/07
Capital Projects 99000000	**Capital Projects**	**State:**			**State:**			
		Federal:			**Federal:**			
		Other:	1,134,130	1.61%	**Other:**	713,370	0.95%	
		Total:	1,134,130		**Total:**	713.370		
		% of Total Budget:		1.61%	**% of Total Budget:**		0.95%	CSA424CM 08/08/07

| | | 70,508,020 | 100.00% | | | 74,934,477 | 100.00% | |

Section III - Category 1 – Leadership

1.1 Communicating Short and Long Term Direction

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

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

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

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

Organizational and Employee Learning: To demonstrate the agency's commitment to organizational and employee learning, the Policy and Planning Administration's primary mission is to provide to employees the tools through which they can confidently, professionally and accurately deliver cost effective and efficient services to our customers. Through the establishment of the agency's Training and Change Management section, the agency instituted a formalized program to train new employees, update employees on organizational changes affecting their work and develop future leaders in the organization. A key learning tool is the weekly Operational Newsbreak online newsletter that details operational changes on a weekly basis.

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

1.2 Promoting Focus on Customers and Other Stakeholders
To maintain a customer-focused direction, DMV continually takes steps to obtain valuable customer feedback through customer surveys, constituent correspondence, and

telephone contact. By continuously seeking feedback, DMV is better able to determine what works and doesn't work for the agency and its customers.

Likewise, the agency has established formal communications through regular meetings with stakeholders such as county officials, insurance industry representatives, law enforcement, the trucking industry, the dealer industry, and international customer advocates. In addition, agency senior leaders have established formal partnerships with other agencies such as the Department of Public Safety, the Department of Insurance, Department of Natural Resources, Department of Corrections and Department of Probation, Parole and Pardon Services in order to better serve our mutual stakeholders. Finally, agency leadership routinely meets with representatives from the banking establishments, legal community, law enforcement and commercial purchases of DMV information to determine methods of providing more and better services to these stakeholders.

1.3 Current and Potential Impact on Customers

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

1.4 Maintaining Fiscal, Legal, and Regulatory Accountability

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

1.5 Key Performance Measures Regularly Reviewed by Senior Leaders

Senior leaders routinely review office and online transactions, backlogs, wait times, call center activity and customer feedback tools to measure the agency's performance, responsiveness and customer service levels. The agency has implemented an accountability tracking program through which individual unit managers must respond to reports of unsatisfactory customer service, transaction processing, or excessive backlogs. Managers are charged with providing explanations and developing action plans that address specific measures to be taken to prevent future occurrences of performance shortcomings.

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

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

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

1.9 Supporting and Strengthening the Community
All senior managers are involved in activities to support and strengthen the agency and state community and the community at large. Senior managers routinely serve as guest speakers at state and national trade organizations and serve on intra-agency committees and task forces aimed at providing shared services to mutual constituencies. Specific examples include: Executive Director is the President of Region Two and serves on the international board of American Association of Motor Vehicle Administrators; a senior DMV leader attends all S.C. Association of County Auditor and Treasurer meetings; senior leaders have spoken at the insurance industry trade organizations' annual meetings; senior leaders partnered with officials from DOT and DPS to develop state Highway Safety Strategic Plan. DMV also encourages employees to participate in various community activities across the state. Priorities are determined by the agency's ability to participate and make valuable contributions.

Section III - Category 2 – Strategic Planning

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

> *DMV's mission is to support the Governor's efforts to promote economic growth, deliver cost effective and efficient services, enhance quality of life, and increase educational opportunity for the citizens of South Carolina.*
> *DMV accomplishes this mission by administering South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.*

DMV identified the key values guiding our strategic direction:
- Promote economic growth;
- Deliver cost effective and efficient services;
- Enhance quality of life;
- Increase educational opportunity;
- Administer laws;
- Improve service efficiency;
- Improve service effectiveness;
- Increase professionalism

Incorporating these elements, we designed eight agency strategic objectives that serve as the basis for our action plans. At the semi-annual review, each strategy is validated against the values inherent in our mission to ensure compatibility. Each of the strategies specifically addresses the accountability measure requested in this section of the planning process, as detailed in the next section.
The agency's key strategies remained unchanged in fiscal 2006-2007. All agency actions are geared towards achieving these eight strategic objectives.

Key Strategic Objectives
The following key strategic objectives are tied back to the accountability measures of the previous section and are linked to specific program areas in the Strategic Planning Chart.
- **Strategy 1.** Improve DMV products and services by exploring alternative methods of service delivery *(a. Customer needs and expectations; e. Supplier/contractor/partner capabilities and needs.)*
- **Strategy 2**. Ensure customers receive timely, accurate and consistent service in a professional manner *(a. Customer needs and expectations; c. Human resource capabilities and needs; d. Operational capabilities and needs)*
- **Strategy 3.** Invest in employee development and accountability *(c. Human resource capabilities and needs; d. Operational capabilities and needs)*

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

2.2 Developing and Tracking Action Plans that Address Key Strategic Objectives

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

Strategic Planning Chart

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

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

I. Administration (SSA)	Strategy 7. Maintain safe, professional and functional working facilities	a. Develop agency Safety and OSHA program.	7.1.1.17
IID. Technology and Product Development (CSA)	Strategy 8. Develop and maintain IT systems to support agency operations	a. Expand web services capabilities as preferred platform for data interchange	Migrate all existing mainframe interfaces with counties to web services.
IID. Technology and Product Development (CSA)		b. Replace existing Driver's License Processing Systems	Began phase II of replacement program.

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

DMV has not formally involved external stakeholders in the development or dissemination of the strategic plan. Internal communications have focused on top-down distribution through administrators to their line managers. Part of our strategic initiatives for the coming year include improving internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

2.4 Measuring Progress of Action Plans

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

2.5 Addressing Strategic Challenges Through Strategic Objectives

The department's strategic objectives focus primarily on delivering a quality product with exceptional customer service, developing and promoting professional employees and providing superior technology and other resources for employees to accomplish these objectives. Initiatives identified and outlined in the Strategic Planning Chart (Section III – Category 2) directly address the strategic challenges outlined in our Organizational Profile (Section II). As DMV's executive management team evaluates and prioritizes its initiatives, these challenges directly influence their decisions. Many of these challenges can not be directly controlled internally. Therefore, management is required to develop long-term strategies to overcome the challenges with the support and cooperation of external stakeholders.

2.6 Evaluation and Improvement of Strategic Planning Process

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

2.7 Online Strategic Plan

The agency's strategic plan is not online.

Section III - Category 3 – Customer Focus

3.1 Key Customers and Stakeholders
DMV defines a customer as any individual or entity that contacts the agency for information or service. This definition includes the general public, business customers, law enforcement, members of the General Assembly, the Governor, the Lieutenant Governor, and other state and federal agencies. Key requirements for these customers are based on the type of transaction or information they are seeking. DMV provides licensing services for drivers, registration and titling services for vehicles, and research and information services for law enforcement and business customers. Because of the many types of services DMV provides, the agency has more contact with South Carolina citizens than most other state agencies; that contact is generally maintained throughout that customer's life.

3.2 Meeting Changing Needs
DMV continually monitors customer feedback obtained through web contact in the Alternative Media Unit, correspondence and telephone calls received through the Office of Communications and Constituent Services, telephone calls received through the DMV Call Center, and customer survey forms. Data collected through these means is logged and tracked through completion. This data is used to identify problems and concerns, recognize service excellence, and report solutions to issues affecting all customers.

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

3.4 Measuring Customer Satisfaction
DMV measures customer satisfaction through branch office surveys, online surveys, telephone surveys and customer contact. The DMV Constituent Services Office monitors customer contact and tracks both positive and negative feedback received from customers. Each customer inquiry is tracked from the moment it is received until the customer response is complete. Tracking this information, along with customer service surveys, enables DMV to identify problems and solutions regarding agency policies and procedures, employee training and information disbursement. By monitoring customer feedback, DMV can also better determine the public's response to service improvements and employee interaction. DMV also commissioned the University of South Carolina

Institute for Public Service and Policy Research to conduct a customer satisfaction survey. Results are reported in Category 7.

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

DMV frequently participates in stakeholder meetings, conferences and special events to address their needs and concerns. DMV meets with the South Carolina Auditors, Treasurers and Tax Collectors (SCATT) bi-monthly to discuss ways the agencies can work together to provide better services to S.C. citizens. DMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency has also worked with counties to issue registration and decals in county offices.

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

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

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

4.2 Use of Data/Information Analysis for Decision Making
Data analysis plays a critical role in making business decisions at SCDM. For example, data that we obtain from our core DMV application allows us to analyze:

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

Mangers at different levels of our agency have access to this data and review this information to make decisions related to employee staffing and training, among other things. We also analyze errors made by our employees and customers in an effort to identify the underlying reason for the error. As a result of this analysis, DMV may decide that additional training in a certain area is needed. DMV may also find that our policies, processes or forms need to be simplified and improved.

As an agency that provides products ands services to all of our state citizens on a frequent basis, our primary performance goals are related to the speed, accuracy, security and efficiency of our services. We attempt to capture data related to these goals and use the information to identify operational weaknesses and improve operations. As in any organization, the key to success is to capture relevant data, present it to decision makers in a meaningful manner and use the data to make business decisions.

4.3 Key Measures
Current key measures used by the Department of Motor Vehicles in making choices and decisions affecting the Agency and the citizens of South Carolina include the following:
- Number of customer service windows staffed daily per field office
- Customer wait times per field office
- Total number of customer transactions performed daily per field office
- Total number of online transactions performed daily

- Total phone calls received in call center
- Backlog volume
- Total number of customer complaints per field office
- Total revenue received and expenses incurred for selected periods
- Total products delivered
- Number of employees trained and types of training delivered
- Various Driver and Vehicle transaction error rates

4.4 Using Data/Information Analysis

The agency utilizes various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. DMV data is also used internally and by external stakeholders and customers to determine statewide statistics such as uninsured motorist activity, driver offenses and vehicle registration trends. The availability of this data has led to several key DMV initiatives: partnering with the insurance industry in developing the South Carolina Automated Liability Insurance Reporting system; providing dealers with ability to issue DMV titling and registration products; allowing counties to issue registration decals. All data sources used to collect information regarding driver- and vehicle-related issues are actively used by DMV management personnel and outside sources as allowed by law to make decisions and choices. This same information is provided in a timely manner to all legislative bodies requesting such data. DMV will continue to expand its data collection and reporting capabilities during FY 07-08. DMV has ready access to benchmarking tools from other states that are then used by the agency to determine its own performance. Specific agencies that provide comparative statistics include: American Association of Motor Vehicle Administrators (AAMVA), National Highway Traffic Safety Administration (NHTSA); Federal Motor Carrier Safety Administration (FMCSA). DMV has recently engaged a benchmarking service that has already garnered data from nine other jurisdictions on key measures such as transaction volume, wait times, and processing times.

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

The Department of Motor Vehicles ensures data integrity, timeliness, accuracy, security and availability over all DMV data and information. The DMV database is accessible only through the use of authorized log-in and password features. Additionally, audit trails are maintained to identify all users accessing the system. Multiple edits and validations have been integrated into the system to ensure all required data is obtained based on the specific transaction processed. Through internal testing of software maintained in its database and interaction with software vendors regarding virus deterrence and firewall development, data protection and availability is ensured to DMV management. DMV continuously focuses on information technology to ensure data is accurate and is provided to management in a timely manner.

The system automatically produces transaction reports on a daily, weekly or monthly basis that are readily available for management review of performance. In the coming year, we aim to significantly expand and formalize the management reporting and review system to increase our ability to measure operation efficiency and effectiveness.

4.6 Translating Organizational Performance Into Priorities for Continuous Improvement

SCDMV translates performance review findings into operation improvements through a process where reviews are conducted, findings are documented and shared with managers, improvement plans are created and additional follow up reviews are conducted to ensure that original findings have been properly addressed. As an example, DMV conducts review of each of our 68 field offices. These reviews are conducted to ensure that all field office employees adhere to DMV policy and procedure when serving customers. The review also determines if managers follow policy and procedure when managing the office. The results of these reviews are documented and shared with the local field office manger, the Administrator for all field offices and the agency Director. A senior manager meets with each field office manager to discuss the findings and an improvement plan is developed to address any specific problems identified. A follow up review with the senior manager is conducted to monitor progress in execution of the improvement plan.

4.7 Managing Organizational Knowledge

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

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

Section III - Category 5 – Workforce Focus

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

5.2 Evaluating and Improving Human Resource Processes
The Human Resource Team has developed measurements to track our processes to better identify areas for improvement. We review these measurements with the Directors in the weekly meeting and solicit their input. We make changes based on the needs of each area. Through these meetings we have identified the need for HR Development Training for supervisors and managers. We have developed the training and are in the process of working with Training and Change Management to schedule these classes.

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

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

5.5 EPMS Supporting High Performance
Employees are formally evaluated on an annual basis with one informal evaluation occurring at mid-year to establish high performance standards and a strong work ethic. DMV encourages employee development and involvement in planning and performance reviews, and supervisors are encouraged to communicate performance expectations throughout the review period through discussion and informal reviews. Employees may attach written statements or rebuttals to the EPMS form for review by upper management and Human Resources.
An annual universal review date of February 17 has been implemented for all employees. The majority of the employees have been placed on the universal review date.
Probationary employees who become covered employees will receive a short-year review upon being placed on the universal review date, as well as employees on a six month trial period.

5.6 Motivating Employees

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

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

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

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

5.7 Employee Well-Being and Satisfaction

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

5.8 Maintaining Safe and Healthy Work Environment

DMV is committed to providing a safe and healthy work environment for all employees, and its commitment is evidenced in Strategy 7 of the agency's strategic plan: Maintain safe, professional and functional working facilities. Through office inspections, DMV ensures compliance with OSHA, ADA and indoor air quality standards. Employees are encouraged to report safety concerns and conditions that may constrict their job performance.

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

Section III - Category 6 – Process Management

6.1 Key Processes that Produce, Create or Add Value

The Department of Motor Vehicles has developed a network of key design and delivery processes for the products and services it provides to its employees and citizens of the state. These key processes are based upon the Agency's mission and the major strategic goals of management and are defined as delivering services directly to external customers. Key processes are delivered across multiple program areas and distribution channels, and utilize various technologies to provide value to our customers. Through direct contact and input from user groups and constituent-based surveys of customers that use the products and services of these delivery processes, the DMV is able to maintain changing customer and legislative requirements.

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

Program Area	Service Channel	Key Processes
Customer Service Centers	Geographically distributed face-to-face customer service centers	• Issue Driving Credentials and ID Cards • Process International Customer Driver Services (17 offices throughout the state) • Issue Titles • Process lien information • Issue Vehicle Registration Credentials • Clear driver and vehicle Reinstatement Requirements • Administer driver knowledge and skills tests • Provide Motor Vehicle Records • Issue IFTA and IRP credentialing to Motor Carriers (3 offices, to be expanded to 10) • Issue and Renew Dealer Licenses • Process customer change requests • Provide information and documents
Customer Service Delivery	Web-based transactions, mail-in transactions, automated interface transactions, Customer Call Center	• Issue duplicate and renewal driving credentials and ID cards • Process requests for driver and vehicle records • Issue titles and process title lien requests • Perform title and vehicle research • Perform driver record research • Oversee biennial registration and process exceptions • Respond to customer requests for information
Compliance and Oversight	Mail-in, face-to-face customer service; site visits to dealers, trucking companies, etc., face–to-face hearings, mail-in hearing requests	• Maintain driver record information from courts (uniform traffic tickets, court orders, etc.) • Enter and maintain accident data • Add driver and vehicle suspensions • Clear Reinstatement Requirements for Driver and Vehicle Suspensions • Process and Maintain driver medical exclusion information • Oversee uninsured motorist program • Process Dealer Licensing applications

		• Perform Dealer Licensing Inspections • Administer program and process transactions for the International Registration Plan (IRP), • Administer program and process International Fuel Tax Agreement (IFTA) transactions • Administer program and process transactions for Single State Registration System (SSRS) • Maintain Performance and Registration Information Management System (PRISM) • Maintain S.C. Commercial Drivers License (CDL) AAMVA reporting system • Perform inspections for third party CDL testers • Administer and oversee New Entrant Safety Assurance Programs • Process Administrative Hearing Requests and Results

6.2 Incorporating Organizational Knowledge

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

6.3 Meeting Key Requirements through Day-to-Day Operations

We constantly monitor business processes and undertake improvements as detailed in 6.2. Since efficient systems are composed of inputs, processes and outputs that have been reengineered, by improving the systems and processes that produce the output measures from our agency, we directly affect performance through the adjustment of the inputs and processes.

6.4 Systematically Evaluating and Improving Key Product and Service Processes

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

SCDMV also researches and discusses best service delivery practices with other states through our trade association (AAMVA). Through this network of DMV professionals,

states learn from each other and can measure our internal processes against successful practices in other states.

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

6.5 Key Support Processes
DMV defines support processes as those internal agency processes that are required to support key core business processes aimed at external customers. Some key support processes include:
- Information Technology
    - Maintain an information technology system that supports core process transactions
    - Provide technical help desk support to employees
- Communications
    - Maintain and implement internal and external communications plans
- Constituent Services
    - Provide ombudsman services, including tracking and follow-up of requests for assistance from external customers
- Policy and Planning
    - Develop, maintain and distribute official agency policies and procedures
    - Develop, maintain and distribute official agency business processes
    - Maintain agency strategic plan
- Training and Change Management
    - Develop and maintain training materials supporting training curricula
    - Communicate official agency operational changes to employees
- Human Resources
    - Maintain employee employment information
    - Administer employee benefits
    - Maintain classification and compensation system
- Financial Services
    - Maintain budget and accounting systems
    - Maintain control over fixed assets and inventory
- Procurement Services
    - Process requisitions and purchase orders

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

6.6 Determining Resources Needed to Meet Budget and Financial Obligations

Beginning in FY 07, DMV became totally funded by revenues generated and retained by the agency, with the exception of approximately $700,000 received from federal grants. Therefore, it is imperative that executive management analyze prior year expenditures and revenue estimates for the upcoming year when determining resources needed to meet financial obligations. DMV's greatest resource is its employees; therefore approximately 70% of its budget is used for personnel costs (salaries and fringes). In addition, DMV is always challenged to improve service delivery methods, implement legislative mandates and maintain facilities. All of these initiatives requires executive management to prioritize, allocate funding and manage cash flow in a very conscientious manner. In an effort to accomplish these objectives, DMV management utilizes detailed financial reports, a comprehensive strategic plan and a capital improvement/facility maintenance plan.

Section III - Category 7 – Results

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

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

7.1.1 Strategic Initiatives

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

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

7.1.1.2 Enable Electronic vehicle registration by dealers

- In a program begun as a pilot in FY 04, DMV developed a system to allow dealers to directly title and register vehicles onsite. This allows customers to walk away from a dealership with their vehicles already titled and registered.
- Objective: In FY 07 our goal was to enlist additional auto dealers to the system so that we could fully automate at least 35% of all dealer transactions through the EVR system. Actual results are reported in Table 7.1.1.2

Table 7.1.1.2

	FY 05	FY 06	FY 07
Total Approved Dealers	164	246	282
Total EVR Transactions	73,571	192,995	226,388
Total Counter Dealer Transactions	331,224	355,878	314,668
Total Dealer Transactions	404,795	548,873	541,056
EVR as % of total Dealer Transactions	18%	35%	42%

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

- The program began as a pilot in FY 04 with 5 high schools across the state to administer knowledge tests at the school to eligible students.
- During FY 07, our main objective was to continue to increase the number of schools participating in this high school program. Whenever a request is made by a high school administrator, the DMV analysts also speaks with the students (students not signed up to take knowledge test) about the requirements for obtaining a beginner's permit and the importance of obeying SC motor vehicle laws. Requests were also received from the Urban League and local libraries.
- Objective for FY08: Continue to add schools to program. Partner with other agencies to develop an education program for Teen Drivers and Mature Drivers

Chart 7.1.1.3
High School Knowledge Test Administration Results

	FY 05	FY 06	FY 07
Total Schools Participating	22	77	122
Total Students Tested	1,611	4,873	7,342

7.1.1.4 Expand County Decal Issuance Program

- In FY 05, Dorchester County began issuing decals and registrations as part of a pilot program. Richland, Clarendon, Laurens and Aiken Counties began issuing decals in FY 06. In FY 2007, we exceeded our objective of adding 10 additional counties by having fourteen additional counties join the program. By allowing customers to obtain their decals at the same time that they pay their property taxes, both DMV and County treasurers have in partnership exceeded customer expectations. The fact that more counties have asked to join the program than we anticipated is testament to the success of the program. We anticipate that up to 10 additional counties will sign on to the program during FY 07.
- Table 7.1.1.4 shows the number of registrations issued by counties during FY 06 and 07. Going forward we will provide these statistics for all participating counties.

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

County	FY 06	FY 07	% Increase
Abbeville		19,679	N/A
Aiken	8,084	110,655	1269%
Anderson		131,055	N/A
Bamberg		9,936	N/A
Cherokee		38,856	N/A
Chester		24,142	N/A

Clarendon	12,792	22,391	75%
Darlington		45,426	N/A
Dorchester	48,508	78,550	62%
Kershaw		44,558	N/A
Lancaster		47,920	N/A
Laurens	3,362	48,235	1335
Lee		11,047	N/A
Lexington		18,1229	N/A
Marion		20,798	N/A
Richland	35,144	206,296	487%
Saluda		15,057	N/A
Spartanburg		190,485	N/A
Union		21,593	N/A
Total	107,890	1,267,908	1075.19%

7.1.1.5 Maintained reduced statewide customer wait times.

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

Table 7.1.1.5 Average Annual Statewide Wait Times in Customer Service Centers

FY 05	FY 06	FY 07
10.1 minutes	7.2 minutes	5.3 minutes

7.1.1.6 Improve Call Center Operations

The focus for the 2006-2007 fiscal period has been on employee development, workflow management and to streamline processes in order to improve our performance measurements and provide higher quality customer service. More attention has been devoted to service observing the agents calls. The calls are scored on the quality of information provided along with the service delivery. Feedback from these sessions provide positive reinforcement and coaching opportunities that make stronger Call Center agents. In addition to these changes the physical environment has been reconfigured to provide an open space allowing for optimal visability and support of all agents. The following statistics demonstrate how these changes have impact the Call Center operations:

- Increased the number of calls handled from the previous fiscal year of 738,997 to 807,271 (9.24%).
- Reduced the abandon rate from the previous fiscal year of 153,082 to 142,731 (6.76%).
- Drastically reduce the number of callers receiving a busy signal from the previous fiscal year of 809,009 to 216,621 (73.22%).

- Average time/call has remained consistent at 3:36 minutes per call. (This statisic measures the agent's knowledge and ability to answer customer's questions.)
- The average speed of answer has consistently improved from 3.9 minutes from the previous fiscal year to 2.7 minutes this fiscal year. (A reduction of 29.05%).
- Surveys of Call Center customers done by USC had a very favorable impression of the Call Center, its staff, and the quality of the services they received stating that 92.2% were satisfied with the courtesy and attitude of the Call Center staff.

7.1.1.7 Develop and implement formal customer service training program for work units throughout the organization
a) Expand New Employee Training
- Preparing new employees to process transactions accurately and professionally is a continued goal for the Department. In FY 07 we further enhanced the New Employee training curriculum by including an introduction to fraudulent documents and expanding customer service training. We also experimented with having employees practice the skills learned during the last day of training on site at the Blythewood Customer Service Center. Additionally, a more comprehensive on-the-job training program was piloted that involved the new employee receiving constant guidance for the first four-weeks of employment after leaving New Employee Training. This on-the-job training was concluded with a comprehensive final assessment. Employees participating in the pilot scored an average 93.5% on the assessment and those not participating in the pilot scored an average 87.1%.

b) Continue Customer Service Training Program
As a result of staffing levels and maintaining an exceptable wait time, offsite customer service training programs were minimized and only two external classes were given where 62 employees participated. However, customer service training has been expanded in the new employee training program, resulting in 286 employees receiving this training.

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

7.1.1.9 Implement Manager Training Program
The Office of Training and Change Management conducted focus group meetings with agency managers and supervisors to identify agency leadership competencies. These competencies will be used to develop an agency leadership training program. In addition, Training and Change

Management is working the Office of Human Resources to develop relevant HR training. Two HR courses – Disciplinary Action and Leave and Attendance – have been piloted and will be delivered to all managers and supervisors beginning Fall 2007. Training on the Employee Performance Management System is ongoing on a quarterly basis. 35 managers and supervisors received EPMS training during FY07.

7.1.1.10 Establish Employee Career Path Classification, Compensation and Performance Plan

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

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

7.1.1.11 Expanded outreach to international customers

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

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

We also recently opened another office to process our high volume of corporate international customers in the Upstate, bringing the total number of international centers to 17.

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

Table 7.1.1.11
Credentials Processed for International Customers

FY 05	FY 06	FY 07	Increase from 06
28,662	34,304	37,104	8.2%

7.1.1.12 Implement and support DMV intranet to improve employee/management communications

- New intranet design was implemented April 16, 2007.
- Modifications to new design is currently underway to continuously improve intranet capabilities.
- Intranet quick poll results on how employee's like the new intranet are below with 1493 total votes –
  - o 65.8% love it
  - o 20.6% it's pretty nice
  - o 9.4% it's growing on me
  - o 4.2% yuck
  - • While the new site contains all of the same information as the original site, it features a fresh new look and increased functionality. Here is a description of some of the new features:
  - o **Key Word Search** – This feature allows the user to search the web site for information using a key word or phrase. In addition to the Key Word Search enhanced searching and sorting capabilities are found throughout the website as you access different pages.
  - o **Personalized Home Page** – Employees name and department will appear in the My Info box on the home page. The new site automatically detects the user based on the login information of the computer being used. Employees are responsible for updating his or her directory information.
  - o **Employee Directory** – The home page features a link to the Employee Directory. You can access an employee's directory information by typing in the employees name in the search box.
  - o **Quick Poll –** The Quick Poll gives users a chance to vote on a particular topic.
  - o **Acronym Manager** –DMV acronym's meaning is listed in this database. This has proven very helpful.
  - o **Operational Newsbreak** – These newsletters are posted weekly to communicate operational information essential in performing job duties.
  - o **Meeting Room Scheduler** – DMV conference rooms are scheduled through this application that is searchable by resources needed.

7.1.1.13 Enhanced the Automobile Liability Insurance Reporting System (ALIR)

- In March 2004 S.C. implemented the ALIR system, aimed at identifying uninsured motorists. The system became mandatory in September 2004 for the electronic reporting of Notices of Cancellation. In January 2005, suspension of the owner's driver's license, as well as tags, was implemented as the penalty for failure to obtain insurance subsequent to a cancellation. Currently over 40,000 cancellations are received electronically each month although only around 60% of cancellations result in a notice being sent to customers due to automated verification and processing business rules.
- In July 2006, the ALIR system was enhanced to permit electronic reporting of FR10 Verification of Insurance at Time of Accident transactions which was historically done by the customer taking a paper form to their insurance agent to have it completed and mailed to the DMV. Currently over 14,000 FR10 transactions are submitted electronically each month without requiring the customer to visit their insurance agent or the completion of paper forms.
- In September 2006, all insurance responses to cancellation notices were required to be submitted electronically using the ALIR system. Currently we process over 26,000 insurance responses to cancellation notices electronically every month accounting for over 90% of all insurance received by the DMV.
- During FY 06 we also added functionality to the system that allows not just insurance companies but also their agents to report insurance information electronically. Currently we have over 2,000 insurance agents verifying insurance electronically though the ALIR system. Additionally, all insurance verification transactions offered through the ALIR website were made real-time, meaning that insurance is posted immediately to the DMV system and the customer's driving status is returned to the insurance user with a copy of the DMV clearance letter.
- During FY 07 we added functionality to the ALIR system to allow insurance companies to create individual sub user accounts to accommodate insurance companies that write policies directly with policyholders without the use of remote agents. Currently over 500 insurance company sub user accounts are being used by insurance company representatives. Additionally, modifications were made to allow commercial insurance companies to verify insurance electronically although insurance cancellations are still not reported by commercial carriers.
- During FY 07 we have worked to improve customer services by creating a dedicated customer support unit for insurance-related inquiries, and adding self service options such as web fee payment.
- Currently we're implementing mandatory VIN file reporting (entire book of business, Jan 1, 2008 deadline) in order to begin verifying insurance following new vehicle registration and renewals. VIN file reporting will close the loop on uninsured motorists and increase the efficiency of the overall program by decreasing insurance company and customer involvement (automated verification following cancellation notice to DMV, accidents, etc.). Currently over 80% of the market is submitting VIN files voluntarily.
- The ALIR system identifies over 15,000 uninsured motorists each month. Based upon an analysis of accident data, we have estimated that the ALIR system has decreased the uninsured motorist rate for 25% in 2003 to less than 9% to date.

- Chart 7.1.1.13 shows statistics comparing FY 05, FY 06, & FY 07 cancellation notices received electronically, responses to the cancellation notices (FR4a) reported electronically. Beginning in September 2006, all insurance responses to cancellation notices must be submitted electronically.

Chart 7.1.1.13
Number of Notices of Cancellation Processed

	FY 05	FY 06	FY 07	% change FY05 – FY07
FR 4 Cancellations	405,032	512,956	467,939	-
FR4a compliance Transactions submitted electronically	70,253	177,320	229,599	226.8%

7.1.1.14 Expanded Fraud Detection Program

During 2007 the Office of Integrity and Accountability assumed the following responsibilities:

- The Office of Integrity and Accountability continued to monitor and investigate incidents of potential employee and customer fraud and improper employee conduct.
- The Office of Integrity and Accountability's staff are available for new employee orientation and field office staff meetings to provide guidance on policies, ethics, and current fraud trends.
- The internal affairs unit of this office investigates all allegations of misconduct by employees. Criminal cases are referred to SLED. As of September 2007, the office has conducted 80 investigations, 25 of which were referred to SLED. Some of these cases have resulted in the arrest of DMV employees.
- The fraud detection unit is focused on identifying customer fraud and works with other agencies, including DHEC's Bureau of Vital Statistics, local law enforcement, SCDMV work units, and other involved parties to help curtail identity theft cases. As of September 2007, this unit has identified 45 cases of potential identity theft 157 cases of potential fraud; out of which 43 were successfully closed. 386 of which were referred to SLED and local law enforcement, respectively.
- The office continued the Established Risk Mitigation Plan to monitor department activities, to include reviews of random samples of title transactions aimed at detecting fraudulent activities.
- Fraud training was expanded for all employees to help them identify fake documents presented to obtain SCDMV products. The Office of Integrity and Accountability also partnered with Training and Change Management's staff to update the training curriculum and add a fraud component to the New Employee Training. Fraud Training was made mandatory for all

employees because most investigations of customer fraud are the direct result of employee's diligence when reviewing acceptable documentation.

- The Office of Integrity and Accountability completed a Quality Assurance Operation pilot program in conjuction with the CDL Compliance Unit; this program is designed to monitor the CDL issuing process through out the state and ensure adherence to FMCSA and department guidelines. As of September 2007, 24 of these operations were completed.
- The Office of Integrity and Accountability assisted in the development of a department wide Destruction Policy to ensure proper destruction of sensitive items. This policy provides a means of accounting for and safegaurding SCDMV products and information.
- The Office of Integrity and Accountability assisted in the development of a new case tracking system to keep track of all criminal and administrative cases handled by the department. The new system will allow for more accurate and efficient case documentation and tracking.
- The Office of Integrity and Accountability is compiling an instruction manual to document the daily responsibilities of the unit. This will allow a more consistent performance of duties and ensure uniform practices through out the unit.
- The Office of Integrity and Accountability implemented a Fraud Detection Program designed to detect and deter fraudulent activity. This program identifies areas that are vulnerable to fraud and makes recommendations to strengthen these areas.
- The Office of Integrity and Accountability is also working closely with Information Technology's (IT) staff to develop a number of reports to identify trends and investigate certain transactions that are vulnerable to customer and employee fraud. These reports include, but are not limited to, sales tax exemptions, back-outs, and Social Security verifications.

Vehicle and identity fraud costs consumers and the state millions of dollars each year. Because the agency is charged with ensuring vehicle registration and driver's license integrity (the driver's license has become the most acceptable form of identification in commerce), every case in which we identify an employee fraudently issuing DMV products for personal gain, or in which we identify a title washing or fake ID operation reduces the cost to the public.

7.1.1.15 Requirements for REAL ID Act

DMV expects the Department of Homeland Security (DHS) to issue final REAL ID rules and regulations in November of this year. After reviewing these regulations, DMV can begin to inform our customers and stakeholders of any changes to the REAL ID requirements and assess the impact of our state's non-compliance with the Act.

As stated in our response to DHS, the adoption of the draft REAL ID regulations would place on undue burden on our agency and the citizens of this state. Although we understand and agree with the need for license standards, improved methods for document verification and increased security, South Carolina is concerned that many of the original REAL ID protocols are excessive and unnecessary and will serve to derail most of our recent operational and customer service improvements. If the draft regulations were to be adopted, DMV could fully expect to see:

- Increased traffic and higher customer wait times in our DMV Offices. We estimate that traffic will increase by 1.9 million customers over the next 5 years and wait times could approach two hours in our larger, busier offices.
- Customer frustration related to enrollment and the types of documents to be verified
- Customer frustration related to the need to re-verify source documents for address changes and at renewal
- The length of time required to obtain a compliant credential will be excessive. Real ID will force SCDMV to change to a central issuance model for credentials. Given the current status of federal databases to be used for verification of source documents, verification is likely to take days, if not weeks, to complete.
- A reduction in the use and effectiveness of our online and mail-in service options
- An increase in the cost of a license from the current $25 fee to a fee of $60-$80

It should be noted that the costs and impacts to services have been calculated through a careful analysis based on formulas and documents used by all states and in conjunction with the American Association of Motor Vehicles, the National Governor's Association, and the National Conference of State Legislatures based on the preliminary rules issues by the Department of Homeland Security.

7.1.1.16 Improve communications between courts and DMV

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

The pilot program is aimed at bringing South Carolina into compliance with the Motor Carrier Safety Improvement Act, which requires that an offense committed in a CMV or by a CDL holder be posted to an offender's record within 10 days of conviction. The program represents a partnership with a key DMV stakeholder - the court system - and lays the groundwork for future

partnering with law enforcement. Currently, there are 11 counties that are "live" on the latest version of the Court Management System.

During Phase 2 of this project, we will begin processing tickets issued on Out-of-State drivers with a CDL license or in which the violation occurred in a commercial motor vehicle. We will also begin to process warrants and indictments and will need to define and implement an archive/purge process.

7.1.1.17 Develop agency Safety and OSHA program

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

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

7.1.2 Comparative Results

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

7.1.2.1 Customer Service Transactions

Total Transactions
- Total transactions represent all DMV transactions for which a fee is collected, from all media. The totals include all field, headquarters, web and third party transactions.
- Approximately 48% of all transactions are processed in field offices.
- Remaining transactions represent business-to-business transactions.

- Note that *Miscellaneous Transactions* include purchase of driver records, payment of reinstatement fees and other transactions not identifiable in one of the other three categories.

Table 7.1.2.1a
Total DMV Transactions – ALL MEDIA

	FY 05	FY 06	FY 07	% change
Total Driver Transactions	1,827,208	2,085,913	2,196,432	5%
Total Title Transactions	1,620,671	1,654,722	1,656,084	0.008%
Total Registration Transactions	5,409,299	5,265,427	5,425,450	3%
Total Miscellaneous Transactions	3,813,344	4,468,401	4,053,112	-9%
Total Statewide Transactions	**12,670,522**	**13,474,463**	**13,331,078**	**1%**

Call Center Transactions

Table 7.1.2.1b

	FY 05	FY 06	FY 07	% change
Total Calls Received	529,658	738,997	807,271	9.2%
Avg. Calls/day	2148	2998	2919	

Field Office Transactions

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

Table 7.1.2.1c

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

Customer Transactions Using Website

- DMV currently offers the following transactions online: Driver's license renewal; Driver status inquiry; ID renewal; Pay late registration fees; Change address; Obtain duplicate license; Obtain duplicate registration; Pay license reinstatement fees; obtain driver records.

- During FY 07, the use of public services fee based transactions offered through our Public website have declined. We continue to aggressively promote our online services though all of our correspondence to customers, so more people are becoming aware of our online capabilities. Customer satisfaction surveys indicate that our web transactions rank highest in customer satisfaction among our service channels.

	FY 05	FY 06	FY 07	% change
Total Payment Transactions				
Duplicate DL	6,013	14,261	8,297	-42%
Duplicate Registration	2,529	12,680	5,149	-59%
Modify DL	22,282	30,331	25,221	-17%
Pay Reinstatement Fee	2,832	10,951	6,501	-41%
DL Renewal	28,492	88,389	44,863	-49%
ID Renewal	438	1,764	931	-47
Pay Registration Late Fees	3163	7,499	5,662	-24.5%
Total	55,749	185,248	96,624	-48%

- During FY 06, DMV partnered with the NIC to provide driver records through that website for commercial customers as a basis for the self-funded State Portal. During FY 07, while the requests from South Carolina citizens has declined, we have seen a modest increase in the number of driving records requested from commercial customers through the state portal.

	FY 05	FY 06	FY 07	% change
Obtain Driver Record (public site)	165,107	19,373	16,261	-16%
Obtain Driver Record (through State Portal or member services)		2,324,168	2,379,627	2.4%

7.1.2.2 Compliance and Oversight Transactions

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

Table 7.1.2.2 Customer Compliance Transaction Activity

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

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

Table 7.1.2.3 Motor Carrier Services

Activity	FY 04	FY 05	FY 06	FY07
International Registration Plan (IRP)				
Active Accounts	6,237	6,333	6,332	5,906
Renewed Accounts	5,256	5,263	5,300	5,005
New Accounts	981	1,070	1,032	901
Active Apportioned Vehicles	21,950	21,390	22,752	24,724
Audits Conducted	190	172	206	199
International Fuel Tax Agreement				
Active Accounts	3,846	3,907	3,802	4,421
Number of Quarterly Filings	15,384	15,628	11,301	15,756
Number of Decals Issued	37,605	45,550	41,471	47,910
Exempt				
Active Accounts	606	574	237	237
Single State Registration System (SSRS)				
Active Accounts	2,082	2,418	2,241	2,241
Certificate of Compliance				
Active Accounts	1,247	1,635	1,699	1,567
New Accounts	186	438	288	161
New Entrant				
Safety Audits	379	219	316	376
Vehicle Inspections	7	147	419	291

7.1.2.4 Motor Carrier Services – CDL Compliance

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

Table 7.1.2.4 CDL Compliance

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

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

7.2 Performance Levels and Trends for the Key Measures of Customer Satisfaction
DMV uses two means of measuring customer satisfaction:

7.2.1 Customer feedback received/solicited through Constituent Services Office
- DMV established a citizen ombudsman function in August 2003 through the establishment of the Communications and Constituent Services Office. In FY 06, this function was separated to provide more direct ombudsman service to constituents. In FY 07, the DMV Constituent Services Office handled approximately 2500 customer inquiries. These inquiries were often requests for general information, but also included specific complaints or praise for DMV products and services.
- After the establishment of a separate Constituent Services Office, we implemented a new tracking system that will allow us to better measure the types of inquiries that are being received, so that we can begin identifying systemic problems that might need to be corrected.
- If any customer inquiry indicates a negative comment regarding a DMV office or employee, an Accountability Report is issued to the appropriate senior leader for follow-up and required action. The Constituent Services Office monitors these responses.

7.2.2 Customer feedback received through surveys

In FY 05 we began having the University of South Carolina Institute for Public Service and Policy Research include us in their semi-annual state survey. We have now participated in three surveys. Our goal for FY 07 was to improve all field office measures to above 90% and all Call Center measures to above 80%. While we did not reach our overall goals, we did recognize significant improvements in all categories from Fall 06 to Fall 07.

Table 7.2.2 shows selected results, shown as percentage of customers responding "very satisfied" or "somewhat satisfied":

Table 7.2.2 Customer Satisfaction Ratings

	Spring 05	Fall 05	Spring 06	Fall 06	% change Fall to Fall
% of those surveyed visiting office	50.8%	58.1%	50%	47.7%	-10.4%
Courtesy/Attitude of Staff	85.2%	84.6%	85.9%	87%	2.4%
Overall Ease of Process	81.5%	80.9%	86.4%	85.3%	4.4%
Quality of Service Received	83.1%	79.7%	86.7%	84%	4.3
Speed of Service Provided	75.4%	73.7%	82.3%	82.9%	9.2%
% of those surveyed using Call Center	8%	11.2%	10%	11.2%	0%
Courtesy/Attitude of Staff	67.1%	54.6%	80%	78.9%	24.3%
Accuracy of Information Received	58.7%	50.0%	69.0%	72.4%	22.4%
Quality of Service Received	49.9%	46.2%	66.3%	68.8%	22.6%
Promptness of Service	48.3%	50.0%	74.7%	54.3%	4.3%
% using Online Services	8.4%	12.3%	20.0%	13.6%	1.3%
Satisfaction with ease of use of online process	82.3%	86.7%	96.2%	89.5%	2.8%

7.3 Performance Levels for Key Measures of Financial Performance

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

Chart 7.3 – 1 Appropriations Versus Actual Expenditures

	2005			2006			2007		
	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures	Original Appropriations	Adjusted Appropriations	YTD Expenditures
0114	94,000	96,827	96,827	99,360	102,341	102,341			
0158	12,667,159	14,805,143	14,805,143	8,016,475	8,484,778	8,484,778			
0160	0	0	0						
0170	0	3,723	3,723	0	74,781	74,781			-
	12,761,159	14,905,693	14,905,693	8,115,835	8,661,900	8,661,900	0	0	0
1201	59,954	185,133	185,133	0	64,348	64,348	0		
1300	6,301,121	4,851,720	4,851,720	2,737,751	2,562,280	2,562,280			
0700									
State	**19,122,234**	**19,942,547**	**19,942,547**	**10,853,586**	**11,288,528**	**11,288,528**	**0**	**0**	**0**
0114							105,322	107,917	107,913
0158	8,806,795	13,834,067	13,335,909	13,857,751	22,364,156	22,363,993	30,810,294	35,343,356	35,312,305
0170	3,976,299	3,261,742	3,135,922	3,033,927	4,775,374	4,775,374	3,640,145	2,964,488	2,945,022
	12,783,094	17,095,809	16,471,831	16,891,678	27,139,529	27,139,366	34,555,761	38,415,761	38,365,240
1201	26,802,102	23,290,364	22,112,617	26,737,733	17,627,217	17,365,977	17,985,812	20,203,050	19,974,914
1300	3,399,567	4,863,308	4,848,150	4,544,524	8,917,189	8,051,129	10,510,184	12,149,291	11,728,541
0700	0	2,797,856	272,837	0	8,481,731	1,134,130	0	10,514,547	713,370
Earmarked	**42,984,763**	**48,047,337**	**43,705,435**	**48,173,935**	**62,165,666**	**53,690,603**	**63,051,757**	**81,282,649**	**70,782,065**
0158	429,834	529,834	500,670	475,701	878,757	841,403	531,581	1,215,545	1,215,460
0170	93,750	93,750	65,870	90,600	93,417	83,862	65,000	123,000	122,061
	523,584	623,584	566,540	566,301	972,174	925,264	596,581	1,338,545	1,337,521
1201	0	0	0	3,464,088	3,644,088	3,588,529	1,810,484	1,859,413	1,819,620
1300	149,645	174,645	165,920	156,223	305,350	267,812	183,221	393,221	392,948
Restricted	**673,229**	**798,229**	**732,460**	**4,186,612**	**4,921,612**	**4,781,606**	**2,590,286**	**3,591,179**	**3,550,089**
0158	70,000	119,369	111,093	109,366	120,924	120,924	129,388	125,672	124,551
0170	158,222	171,505	161,447	55,705	226,694	226,694	242,562	230,151	220,373
	228,222	290,874	272,540	165,071	347,618	347,617	371,950	355,823	344,923
1201	1,441,639	2,213,771	641,446	1,487,150	1,462,150	301,736	147,500	242,397	158,257
1300	80,631	85,832	78,402	60,000	107,453	97,931	119,024	112,261	99,142
Federal	**1,750,492**	**2,590,477**	**992,388**	**1,712,221**	**1,917,221**	**747,284**	**638,474**	**710,481**	**602,323**
0114	94,000	96,827	96,827	99,360	102,341	102,341	105,322	107,917	107,913
0158	21,973,788	29,288,413	28,752,815	22,459,293	31,848,615	31,811,097	31,471,263	36,684,573	36,652,316
0160	0	0	0						
0170	4,228,271	3,530,720	3,366,962	3,180,232	5,170,265	5,160,710	3,947,707	3,317,639	3,287,455
	26,296,059	32,915,961	32,216,604	25,738,885	37,121,221	37,074,147	35,524,292	40,110,129	40,047,685
1300	9,930,964	9,975,505	9,944,192	7,498,498	11,892,272	10,979,152	10,812,429	12,654,773	12,220,631
0700	0	2,797,856	272,837	0	8,481,731	1,134,130	0	10,514,547	713,370
1201	28,303,695	25,689,268	22,939,196	31,688,971	22,797,803	21,320,590	19,943,796	22,304,860	21,952,791
Total Agency	**64,530,718**	**71,378,590**	**65,372,829**	**64,926,354**	**80,293,027**	**70,508,020**	**66,280,517**	**85,584,308**	**74,934,477**

b)   Budget Measures

	FY 06	FY 07
Budget Transfers	279	186
Cash Transfers	228	201
Interdepartmental Transfers	350	339

c)   Accounting Measures

	FY 06	FY 07
Vouchers (a/p) processed (non-refund)	6,580	6,416
Refund Vouchers	67,676	70,293

d)   Procurement Measures

	FY 06	FY 07
Total number of POs processed by fiscal mo/year	1,369	1,443

Total # of Sole Sources by Quarter

	FY 06		FY 07	
Quarter	Dollars	Number	Dollars	Number
1	$175,983	4	$718,484	19
2	12,495	1	211,461	4
3	1,138,806	11	10,118	2
4	101,635	5	136,736	3
	$1,428,919	21	$1,076,799	28

Total # of Emergency POs by Quarter

	FY 06		FY 07	
Quarter	Dollars	Number	Dollars	Number
1	$0	0	$428,721	4
2	264,096	1	6,920	1
3	0	0	0	0
4	0	0	0	0
	$264,096	1	$435,641	5

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

a) EEO Goals: reported on federal FY basis. FY 07 figures will be available in October 06.

FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06
93.9%	89.6%	89.1%	88.0%

b)Workers Comp lost time claims:

FY 05	FY 06	FY 07
4 total claims, representing 26 total lost time work weeks, with a payment of $15,783 for 1 of the 4 claims (the remaining 3 have not been settled to date.)	5 total claims, representing 4 weeks and 1 day lost time, with a payment of $1,342.90 for 2 of the 5 claims (out of the remaining 3, 1 has not been settled to date.)	3 total claims, representing 46 weeks and 3 day lost time, with a payment of $12,961.89 for 0 of the 3 claims (out of the remaining 3, 3has not been settled to date.)

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

a) Agency Compliance

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

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

b) Regulatory Audits
Financial
- State Auditor's Office
- State Procurement Auditors
- Legislative Audit council
- State Human Resources Desk Audits
- Procurement – audited at least once very 3 years

Motor Carrier

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

c) Office of Internal Audit

In FY 07, OIA performed audits on 28 of 69 field offices located throughout the state (41%). Additionally, OIA assisted the Office of Accountability and Integrity with investigations involving potential fraud and employee wrongdoing in six (6) cases. OIA performed twelve (12) consultative reviews requested by individual DMV sections and by Executive Management relating to DPPA, IFTA processes, electronic vehicle registrations, selective services processes, DMV web accessibility, heavy vehicle use tax transactions, specialized plate inventory, mail processing charges and warehouse inventory.