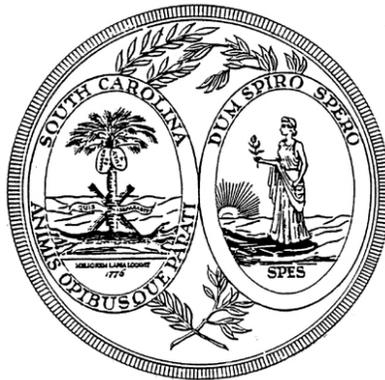


***STATE OF  
SOUTH CAROLINA***

***DEPARTMENT OF MOTOR VEHICLES***



***Agency Accountability Report***

***Fiscal Year 2009-2010***

**September 15, 2010**

**Accountability Report Transmittal Form**

Agency Name: South Carolina Department of Motor Vehicles

Date of Submission: September 15, 2010

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## Section I – Executive Summary

### 1. Mission, Vision and Values

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

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

#### **DMV's Vision is as follows:**

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

#### **Inherent in this mission are the following DMV values:**

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

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

- a. Expanded issuance of registration and decals by counties by adding 6 additional participating counties for a total of 30.
- b. Continued improvements and expansion of our Electronic Vehicle Registration (EVR) program.
- c. Expanded program to administer driver knowledge tests through area high schools
- d. Maintained reduced statewide customer wait times
- e. Expanded the functionality of the Automobile Liability Insurance Reporting System (ALIR). The uninsured motorist rate has fallen from an estimated 23% in 2003 to 8% this FY.
- f. Continued with development of an Employee Career Path
- g. Expanded Fraud Detection Program
- h. Completed reissue of the "Palmetto" plate with the new "Sunrise" plate
- i. Completed implementation of a new IFTA/IRP system that would make transaction processing more efficient and would allow for on-line credentialing by Motor Carriers.
- j. Completed development, testing and implementation of enhancements to our computer system to exchange title information with the with National Motor Vehicle Titling and Registration system (NMVTIS)
- k. Initiated projects to replace and improve our knowledge and skills (road) testing computer systems.
- l. Initiated a project to replace and improve the security and integrity of our current SC driver's license and ID card
- m. Successfully implemented new Facial Recognition system to detect/deter fraud and assist law enforcement agencies with investigations
- n. Successfully implemented changes to support and populate the state's new Organ Donor Registry

### **3. Key Strategic Goals for the Present and Future Years**

- **Strategy 1.** Adapt products, services and delivery channels to meet customer needs.
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner.
- **Strategy 3.** Empower employees through recognition, training, development and accountability.
- **Strategy 4.** Raise awareness of organization, policies and services thru effective communication.
- **Strategy 5.** Provide resources for employees to perform their duties.
- **Strategy 6** Maintain the integrity, validity and security of products, services and records.
- **Strategy 7.** Improve public safety and consumer protection through programs, partnerships and legislation.
- **Strategy 8.** Ensure fiscal responsibility.

### **4. Key Strategic Challenges**

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

### **5. Accountability Report Used to Improve Organizational Performance**

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

## Section II – Organizational Profile

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

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

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

- **Key Customer Groups – General Public**

- **Representative Products:**

- **Driving Credentials** - More than 20 different types and functions of Driver's Licenses, Beginner's Permits and ID card credentials; **Titles** – original, duplicate, transfer, salvage and junk, lien processing; **Registration Certificates and Decals** – more than 10 different product types and functions; **Vehicle Plates** – more than 385 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** receives approximately 3500 calls per day and 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 – Auto 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 (EVR) 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, electronic titles/liens, vehicle history information, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets.
  - **Services:** On-line web access to SCDMV data/records for authorized customers;; Business to Business (web service) interfaces to support seamless exchanges of data with authorized business users such as the insurance industry, financial institutions, and information resellers.
- **Key Customer – Law Enforcement and Judicial Entities**
  - **Products:** driver records, history, and photos, vehicle history, suspended and newly licensed driver information, accident reports, Uniform Traffic Tickets. Facial Recognition system to aid in law enforcement investigations; baseline files and monthly updates for all vehicle/owner information to populate law enforcement data warehouse at SLED Fusion Center.
  - **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; Participation in the Ignition Interlock Device program with DAODAS and PPP; 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. Department of Social Services (DSS) – assist DSS with interfaces and data exchanges to help with child support enforcement; Provide access to Department of Health and Environmental Control (DHEC) to assist with infectious disease programs; Department of Education (DOE) – Help verify legal status of student applicants; Department of Corrections and Department of Public Safety - Monitor driving records of given employees and reports accidents, violations and suspensions; SC Court

Administration – Provides municipal and county jury lists ; Provide SC Department Corrections with state of SC ID cards for qualified inmates upon their release.

- **Key Stakeholder Groups**

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

- **Key Suppliers and Partners**

The key suppliers and partners to the Department of Motor Vehicles include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels; financial institutions; insurance companies; automobile dealers.

- **Operational Locations**

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

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

- **Agency Staff**

At the end of FY 2009-10, DMV employed 1,148 permanent, 51 temporary, and 1 grant funded positions, with 268 vacancies, for a total of 1,468 employees.

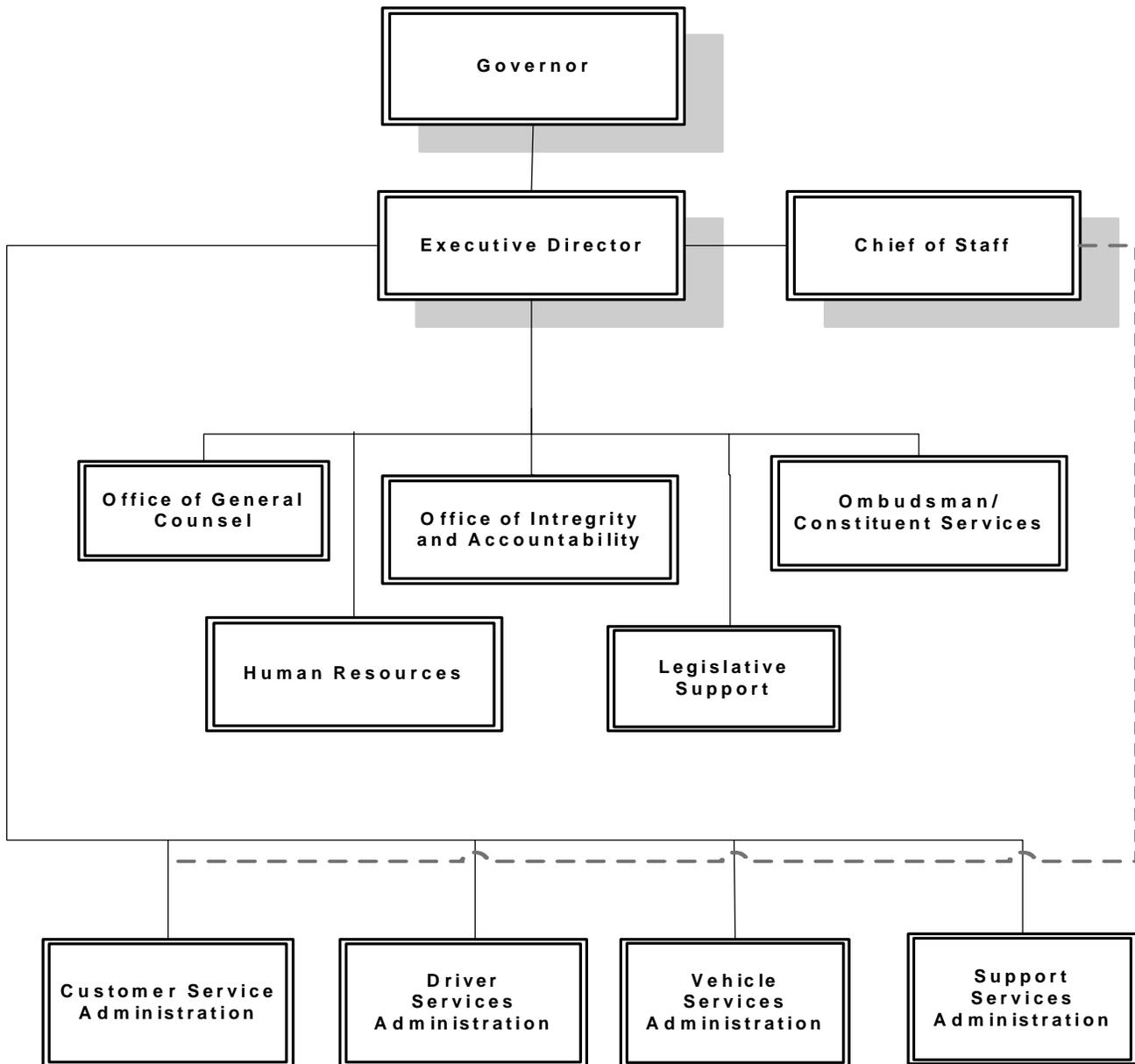
- **Regulatory Environment**

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

- **Performance Improvement System**

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

# Organizational Structure



## Base Budget Expenditures and Appropriations

| <i>Major Budget Categories</i> | FY 2009<br>Appropriations Act |               | FY 2009<br>Actual Expenditures |               | FY 2010<br>Appropriations Act |               | FY 2010<br>Actual Expenditures |               |
|--------------------------------|-------------------------------|---------------|--------------------------------|---------------|-------------------------------|---------------|--------------------------------|---------------|
|                                | Total Funds                   | General Funds | Total Funds                    | General Funds | Total Funds                   | General Funds | Total Funds                    | General Funds |
| Personal Service               | \$42,128,940                  | \$0           | \$40,110,102                   | \$0           | \$41,877,111                  | \$0           | \$37,318,733                   | \$0           |
| Other Operating                | \$24,945,251                  | \$0           | \$23,503,313                   | \$0           | \$32,071,887                  | \$0           | \$19,318,349                   | \$0           |
| Special Items                  | \$11,002,126                  | \$0           | \$12,304,575                   | \$0           | \$4,000,000                   | \$0           | \$2,259,323                    | \$0           |
| Permanent Improvements         | \$                            | \$0           | \$2,028,059                    | \$0           |                               | \$0           | \$1,476,865                    | \$0           |
| Case Services                  | \$                            | \$0           | \$                             | \$0           |                               | \$0           |                                | \$0           |
| Distributions to Subdivisions  | \$                            | \$0           | \$                             | \$0           |                               | \$0           |                                | \$0           |
| Fringe Benefits                | \$12,429,925                  | \$0           | \$13,619,096                   | \$0           | \$12,357,422                  | \$0           | \$12,793,667                   | \$0           |
| Non-recurring                  | \$                            | \$0           | \$                             | \$0           |                               | \$0           |                                | \$0           |
| <b>Total</b>                   | <b>\$90,506,242</b>           | <b>\$0</b>    | <b>\$91,565,144</b>            | <b>\$0</b>    | <b>\$90,306,420</b>           | <b>\$0</b>    | <b>\$73,166,937</b>            | <b>\$0</b>    |

## Other Expenditures

| Sources of Funds      | FY 08-09 Actual Expenditures | FY 09-10 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)  | FY09 Budget Expenditures   |                                    | Key Cross References for Financial Results* | FY10 Budget Expenditures  |                                    | Key Cross References for Financial Results* |
|---|---|--|------------------------------------|---|---|------------------------------------|---|
| I. Administration<br>01000000               | Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities such as Planning, Policy and process development, Training and Change Management, Project Management Office | <b>State:</b> 0<br><b>Federal:</b> 79,746<br><b>Other:</b> 6,702,630<br><b>Total:</b> 6,782,376<br><b>% of Total Budget:</b> | 0.00%<br>0.09%<br>7.32%<br>7.41%   | CSA424CM<br>08/10/09                        | <b>State:</b> 0<br><b>Federal:</b> 1,103,942<br><b>Other:</b> 6,706,535<br><b>Total:</b> 7,810,477<br><b>% of Total Budget:</b> | 0.00%<br>1.51%<br>9.17%<br>10.67%  | SCEIS,<br>ZBD,<br>08/19/10                  |
| IIA1. Customer Service Centers<br>10102000  | Includes all 68 field offices, providing full range of customer services and products.  | <b>State:</b> 0<br><b>Federal:</b> 0<br><b>Other:</b> 30,450,401<br><b>Total:</b> 30,450,401<br><b>% of Total Budget:</b>    | 0.00%<br>0.00%<br>33.26%<br>33.26% | CSA424CM<br>08/10/09                        | <b>State:</b> 0<br><b>Federal:</b> 0<br><b>Other:</b> 26,803,556<br><b>Total:</b> 26,803,556<br><b>% of Total Budget:</b>       | 0.00%<br>0.00%<br>36.63%<br>36.63% | SCEIS,<br>ZBD,<br>08/19/10                  |
| IIA2. Customer Service Delivery<br>10103000 | Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media   | <b>State:</b> 0<br><b>Federal:</b> 0<br><b>Other:</b> 2,510,953<br><b>Total:</b> 2,510,953<br><b>% of Total Budget:</b>      | 0.00%<br>0.00%<br>2.74%<br>2.74%   | CSA424CM<br>08/10/09                        | <b>State:</b> 0<br><b>Federal:</b> 0<br><b>Other:</b> 2,151,132<br><b>Total:</b> 2,151,132<br><b>% of Total Budget:</b>         | 0.00%<br>0.00%<br>2.94%<br>2.94%   | SCEIS,<br>ZBD,<br>08/19/10                  |
| IIB. Driver Services<br>10200000            | Includes: Compliance, Customer Records, Financial Responsibility, Administrative Hearings, Document Review and Fraud Detection, Driver Improvement  | <b>State:</b> 0<br><b>Federal:</b> 72,064<br><b>Other:</b> 8,784,448<br><b>Total:</b> 8,856,512<br><b>% of Total Budget:</b> | 0.00%<br>0.08%<br>9.59%<br>9.67%   | CSA424CM<br>08/10/09                        | <b>State:</b> 0<br><b>Federal:</b> 509,598<br><b>Other:</b> 6,899,005<br><b>Total:</b> 7,408,603<br><b>% of Total Budget:</b>   | 0.00%<br>0.70%<br>9.43%<br>10.13%  | SCEIS,<br>ZBD,<br>08/19/10                  |

| Program Number and Title                          | Major Program Area Purpose (Brief)                 | FY09 Budget Expenditures  |                          | Key Cross References for Financial Results*            | FY10 Budget Expenditures   |                          | Key Cross References for Financial Results*            |
|---|--|---|--------------------------|--|--|--------------------------|--|
| IIC. Vehicle Services<br>10300000                 | Includes: Dealer Licensing, Motor Carrier Services | State: 0<br>Federal: 729,120<br>Other: 6,602,442<br>Total: 7,331,562<br>% of Total Budget: 8.01%    | 0.00%<br>0.80%<br>7.21%  | CSA424CM<br>08/10/09                                   | State: 0<br>Federal: 235,920<br>Other: 7,829,510<br>Total: 8,065,430<br>% of Total Budget: 11.02%  | 0.00%<br>0.32%<br>10.70% | contains plate replacement<br><br>SCEIS, ZBD, 08/19/10 |
| IID. Technology & Product Development<br>10400000 |  | State: 0<br>Federal: 163,906<br>Other: 19,822,280<br>Total: 19,986,186<br>% of Total Budget: 21.83% | 0.00%<br>0.18%<br>21.65% | contains plate replacement<br><br>CSA424CM<br>08/10/09 | State: 0<br>Federal: 47,950<br>Other: 6,609,258<br>Total: 6,657,208<br>% of Total Budget: 9.10%    | 0.00%<br>0.07%<br>9.03%  | SCEIS, ZBD, 08/19/10                                   |
| Contributions<br>95050000                         | Contributions                                      | State: 0<br>Federal: 94,744<br>Other: 13,524,352<br>Total: 13,619,096<br>% of Total Budget: 14.87%  | 0.00%<br>0.10%<br>14.77% | CSA424CM<br>08/10/09                                   | State: 0<br>Federal: 36,136<br>Other: 12,757,531<br>Total: 12,793,667<br>% of Total Budget: 17.49% | 0.00%<br>0.05%<br>17.44% | SCEIS, ZBD, 08/19/10                                   |
| Capital Projects<br>99000000                      | Capital Projects                                   | State: 0<br>Federal: 0<br>Other: 2,028,059<br>Total: 2,028,059<br>% of Total Budget: 2.21%          | 0.00%<br>0.00%<br>2.21%  | CSA424CM<br>08/10/09                                   | State: 0<br>Federal: 0<br>Other: 1,476,865<br>Total: 1,476,865<br>% of Total Budget: 2.02%         | 0.00%<br>0.00%<br>2.02%  | SCEIS, ZBD, 08/19/10                                   |

91,565,144 100.00%

73,166,937 100.00%

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

### 1.1 Communicating Short and Long Term Direction

**Short and long term direction:** DMV senior leadership communicates the agency's short-term and long-term goals on an ongoing basis through interactive management meetings, employee presentations and in-house communication materials. SCDMV has also established an agency Project Management Office, through which all major, enterprise level projects and initiatives are managed by at least one certified project manager. This process allows SCDMV to ensure that all projects are aligned with the agency's core goals and strategic plan. We can also effectively and consistently communicate the agency's core values and objectives through this project management process.

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

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

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

### 1.2 Promoting Focus on Customers and Other Stakeholders

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

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

### **1.3 Current and Potential Impact on Customers**

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

### **1.4 Maintaining Fiscal, Legal, and Regulatory Accountability**

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

### **1.5 Key Performance Measures Regularly Reviewed by Senior Leaders**

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

### **1.6 Using Organizational Performance Review Findings and Employee Feedback**

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

### **1.7 Promoting and Participating in Succession Planning and Leadership**

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

### **1.8 Creating an Environment for Performance Improvement and Strategic Accomplishments**

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

direction to employees in performing their duties. The agency has developed a comprehensive strategic plan to provide direction to employees in achieving the agency's goals. Executive management routinely meets to review and update this strategic plan.

### **1.9 Creating an Environment for Organizational and Workforce Learning**

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

### **1.10 Communicating, Empowering, Motivating and Rewarding Workforce**

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

### **1.11 Supporting and Strengthening the Community**

All senior managers are involved in activities to support and strengthen the agency and state community and the community at large. Senior managers routinely serve as guest speakers at state and national trade organizations and serve on intra-agency committees and task forces aimed at providing shared services to mutual constituencies. Specific examples include: Executive Director serves on the international board of American Association of Motor Vehicle Administrators and serves as the chair for the Business Opportunities Committee for that board; Executive Director serves as a member of the Executive Oversight Committee for the implementation of the South Carolina Enterprise Information System (SCEIS); 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 delivering exceptional customer service and promoting public safety through efficient business processes, professional employees, innovative technology and strategic partnerships*

DMV's Vision is as follows:

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

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

- **Strategy 1.** Adapt products, services and delivery channels to meet customer needs. (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; f. Organizational continuity in emergencies.*)
- **Strategy 2.** Ensure customers receive timely, accurate and consistent service in a professional manner (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; d. Workforce capabilities; f. Ability to execute the strategic plan.*)
- **Strategy 3.** Empower employees through recognition, training, development and accountability. (*a. Organization's strengths, weaknesses, opportunities and threats; d. Workforce capabilities; f. Organizational continuity in emergencies; e. Organizational continuity in emergencies.*)
- **Strategy 4.** Raise awareness of organization, policies and services thru effective communication. (*a. Organization's strengths, weaknesses, opportunities and threats; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences.*)
- **Strategy 5.** Provide resources for employees to perform their duties. (*a Organization's strengths, weaknesses, opportunities and threats; d. Workforce capabilities; f. Organizational continuity in emergencies.*)
- **Strategy 6.** Maintain the integrity, validity and security of products, services and records. (*a Organization's strengths, weaknesses, opportunities and threats; b. Financial, regulatory, societal and other potential risks; d. Workforce capabilities; e. Organizational continuity in emergencies.*)
- **Strategy 7.** Improve public safety and consumer protection through programs, partnerships and legislation. (*a. Organization's strengths, weaknesses, opportunities and threats.*)
- **Strategy 8.** Ensure fiscal responsibility. (*a. Organization's strengths, weaknesses, opportunities and threats; b. Financial, regulatory, societal and other potential risks; c. Shifts in technology, regulatory, societal and other potential risks, and customer preferences; f. Organizational*

continuity in emergencies; d. Workforce capabilities; e. Organizational continuity in emergencies.)

## 2.2 Addressing Strategic Challenges Through Strategic Objectives

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

## 2.3 Developing and Tracking Action Plans that Address Key Strategic Objectives

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

Strategic Planning Chart

| Program Number and Title   | Supported Agency Strategic Planning Goal/Objective  | Related FY 09-10 Key Agency Action Plan/Initiative(s)   | Key Cross Reference for Performance Measures                                  |
|--|---|---|---|
| IID. Technology and Product Development (CSA)                                    | Strategy 1: Adapt products, services and delivery channels to meet customer needs.                    | a. Continue to Implement reissue of specialty license plates.   | 7.1.1.12  |
| IID. Technology and Product Development (CSA)                                    |   | b.. Continue to expand services for commercial customers  | Web-based vehicle inquiry products were developed for commercial use. 7.1.1.1 |
| IID. Technology and Product Development<br>IIA2. Customer Service Delivery (CSA) |   | c. Expand Electronic vehicle registration by Dealers  | 7.1.1.2   |
| II B. Procedures and Compliance (DSA)  |   | d. Expand program for administration of knowledge tests in high schools   | 7.1.1.3   |
| IIC. Technology and Product Development<br>IIA2. Customer Service Delivery (CSA) |   | e. Expand program for county issuance of registration renewals  | 7.1.1.4   |
| I. Administration  |   | f. Implement process to replace the current “Palmetto” plate with the new “Sunrise” plate   | 7.1.1.12  |
| IIA1.Customer Service Centers (CSA)  | Strategy 2. Ensure customers receive timely, accurate and consistent service in a professional manner | a. Maintain reduced wait times in field offices.  | 7.1.1.5   |
| I. Administration (PPA)<br>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<br>IIA2. Customer Service Delivery (CSA) |   | c. Improve Call Center Operations. Solicit external vendors to conduct full scale analysis.   | 7.1.1.6   |
| I. Administration (SSA)  |   | d. Expand New Employee Training.  | 7.1.1.7   |
| IID. Technology and Product Development (CSA)                                    |   | a. Expand web services capabilities as preferred platform for data interchange  | Migrate existing mainframe interfaces with counties to web services.          |
| IID. Technology and  |   | b. Replace existing Driver’s  | Began phase II of replacement   |

| <b>Program Number and Title</b>  | <b>Supported Agency Strategic Planning Goal/Objective</b>   | <b>Related FY 09-10 Key Agency Action Plan/Initiative(s)</b>  | <b>Key Cross Reference for Performance Measures</b> |
|--|---|---|---|
| Product Development (CSA)  |   | License Processing Systems  | program.  |
| I. Administration (SSA)  |   | e. Develop and implement formal customer service training program for work units throughout the organization  | 7.1.1.7   |
| I. Administration (SSA, COS)   | Strategy 3. Empower employees through recognition, training, development and accountability               | a. Offer refresher training for EPMS appraisals and Position Description creation   | 7.1.1.8   |
| I. Administration (SSA)  |   | b. Conduct SCEIS training for HR/PY, Finance implementation, Expand Manager Training program. Have agency managers complete APM program. Conduct mandatory training on key policies | 7.1.1.9   |
| I. Administration (SSA)  |   | c. Develop and implement employee career path compensation plan   | 7.1.1.10  |
| IIB. Procedures and Compliance (DSA)   | 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 (CSA)  | Strategy 5. Provide resources for employees to perform their duties                                       | 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 (DSA) |   | a. Enhance Automobile Liability Reporting System to detect uninsured motorists  | 7.1.1.13  |
| I. Administration (OIA)  |   | 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 (VSA)   |   | c. Implement new IFTA/IRP system that interfaces with Phoenix   | 7.1.2.3   |
| IIB. Procedures and Compliance (DSA, )   |   | e. Improve communications between courts and DMV  | 7.1.1.16  |
| IID. Technology and Product Development IIA2. Customer Service Delivery (CSA)      |   | f. Continue expanding program for electronic liens and titling.   | 7.1.1.1   |
| Titles & Registration (VSA)  |   | Strategy 6: Maintain the integrity, validity and security of products, services and records.  | a. Implement the NMVTIS system                      |
| Administration (COS)   |   | b. Define requirement for REAL ID   | 7.1.1.15  |
| Administration (COS)   |   | c. Improve the security of credentials and issuance processes   | 7.1.1.15  |
| I. Administration (SSA)  | Strategy 7. Improve public safety and consumer protection through programs, partnerships and legislation. | a. Develop agency Safety and OSHA program.  | 7.1.1.17  |
| Administration (SSA)   | Strategy 8. Ensure fiscal responsibility.   | a. Ensure compliance with all generally accepted accounting procedures and state fiscal requirements.   | 7.3.1   |
|  |   | b. Develop and implement integrated financial reporting systems.  | 7.3.1   |

## **2.4 Communicating and Deploying Strategic Objectives, Action Plans and Performance Measures**

DMV has not formally involved external stakeholders in the development or dissemination of the strategic plan. Internal communications have focused on top-down distribution through senior leaders to their line managers. As part of our strategic initiatives for the coming year, we will continue to strive to improve internal communications of our strategic plan and its associated action plans and performance measures to front line employees.

## **2.5 Measuring Progress of Action Plans**

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

## **2.6 Evaluation and Improvement of Strategic Planning Process**

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

## **2.7 Online Strategic Plan**

The agency's strategic plan is not online.

## Section III - Category 3 – Customer and Market Focus

### 3.1 Key Customers and Stakeholders

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

### 3.2 Meeting Changing Needs

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

### 3.3 Key Customer Access Mechanisms

| Access Mechanism  | Description  | Customer Interaction   |
|-------------------|--|--|
| DMV Field Offices | SCDMV has 69 field offices throughout the state  | Allows customers to visit Mon. – Fri. 8:30 – 5:00 to ask questions, obtain DMV products and services. Six offices are open on 2 <sup>nd</sup> and 4 <sup>th</sup> Saturdays from 8:30 until 1:00.  |
| Web Site          | SCDMV offers 9 transactions to the general public and 31 transactions to authorized customers (law enforcement, auto dealers, insurance companies, county government, etc.)  | Through our web site, customers can conduct many of the transactions that are offered in our field offices such as: <ul style="list-style-type: none"> <li>• renew license</li> <li>• change address</li> <li>• pay fees</li> <li>• obtain a driving record</li> <li>• get a duplicate registration</li> <li>• obtain duplicate license</li> </ul> <p>“Member Service” transactions allow authorized users the ability to conduct business transactions with our agency and provide law enforcement with critical information and photos on a 7X24 basis.</p>  |
| Business Partners | SCDMV has expanded our system to interface and exchange data with several of our key stakeholders to provide one stop shopping for our mutual customers; examples include County Auditor/Treasurer, Automotive Dealers, SC Banks/ Credit Unions, Financial Organizations | SCDMV has streamlined and automated several key processes with our stakeholders to replace antiquated, manual business processes. The result is that customers can now receive select products and services from SCDMV without having to visit one of our offices. For example, taxpayers in 24 counties can now obtain the registration document and license plate decals directly from their county treasurer when they pay their property taxes. Banks and other financial organizations can apply for titles and liens electronically instead of completing paper forms and sending runners to file paperwork in our offices. Auto dealers can electronically apply for titles and |

| Access Mechanism | Description   | Customer Interaction   |
|------------------|---|--|
|                  |   | registration documents and issue regular license plates directly from their dealership showrooms.  |
| Mail             | SCDMV offers products and services via regular mail and has a dedicated staff to support email communications | SCDMV allows customers to obtain select services through the mail. Customers can request driving records, apply for title, apply to renew their registration and renew their driver license.<br><br>SCDMV also supports interaction with customers via email. SCDMV responds to customer questions, comments and complaints via email. |
| Telephone        | SCDMV's Contact Center receives an average of 3,500 calls per day.  | Contact Center employees answer calls to assist vehicle owners and drivers. These employees answer questions and provide assistance in obtaining DMV products and Services.  |

### 3.4 Measuring Customer Satisfaction

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

### 3.5 Using Customer/Stakeholder Feedback

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

### 3.6 Building Positive Relationships

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

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

services to S.C. citizens. DMV established a County Hotline to provide county officials with an immediate response to their concerns. The agency has also worked with counties to issue registration and decals in county offices.

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

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

### **4.1 Determining Measurable Operations, Processes and Systems**

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

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

Data analysis plays a critical role in making business decisions at SCDMV. For example, data that we obtain from our core DMV application allows us to analyze:

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

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

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

### **4.3 Key Measures**

Current key measures used by the Department of Motor Vehicles in making choices and decisions affecting the Agency and the citizens of South Carolina include the following:

- Number of customer service windows staffed daily per field office
- Customer wait times per field office
- Total number of customer transactions performed daily per field office
- Total number of online transactions performed daily
- Total phone calls received in call center
- Backlog volume
- Total number of customer complaints per field office
- Total revenue received and expenses incurred for selected periods
- Total products delivered
- Number of employees trained and types of training delivered

- Various Driver and Vehicle transaction error rates

#### **4.4 Using Data/Information Analysis**

The agency utilizes various measurement tools including transaction volumes by office, statewide demographic projections and customer feedback to chart strategic goals in conjunction with mission objectives. DMV data is also used internally and by external stakeholders and customers to determine statewide statistics such as uninsured motorist activity, driver offenses and vehicle registration trends. The availability of this data has led to several key DMV initiatives: partnering with the insurance industry in developing the South Carolina Automated Liability Insurance Reporting system; providing dealers with ability to issue DMV titling and registration products; allowing counties to issue registration decals; partnering with financial institutions to allow for electronic lien recording and satisfaction. All data sources used to collect information regarding driver- and vehicle-related issues are actively used by DMV management personnel and outside sources as allowed by law to make decisions and choices. This same information is provided in a timely manner to all legislative bodies requesting such data. DMV will continue to expand its data collection and reporting capabilities during FY 08-09. DMV has ready access to benchmarking tools from other states that are then used by the agency to determine its own performance. Specific agencies that provide comparative statistics include: American Association of Motor Vehicle Administrators (AAMVA), National Highway Traffic Safety Administration (NHTSA); Federal Motor Carrier Safety Administration (FMCSA).

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

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

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

#### **4.6 Translating Organizational Performance Into Priorities for Continuous Improvement**

SCDMV translates performance review findings into operation improvements through a process where reviews are conducted, findings are documented and shared with managers, improvement plans are created and additional follow up reviews are conducted to ensure that original findings have been properly addressed. As an example, DMV conducts review of each of our 69 field offices. These reviews are conducted to ensure that all field office employees adhere to DMV policy and procedure when serving customers. The review also determines if managers follow policy and procedure when managing the office. The results of these reviews are documented and shared with the local field office manager, the Administrator for all field offices and the agency Director. A senior manager meets with each field office manager to discuss the findings and an improvement plan is developed to address any specific problems identified. A follow up review with the senior manager is conducted to monitor progress in execution of the improvement plan.

#### **4.7 Managing Organizational and Employee Knowledge**

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

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

## **Section III - Category 5 – Workforce Focus**

### **5.1 Organizing and Measuring Work**

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

### **5.2 Effective Communication and Knowledge Sharing**

The Office of Human Resources' managers meet weekly with Field Administration managers and monthly with all other division managers to review all HR measures. In these meetings, managers distribute human resource related reports and review key measures such as turnover, absenteeism, staffing needs, workers compensation, Employee Performance Management System review dates, SCEIS updates and policy changes as needed. These meetings have opened the lines of communication between Human Resources and management, keeping all informed of changes and training needs within the agency.

Through these meetings, HR Development Training needs have been identified. Training is conducted once a quarter with Field Office managers in Regional meetings and with HQ managers on a quarterly basis. This training consists of EPMS processes, Policy Review, Interviewing Skills, Leave and Attendance, Position Description Writing, Supervisory Skills, EEO, and Harassment. A mandatory training for managers and supervisors was held in November 2009 and covered four policies: Overtime, Workplace Violence, Harassment and EEO (recruitment).

DMV holds regular manager meetings and encourages managers to hold regular meetings with their staff to encourage communication and feedback.

### **5.3 Recruitment and Retention of Employees**

The Office of Human Resources continues to utilize the NEOGOV job posting system through State OHR and has had a very favorable applicant flow. We continuously review and assess our selection/hiring policies and practices/procedures for fairness and ensure that they add value to the selection process. For example, using a more diverse team approach when selecting and interviewing managerial candidates has resulted in a deeper, broader, more thorough interviewing process.

We also take advantage of every opportunity to remain visible in our community. We openly communicate with the Employment Security Commission making them aware of our job and staffing needs. We have supported our education community by attending several career days and job fairs both at secondary and college levels.

DMV continues efforts to connect with employees and encourage an open door policy to communication. When possible, DMV accommodates employees interested in laterally transferring to reduce transportation and family issues. We continue to actively identify gaps and upgrade skills to develop our workforce and take full advantage of promoting and transferring from within, matching qualifications, abilities and skills with job needs.

### **5.4 Assessment of Workforce Capability and Capacity Needs**

DMV assesses its workforce capability and capacity through a variety of measures. The agency has developed a staffing model for field offices based on services provided by each office and statewide wait time averages for all offices. This wait time measure allows management to constantly measure

customer service delivery to determine if additional staff is needed or if a reallocation of existing staff is more appropriate. Additionally, divisions utilize production and backlog reports to determine productivity and address manpower needs. Workforce capability is measured through the EPMS process as well as the utilization of productivity and error rate reports.

### **5.5 EPMS Supporting High Performance**

Employees are formally evaluated on an annual basis 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. Probationary employees who become covered employees will receive a short-year review upon being placed on the universal review date, as well as employees on a six month trial period.

### **5.6 Development and Learning System for Leaders**

DMV has an on-going effort within its Training and Development Office as well as its Office of Human Resources to enhance its core curriculum for management training. Quarterly training is conducted for managers on topics such as EPMS, Time Administration, Position Description Development and SCEIS training.

### **5.7 Key Developmental and Training Needs Identification**

The Training and Change Management Office was established to develop and provide a full complement of training opportunities for DMV employees, including both career-enhancement and process training. DMV also provides a comprehensive new employee orientation and transaction processing training to every new employee in the agency.

### **5.8 Encouraging Use of New Knowledge and Skills**

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

### **5.9 Contribution of Employee Training to Achievement of Action Plans**

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

### **5.10 Effectiveness of Workforce/Leader Training and Development Systems**

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

### **5.11 Motivating Employees**

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

DMV has developed a rewards and recognition program that is both meaningful to agency employees and beneficial to the organization. The program, which is based on the agency mission and strategic plan, creates a comprehensive and achievable rewards program that helps 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 suggestions to the Communications Office. Employees also receive the “Kudos Count!” newsletter highlighting positive customer feedback for DMV employees.

#### **5.12 Employee Well-Being and Satisfaction**

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

#### **5.13 Effective Management of Career Progression and Succession Planning**

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

#### **5.14 Maintaining Safe and Healthy Work Environment**

DMV is committed to providing a safe and healthy work environment for all employees and our 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. The safety program includes 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 alarms in all offices and will continue to upgrade offices with additional security features to ensure the safety of our employees.

## Section III - Category 6 – Process Management

### 6.1 Organizational Core Competencies

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

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

| Program Area              | Service Channel   | Key Processes   |
|---------------------------|---|---|
| Customer Service Centers  | Geographically distributed face-to-face customer service centers  | <ul style="list-style-type: none"> <li>• Issue Driving Credentials and ID Cards</li> <li>• Process International Customer Driver Services (17 offices)</li> <li>• Process lien information</li> <li>• Issue Vehicle Registration Credentials</li> <li>• Clear driver and vehicle Reinstatement Requirements</li> <li>• Administer driver knowledge and skills tests</li> <li>• Provide Motor Vehicle Records</li> <li>• Issue IFTA and IRP credentialing to Motor Carriers (6 offices)</li> <li>• Issue and Renew Dealer Licenses</li> <li>• Process customer change requests</li> <li>• Provide information and documents</li> </ul>   |
| Customer Service Delivery | Web-based transactions, mail-in transactions, automated interface transactions, Customer Call Center  | <ul style="list-style-type: none"> <li>• Issue duplicate and renewal driving credentials and ID cards</li> <li>• Process requests for driver and vehicle records</li> <li>• Issue titles and process title lien requests</li> <li>• Perform title and vehicle research</li> <li>• Perform driver record research</li> <li>• Oversee biennial registration and process exceptions</li> <li>• Respond to customer requests for information</li> </ul>   |
| Compliance and Oversight  | Mail-in, face-to-face customer service; site visits to dealers, trucking companies, etc., face – to-face hearings, mail-in hearing requests | <ul style="list-style-type: none"> <li>• Maintain driver record information from courts (uniform traffic tickets, court orders, etc.)</li> <li>• Enter and maintain accident data</li> <li>• Add driver and vehicle suspensions</li> <li>• Clear Reinstatement Requirements for Driver and Vehicle Suspensions</li> <li>• Process and Maintain driver medical exclusion information</li> <li>• Oversee uninsured motorist program</li> <li>• Process Dealer Licensing applications</li> <li>• Perform Dealer Licensing Inspections</li> <li>• Administer program and process transactions for the International Registration Plan (IRP),</li> <li>• Administer program and process International Fuel Tax Agreement (IFTA) transactions</li> <li>• Administer program and process transactions</li> </ul> |

| Program Area | Service Channel | Key Processes  |
|--------------|-----------------|--|
|              |                 | for Single State Registration System (SSRS) <ul style="list-style-type: none"> <li>• Maintain Performance and Registration Information Management System (PRISM)</li> <li>• Maintain S.C. Commercial Drivers License (CDL) AAMVA reporting system</li> <li>• Perform inspections for third party CDL testers</li> <li>• Administer and oversee New Entrant Safety Assurance Programs</li> <li>• Process Administrative Hearing Requests and Results</li> </ul> |

**6.2 Key Work Processes that Produce, Create or Add Value**

DMV uses statutory requirements to guide the development of key processes. The agency develops policies that reflect legal requirements and support those processes. Key policies and processes are documented and are available to employees via the agency’s intranet and customers via the agency’s public web site. Employees are trained on the agency’s key processes and management has instituted a system for continuous review and improvement. Additionally, DMV has an Office of Internal Audit and an Office of Integrity and Accountability to ensure compliance with policies and processes.

**6.3 Incorporating Organizational Knowledge**

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

**6.4 Meeting Key Requirements through Day-to-Day Operations**

We constantly monitor business processes and undertake improvements as detailed in 6.3. Since efficient systems are composed of inputs, processes and outputs that have been reengineered, by improving the systems and processes that produce the output measures from our agency, we directly affect performance through the adjustment of the inputs and processes.

**6.5 Systematically Evaluating and Improving Key Product and Service Processes**

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

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

Another method of evaluating our processes is the solicitation and use of customer feedback. SCDMV has partnered with the University of South Carolina to conduct surveys, gauge customer satisfaction and identify areas of our operation that can be improved. We also solicit customer feedback through surveys

on our web site. This information is reviewed to determine if these customer suggestions could lead to improved service delivery processes.

## **6.6 Key Support Processes**

DMV defines support processes as those internal agency processes that are required to support key core business processes aimed at external customers. Some key support processes include:

- Information Technology
  - Maintain an information technology system that supports core processes
  - Provide technical help desk support to employees
- Communications
  - Maintain and implement internal and external communications plans
- Constituent Services
  - Provide ombudsman services, including tracking and follow-up of requests for assistance from external customers
- Training and Change Management
  - Develop and maintain training materials supporting training curricula
  - Communicate official agency operational changes to employees
- Human Resources
  - Maintain employee benefits, classification and compensation
- Financial Services
  - Maintain control over budget, accounting and fixed assets
- Procurement Services
  - Process requisitions and purchase orders
- Resource Management
  - Maintains all facilities statewide
  - Operates mail, fleet and warehouse services
- Project Management Office
  - Facilitates annual strategic planning sessions with senior leaders
  - Oversees implementation of the agency's strategic projects

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

## **6.7 Determining Resources Needed to Meet Budget and Financial Obligations**

Beginning in FY 07, DMV became totally funded by revenues generated and retained by the agency, with the exception of approximately \$2 million received from federal grants. Therefore, it is imperative that executive management analyze prior year expenditures and revenue estimates for the upcoming year when determining resources needed to meet financial obligations. DMV's greatest resource is its employees; therefore approximately 70% of its budget is used for personnel costs (salaries and fringes). In addition, DMV is always challenged to improve service delivery methods, implement legislative mandates and maintain facilities. All of these initiatives require executive management to prioritize, allocate funding and manage cash flow in a very conscientious manner. In an effort to accomplish these objectives, DMV management utilizes detailed financial reports, a comprehensive strategic plan and a capital improvement/facility maintenance plan.

## Section III - Category 7 – Results

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

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

#### 7.1.1 Strategic Initiatives

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

- Objective: Develop web services business-to-business data interchange capability to migrate existing customers from outdated mainframe operations to business-to-business web services, including state portal customers, insurers, counties, and magistrate courts. Improve service for law enforcement and other government entities. Improve real time access to DMV information by law enforcement through use of web-browser technology. DMV continues to expand its web services capabilities. In FY 10, we expanded the County Decal Issuance Program by adding 6 more counties for a total of 30. This number will remain fairly static from this point on as all counties planning to utilize this program have been implemented.

##### 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 titled and registered.
- Objective: In FY 08 our goal was to enlist additional auto dealers to the system so that we could fully automate at least 45% of all dealer transactions through the EVR system. As with many sectors of the economy, the auto industry and dealer sales were significantly affected by the economic downturn; thereby, affecting participation in the EVR program.
- Beginning in FY 09, DMV re-leveled the performance measures to determine participation in the program by using a different data source for *Total Counter Dealer Transactions*. Table 7.1.1.2 reflects the results for FY 09 based on both the old and the new calculation methods, for comparison. Going forward, DMV will utilize the new calculation method to determine relative growth. Actual results are reported in Table 7.1.1.2

**Table 7.1.1.2**

|                                       | FY 06   | FY 07   | FY 08   | FY09<br>(old<br>formula) | FY09<br>(Correct) | FY10    |
|---------------------------------------|---------|---------|---------|--------------------------|-------------------|---------|
| Total Approved Dealers                | 246     | 282     | 301     | 266                      | 266               | 260     |
| Total EVR Transactions                | 192,995 | 226,388 | 240,185 | 148,013                  | 148,013           | 223,853 |
| Total Counter Dealer Transactions     | 355,878 | 314,668 | 286,787 | 237,671                  | 475,341           | 445,160 |
| Total Dealer Transactions             | 548,873 | 541,056 | 526,972 | 385,684                  | 623,354           | 669,013 |
| EVR as % of total Dealer Transactions | 35%     | 42%     | 46%     | 38%                      | 24%               | 33%     |

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

- The program began as a pilot in FY 04 with 5 high schools across the state to administer knowledge tests at the school to eligible students.

- During FY08, DMV continued to meet its objective to increase the number of schools participating in the knowledge testing program. DMV has discussed with local AARP group the possibility of entering into a partnership to develop an education program for Mature Drivers. AARP currently offers a driver safety course for Mature Drivers. DMV is also working with DPS Office of Highway Safety to develop an education program for our Teen Drivers.
- Objective for FY09: Continue to add schools to program. Continue to partner with other agencies and communicate with other jurisdictions to develop an education program for Teen Drivers and Mature Drivers. Develop a brochure (pamphlet) for Teen Drivers and Mature Drivers. Develop a Parent/Teen Driving Guide (brochure) Update DMV website to have sections specifically for Teen Drivers and Mature Drivers. The website will also have resource links to other organizations to assist the Teen Drivers and Mature Drivers.
- During FY 09, DMV added six high schools to the testing program. Due to budget constraints and resources, we could not add as many schools as we did in the previous years. The local AARP provided information to DMV regarding Mature Drivers to include in our Driver Handbooks. They are also working with us to develop information for our website.
- Objective for FY 10: Continue to partner with other agencies and communicate with other jurisdictions to develop an education program for Teen Drivers and Mature Drivers. Update DMV website to have sections specifically for teen and mature Drivers. The website will also have resource links to other organizations to assist teen and mature drivers.

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

|                             | <b>FY 06</b> | <b>FY 07</b> | <b>FY 08</b> | <b>FY 09</b> | <b>FY10</b> |
|-----------------------------|--------------|--------------|--------------|--------------|-------------|
| Total Schools Participating | 77           | 122          | 141          | 147          | 147         |
| Total Students Tested       | 4,873        | 7,342        | 10,688       | 15,412       | 15,406      |

**7.1.1.4 Expand County Decal Issuance Program**

- In FY 06, Richland, Clarendon, Laurens and Aiken Counties began issuing decals. In FY 2007, we added 14 additional counties. By allowing customers to obtain their decals at the same time that they pay their property taxes, both DMV and County treasurers have in partnership exceeded customer expectations. During FY08, we added 4 additional counties, for a total of 23 participating counties. In FY 09, we expanded the program by adding 1 more county for a total of 24. In Fy 10, we expanded the County Decal Issuance Program by adding 6 more counties for a total of 30. This number will remain fairly static from this point on as all counties planning on using this program have been implemented.
- Table 7.1.1.4 shows the number of registrations issued by counties during FY 07, 08, 09, and 10.

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

| <b>County</b> | <b>FY07</b> | <b>FY08</b> | <b>FY 09</b> | <b>FY10</b> | <b>+ (-) against prior year</b> |
|---------------|-------------|-------------|--------------|-------------|---------------------------------|
| Abbeville     | 19,679      | 20,132      | 6,562        | 19,019      | 12,457                          |
| Aiken         | 110,655     | 115,550     | 64,596       | 111,457     | 46,861                          |
| Anderson      | 131,055     | 135,572     | 34,010       | 128,245     | 94,235                          |
| Bamberg       | 9,936       | 10,066      | 2,713        | 9,094       | 6,381                           |

| County       | FY07      | FY08      | FY 09   | FY10      | + (-) against prior year |
|--------------|-----------|-----------|---------|-----------|--------------------------|
| Barnwell     | 0         | 0         | 0       | 14,882    | 14,882                   |
| Cherokee     | 38,856    | 39,428    | 13,512  | 37,847    | 24,335                   |
| Chester      | 24,142    | 24,196    | 5,088   | 22,348    | 17,260                   |
| Chesterfield |           |           | 523     | 29,504    | 28,981                   |
| Clarendon    | 22,391    | 22,964    | 2,525   | 20,654    | 18,129                   |
| Colleton     |           | 29,285    | 5,152   | 25,538    | 20,386                   |
| Darlington   | 45,426    | 45,795    | 4,557   | 43,583    | 39,026                   |
| Dillon       |           | 19,290    | 1,921   | 17,764    | 15,843                   |
| Dorchester   | 78,550    | 82,418    | 23,059  | 81,171    | 58,112                   |
| Edgefield    | 0         | 0         | 0       | 17,187    | 17,187                   |
| Hampton      | 0         | 0         | 0       | 11,657    | 11,657                   |
| Kershaw      | 44,558    | 46,284    | 9,638   | 43,387    | 33,749                   |
| Lancaster    | 47,920    | 51,807    | 11,556  | 50,180    | 38,624                   |
| Laurens      | 48,235    | 49,707    | 11,900  | 46,039    | 34,139                   |
| Lee          | 11,047    | 11,615    | 2,957   | 10,217    | 7,260                    |
| Lexington    | 181,229   | 187,066   | 17,220  | 178,244   | 161,024                  |
| Marion       | 20,798    | 21,307    | 3,957   | 19,323    | 15,366                   |
| Marlboro     | 0         | 0         | 0       | 13,064    | 13,064                   |
| Newberry     | 0         | 0         | 0       | 22,785    | 22,785                   |
| Oconee       |           | 60,008    | 12,539  | 57,436    | 44,897                   |
| Richland     | 206,296   | 214,778   | 43,417  | 193,902   | 150,485                  |
| Saluda       | 15,057    | 15,394    | 3,774   | 14,655    | 10,881                   |
| Spartanburg  | 190,485   | 199,060   | 33,953  | 179,905   | 145,952                  |
| Union        | 21,593    | 21,660    | 4,993   | 20,056    | 15,063                   |
| Williamsburg |           | 23,803    | 5,328   | 20,990    | 15,662                   |
| York         | 0         | 0         | 0       | 134,420   | 134,420                  |
|              | 1,267,908 | 1,447,185 | 325,450 | 1,594,553 | -1,269,103               |

Note: Decreases in FY09 are due to the plate replacement project. The counties did not print registration for regular plates being replaced by the new "sunrise" plates. The FY 10 numbers increased again as expected. Barnwell, Edgefield, Hampton, Marlboro, Newberry and York counties joined the to County Decal Issuance Program in FY10.

#### 7.1.1.5 Maintained reduced statewide customer wait times.

- Our objective in FY 10 was to continue to keep average wait times under 15 minutes. Table 7.1.1.5 details average annual wait times. Note that the reported times represent an average across offices; wait times were higher for individual transactions in offices with higher activity, and during peak periods.

**Table 7.1.1.5 Average Annual Statewide Wait Times in Customer Service Centers**

| FY 06       | FY 07       | FY 08       | FY 09       | FY 10        |
|-------------|-------------|-------------|-------------|--------------|
| 7.2 minutes | 5.3 minutes | 5.5 minutes | 5.5 minutes | 7.32 minutes |

#### 7.1.1.6 Improve Contact Center Operations

During FY10, the contact center continues to set higher performance standards for each fiscal year. The acceptable service level agreement for this year was to answer 80% of the calls in less than two minutes. The average service level that we achieved was 88% of the calls in less than two minutes. The average abandon rate for the year was 3%, 7% of the call volume occurred after hours and 90% of the total call volume was answered by Contact Center agents.

The following key performance indicators measure the impact of improved processes and show the greater efficiencies of the Contact Center this fiscal year.

- Increased the number of calls handled from the previous fiscal year of 822,898 to 849,442 (3.1%).
- Reduced the abandon rate from the previous fiscal year of 46,425 to 29,555 (57.1%).
- Drastically reduced the number of callers receiving a busy signal from the previous fiscal year of 1,126 to 270.
- Average time/call is 2:46 minutes per call (This statistic measures consistency in call handling, the agent's knowledge and ability to answer customer's questions.)
- The average speed of answer has consistently improved from one minute the previous fiscal year to thirty-eight seconds this fiscal year.

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

In response to the increasing demand for training and in an effort to maximize all available resources we have begun experimenting with distance learning tools. In conducting Phase Once of NMVTIS training we placed the training materials and the assessment on CD's and tallied the results via email. Using this method we were able to train approximately 950 employees. The same method was used to train over 800 employees on the S endorsement changes to our CDL licensing procedures. Finally, in an effort to streamline training even more, we piloted a training session for the NMVTIS Help Desk and the Titles department utilizing iLinc, a web application designed to conduct web meetings. This application allowed us to use an external website to house the training material and eliminate the need for CDs. Using this method we conducted a pilot and assessed approximately 30 headquarters employees on their understanding of a recent policy change. With the information gathered from the pilot we have begun making preparations to train via iLinc on a wider scale. In all of the training sessions mentioned above, a score of 80% or more was required. This score or higher was achieved by 98% of those who participated in the training. We have also trained 50 employees in Customer Service Training as part of the NET program during this reporting period. (This number is lower due to a change in hiring practices.)

#### **7.1.1.8 Revise EPMS review**

During FY 09-10, forty-nine managers and supervisors attended EPMS training offered by the agency. The agency received and keyed 1,263 EPMS appraisals from July 1, 2009 to June 30, 2010. We also conducted training on Position Description development for seven new managers.

#### **7.1.1.9 Implement Manager Training Program**

In November 2009, the agency held a mandatory training session for managers and supervisors that covered four major policies. This training session was conducted by the agency's outside counsel. The policies covered in the training were Overtime, Workplace Violence, Harassment, and Equal Employment Opportunity (Recruitment). During this training, all four of the policies were discussed in full detail and managers and supervisors asked questions for clarification. 164 managers attended this mandatory training session. The managers that didn't attend the training were directed to the agency's intranet to read the policies discussed in the training and asked to electronically acknowledge the policies.

The Office of Human Resources has continued to conduct critical and essential training for DMV's managers. This year, the Human Resources Department focused management training

on the SCEIS project and the new responsibilities our management team would have in the new system. Pre and post go-live training sessions were conducted in 2009 and continued through mid 2010. Four different classes were held to train managers on the functionality of SCEIS. The courses began in November 2009 and continued past the go-live date with classroom training with live data. In total, 154 managers were trained.

The Training Coordinator worked closely with Human Resources Management and surveyed several field offices to assess training needs for employees and managers. The survey results were analyzed and a training plan was developed and implemented for those offices surveyed. This will be an ongoing project for both the Field Services Training Coordinator and Human Resources in order to improve managers and employees' knowledge, skills, and abilities to service the customers efficiently.

#### **7.1.1.10 Establish Employee Career Path Classification, Compensation and Performance Plan**

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

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

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

In February of 2008 an Instructor/Training Coordinator was chosen from Field Services to lead this career development initiative. In May of 2008, she in turn selected a Customer Service Manager Trainer and eight Customer Service Trainers. These trainers were moved into the field to begin evaluating skill sets of present employees as well as training newly hired employees. As fiscal year 2009 began, budget cuts were so substantial that hiring was at a minimum. We continued evaluating present employees until early 2009 when budget restraints and unfilled jobs caused us to move these trainers back into a permanent office. We have not hired anyone except in critical positions and have not been able to see the full results of the Career Path that we

envisioned when we developed it. This plan has been put on hold until the agency has enough revenue to fund the project.

**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.

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

During FY 2009, DMV began using the SAVE system to verify documents for all international customers. Initially, documents for persons only applying for an original SCDL or ID card were sent through SAVE. However, beginning in March 2009, DMV began sending USCIS documents received from all international customers through the SAVE process.

During FY 2010, there was a decrease in international affairs transactions. In summation we have determined that one of the several key factors was the applicant’s inability to obtain valid/current immigration documents.

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

**Table 7.1.1.11  
Credentials Processed for International Customers**

| FY 06  | FY 07  | FY 08  | FY 09  | FY 10  | Decrease from<br>FY 09 |
|--------|--------|--------|--------|--------|------------------------|
| 34,304 | 37,104 | 40,000 | 39,754 | 30,000 | 24.5%                  |

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

- Code of Law section 56-3-1230 requires the DMV to replace all plates at least every six years.
- During FY 09, SCDMV replaced all existing Palmetto plates (about 2.7M) with the new “Sunrise” design.
- 3M also manufactures all newly produced plates in the new digitized format.
- Between June 1, 2008 and July 31, 2009 SCDMV mailed 1,963,226 license plates to customers automatically after they had paid their personal property taxes, without requiring any additional actions by the customer. Fewer than .5% of plates were returned for incorrect addresses.
- Average turnaround time for a customer to receive their new “Sunrise” plate is 3 – 5 days after payment of property taxes.
- During FY 10, efforts continued with focus on reissuing specialty plates.

**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.

- During FY 07 we added functionality to the ALIR system to allow insurance companies to create individual sub user accounts to accommodate insurance companies that write policies directly with policyholders without the use of remote agents. Currently over 800 insurance company sub user accounts are being used by insurance company representatives. Additionally, modifications were made to allow commercial insurance companies to verify insurance electronically although insurance cancellations are still not reported by commercial carriers.
- During FY 07 we have worked to improve customer services by creating a dedicated customer support unit for insurance-related inquiries, and adding self service options such as web fee payment.
- During FY08, we implemented mandatory VIN file reporting (entire book of business). VIN file reporting will close the loop on uninsured motorists and increase the efficiency of the overall program by decreasing insurance company and customer involvement (automated verification following cancellation notice to DMV, accidents, etc.). The ALIR system identifies over 15,000 uninsured motorists each month. Based upon an analysis of accident data, we have estimated that the ALIR system has decreased the uninsured motorist rate for 25% in 2003 to less than 7% to date.
- FY 09, DMV received over 85,000 electronic transactions from insurance companies. We identified over 15,000 uninsured motorists every month. DMV's estimated uninsured motorist rate was reinforced by a recent study completed by the Insurance Research Council which estimated South Carolina's uninsured motorist rate at 9%. Currently, 93% of all insurance received following cancellations is received electronically. DMV is receiving 3.1 million VIN records every week.
- In FY 10, the DMV currently maintains an estimated 7% uninsured motorist rate based on the number of motorist insured at the time of accident (decrease from estimated 20-25% uninsured rate of 2003). Currently, DMV also receives 3.1 million vehicle identification numbers (VIN) records every week. VIN file reporting will close the top of uninsured motorist and increase the efficiency of the overall program.
- Chart 7.1.1.13 shows statistics comparing FY 07, FY 08, FY 09, & FY 10 cancellation notices received electronically, responses to the cancellation notices (FR4a) reported electronically. Beginning in September 2006, all insurance responses to cancellation notices were submitted electronically. Through web services technology the SC ALIR system can now verify insurance information provided by the customer in real-time directly with the insurance company. South Carolina's ALIR system is considered to be one of the most effective and efficient insurance reporting systems in the nation.

**Chart 7.1.1.13  
Number of Notices of Cancellation Processed**

|  | <b>FY 07</b> | <b>FY 08</b> | <b>FY 09</b> | <b>FY 10</b> | <b>% change<br/>FY07 –<br/>FY10</b> |
|--|--------------|--------------|--------------|--------------|-------------------------------------|
| FR 4 Cancellations                       | 467,939      | 516,171      | 485,939      | 560,166      | +19.7%                              |
| FR4a compliance submitted electronically | 229,599      | 296,386      | 126,659      | 66,581       | -71%                                |

**7.1.1.14 Expanded Fraud Detection Program**

The Office of Integrity and Accountability (OIA) is charged with monitoring and investigating incidents of potential employee and customer fraud and improper employee conduct. During FY 2010, OIA completed the following tasks:

- The Office of Integrity and Accountability investigated 87 Internal Affairs cases, 302 Fraud cases, 122 Identity Theft cases, 33 Preliminary Investigations and fielded 158 General Correspondence cases.
- In addition, OIA fulfilled 614 requests for information or assistance from law enforcement officers; the unit also continued to process requests from SC Highway Patrol's Insurance Enforcement Unit for alerts to be added to customers' record to verify invalid addresses.
- OIA persisted in reviewing out-of-state titles and reviewing results of the agency's Social Security On-Line Verification (SSOLV) process to include manually verifying any numbers that did not match customer information provided.
- The unit was also able to review customer applications for special serial numbers for vehicles and forward approved requests to the Titles and Registration unit.
- The unit as a whole responded to phone calls from field offices or customers as well as faxes and emails.
- The unit provided support for field offices who suspected fraud that resulted in arrests of two customers by local law enforcement.
- OIA persisted in reviewing and/or researching a variety of field office transactions and forwarded any quality control errors that were detected to the appropriate unit for correction.
- OIA was also able to partner with the CDL Compliance unit to complete the following audits: 87 Random Sampling, 158 TPT Audits, 58 SPEs, 232 Course Approvals/Skills Pad, 7 DMV CDL Examiner Training, 3 CDL TPT Truck Classes, 12 Examiner Refresher Classes, 2 TPT Refresher Classes, 5 Handicap Waivers, 3 Covert Operations, 70 CVSA Inspections, 30 Truck School Inspections, and 30 Instructor Applications (test given).

The Office of Internal Audit was also merged with the Office of Integrity and Accountability..

#### **7.1.1.15 Requirements for REAL ID Act**

The Department of Homeland Security (DHS) published the final rules for REAL ID in January of 2008. Given concerns raised by state DMVs, the National Governor's Association, state legislators and various consumer and privacy groups, DHS has delayed the implementation date of this legislation three times. The final deadline for compliance with this act is now May 11, 2011.

The REAL ID Act of 2005 states that the federal government will not recognize licenses or ID cards issued by non-compliant states. An individual who holds a license or ID card issued by a non-compliant state may find it more difficult to board a commercial aircraft, open a bank account or enter certain federal facilities.

New legislation, referred to as PASS ID, did gain some measure of support in Congress last year. This legislation, endorsed by DHS, most states, and the National Governor's Association, would have repealed the REAL ID Act of 2005 and implemented new security requirements governing the issuance of driver licenses and ID cards. The new security requirements were drafted with the input of state DMV officials, the Governor's association and other stakeholders and were

offered as a more realistic approach to improve card security. This legislation, however, failed to pass Congress.

South Carolina is one of 12 states that have passed laws that prohibit implementation of the REAL ID act. Even so, our state and most other states continue to work to improve the security of our credentials and issuance processes.

#### **7.1.1.16 Improve communications between DMV, Court Administration and DPS**

SCDMV and Court Administration 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 CMS. This interface will be enhanced over the next couple of years due to the implementation by DPS of the SC Collision and Ticket Tracking System (SCCATTS) which will allow for the electronic capture and transmission of tickets and accident reports by DPS. This will tie all three parties together to interactively transmit the capture of electronic tickets and accident reports. DMV will interface directly to the SCCATTS DB to retrieve accident reports and adjudicated tickets and process them to the customers' driving records. With grant funding received via SCDPS, the project to add a 2D Bar Code to the SCDMV Motor Vehicle Registration to support electronic ticket processing and the project to Interface the TR310 Collision Report from SCCATTS to the SCDMV Phoenix system have begun.

#### **7.1.1.17 Develop agency Safety and OSHA program**

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

- DMV and DPS share an OSHA safety officer. Programs have been developed to ensure compliance with applicable OSHA standards.
- Branch managers, custodians and other designees receive Bloodborne Pathogen training annually.
- All First Responder volunteers receive First Aid and CPR training annually.
- DMV has AEDs for each floor and First Responders are trained to use them.
- A comprehension evacuation plan has been developed for the DMV HQ building. All HQ employees have been trained on this plan. Fire drills have been conducted.
- Evacuation policy and routes have been developed for the field offices. Managers have been trained on the overall evacuation procedures. Evacuation routes have been developed for field offices.
- Capital Improvements and Facilities Management have addressed many OSHA and ADA issues in field offices through renovation, relocation and preventative maintenance.

### **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, county registration renewal, web, and third party transactions.
- In FY 09 approximately 46% of all transactions are processed in field offices.
- Remaining transactions represent business-to-business transactions.
- Note that *Miscellaneous Transactions* include purchase of driver records, payment of reinstatement fees and other transactions not identifiable in one of the other three categories.

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

|                                     | FY 06             | FY 07             | FY 08             | FY 09             | FY 10             | % change     |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Total Driver Transactions           | 2,085,913         | 2,196,432         | 2,131,010         | 1,774,405         | 1,580,408         | -11.0%       |
| Total Title Transactions            | 1,654,722         | 1,656,084         | 1,641,072         | 1,439,462         | 1,433,730         | -0.4%        |
| Total Registration Transactions     | 5,265,427         | 5,425,450         | 5,518,045         | 5,510,444         | 5,342,534         | -3.0%        |
| Total Miscellaneous Transactions    | 4,468,401         | 4,053,112         | 3,944,071         | 3,705,872         | 3,633,014         | -2.0%        |
| <b>Total Statewide Transactions</b> | <b>13,474,463</b> | <b>13,331,078</b> | <b>13,234,198</b> | <b>12,430,183</b> | <b>11,989,686</b> | <b>-3.5%</b> |

**Table 7.1.2.1b  
Call Center Transactions**

|                     | FY 06   | FY 07   | FY 08   | FY 09   | FY 10   | % change |
|---------------------|---------|---------|---------|---------|---------|----------|
| Total Calls Handled | 738,997 | 807,271 | 811,181 | 822,898 | 849,442 | 3.1%     |
| Avg. Calls/day      | 2998    | 3268    | 2998    | 3353    | 3169    |          |

***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 |
|--------------|------------------------|----------|
| <b>FY 06</b> | 6,392,018              | 5.7%     |
| <b>FY 07</b> | 6,353,789              | -0.6%    |
| <b>FY 08</b> | 6,238,113              | -2%      |
| <b>FY 09</b> | 5,710,478              | -8.5%    |
| <b>FY 10</b> | 5,366,207              | -6.0%    |

### *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 10, the use of public services fee based transactions offered through our Public website remained fairly consistent, except for a large decrease in DL Renewals caused by the fact that the DMV is only issuing 10 year regular DL’s. While 5 year regular DL’s are still issued for customers age 65 and older, their online renewal rate is not high. The Commercial Drivers Licenses are also issued for a 5 year term, but these are not available for online renewal. We continue to aggressively promote our online services though all of our correspondence to customers, so more people are becoming aware of our online capabilities. Customer satisfaction surveys indicate that our web transactions rank highest in customer satisfaction among our service channels.

|                            | FY 06   | FY 07  | FY 08   | FY 09  | FY 10  | % change from prior year |
|----------------------------|---------|--------|---------|--------|--------|--------------------------|
| Total Payment Transactions |         |        |         |        |        |                          |
| Duplicate DL               | 14,261  | 8,297  | 9,348   | 8,588  | 8,537  | -0.6%                    |
| Duplicate Registration     | 12,680  | 5,149  | 7,832   | 7,242  | 7,127  | -1.6%                    |
| Modify DL                  | 30,331  | 25,221 | 28,234  | 27,054 | 27,124 | 0.3%                     |
| Pay Reinstatement Fee      | 10,951  | 6,501  | 11,231  | 11,575 | 11,879 | 2.6%                     |
| DL Renewal                 | 88,389  | 44,863 | 60,679  | 22,158 | 2,721  | -87.7%                   |
| ID Renewal                 | 1,764   | 931    | 1,372   | 1,183  | 1,004  | -15.1%                   |
| Pay Registration Late Fees | 7,499   | 5,662  | 6,685   | 7,676  | 9,459  | 23.2%                    |
| <b>Total</b>               | 185,248 | 96,624 | 125,381 | 85,476 | 67,851 | -20.6%                   |

- 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 10, requests from South Carolina citizens decreased only marginally for Driver record requests through our public website and increased through the state portal and our member services website.

|  | FY 06     | FY 07     | FY 08     | FY 09     | FY10      | % change from prior year |
|--|-----------|-----------|-----------|-----------|-----------|--------------------------|
| Obtain Driver Record (public site)                             | 19,373    | 16,261    | 18,993    | 18,808    | 18,781    | -0.14%                   |
| Obtain Driver Record (through State Portal or member services) | 2,324,168 | 2,379,627 | 3,682,475 | 3,352,485 | 3,543,051 | 5.7%                     |

### 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 06     | FY 07     | FY08      | FY 09     | FY 10     |
|---|-----------|-----------|-----------|-----------|-----------|
| Total Uniform Traffic Tickets Processed       | 1,219,826 | 1,114,317 | 1,525,982 | 1,542,666 | 1,521,818 |
| DL suspensions processed                      | 201,484   | 275,740   | 239,369   | 232,021   | 211,634   |
| Number of other insurance related suspensions | 43,536    | 47,724    | 46,195    | 60,271    | 45,536    |
| Number of accident reports keyed              | 180,048   | 167,107   | 155,945   | 142,759   | 69,500    |
| Sale of Accident Reports by Mail              | 57,297    | 56,666    | 54,302    | 53,908    | 37,848    |

### 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 06  | FY 07  | FY08   | FY09   | FY10   |
|---|--------|--------|--------|--------|--------|
| International Registration Plan (IRP)           |        |        |        |        |        |
| Active Accounts                                 | 6,332  | 5,906  | 6,065  | 5,653  | 5,502  |
| Renewed Accounts                                | 5,300  | 5,005  | 5,220  | 5,018  | 4,962  |
| New Accounts                                    | 1,032  | 901    | 845    | 635    | 540    |
| Active Apportioned Vehicles                     | 22,752 | 24,724 | 26,814 | 22,234 | 20,491 |
| Audits Conducted                                | 206    | 199    | 188    | 145    | 172    |
| International Fuel Tax Agreement                |        |        |        |        |        |
| Active Accounts                                 | 3,802  | 4,421  | 4,009  | 3,670  | 3,691  |
| Number of Quarterly Filings                     | 11,301 | 15,756 | 15,829 | 14,802 | 14,494 |
| Number of Decals Issued                         | 41,471 | 47,910 | 37,740 | 37,120 | 25,156 |
| Exempt  |        |        |        |        |        |
| Active Accounts                                 | 237    | 237    | 0      | 0      | 0      |
| Single State Registration System (SSRS)         |        |        |        |        |        |
| Active Accounts                                 | 2,241  | 2,241  | 0      | 0      | 0      |
| Unified Carrier Registration<br>Active Accounts | 0      | 0      | 3,347  | 1,284  | 2,194  |
| Certificate of Compliance                       |        |        |        |        |        |
| Active Accounts                                 | 1,699  | 1,567  | 1,509  | 1,478  | 1,533  |
| New Accounts                                    | 288    | 161    | 92     | 60     | 57     |
| New Entrant *                                   |        |        |        |        |        |
| Safety Audits                                   | 316    | 376    | 396    | 453    | 401    |
| Vehicle Inspections                             | 419    | 291    | 268    | 306    | 233    |

\* Totals for New Entrant provided by New Entrant Administrative Coordinator. The New Entrant Program was transferred to the Department of Public Safety in November 2009. Going forward, New Entrant statistics will no longer be reported by SCDMV.

### 7.1.2.4 CDL Compliance

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

**Table 7.1.2.4 CDL Compliance**

| Activity                        | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 |
|---------------------------------|---------|---------|---------|---------|---------|
| Total Random Recalls            | 54      | 37      | 48      | 117     | 87      |
| DMV 447 RT Audits               | 0       | 0       | 0       | 0       | 0       |
| Third Party Tester Audits       | 231     | 341     | 369     | 332     | 158     |
| DMV CDL Examiner Training       | 3       | 6       | 7       | 13      | 7       |
| CDL TPT Truck Classes           | 3       | 3       | 2       | 4       | 3*      |
| CDL TPT Bus Classes             | 2       | 2       | 2       | 3       |         |
| TPT Refresher Classes           | 0       | 0       | 0       | 5       | 2       |
| TPT DOE Refresher Classes       | 0       | 0       | 0       | 0       | 0       |
| CVSA Inspections                | 77      | 110     | 102     | 79      | 70      |
| Truck School Inspections        | 10      | 5       | 12      | 20      | 30      |
| CDL Examiner Refresher Training | -       | -       | -       | -       | 12**    |
| Quality Assurance Operations    |         | 17      | 23      | 9       | 18      |

\*CDL TPT Truck & Bus Classes are now being combined

\*\*New Category CDL Refresher Training

## 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 10, the DMV Constituent Services Office handled approximately 3,234 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 nine surveys. In FY 10, we began having the surveys completed annually in the Fall. Table 7.2.2 shows selected results, shown as percentage of customers responding “very satisfied” or “somewhat satisfied” for the last five surveys:

**Table 7.2.2 Customer Satisfaction Ratings**

|   | <b>Spring<br/>2007</b> | <b>Fall<br/>2007</b> | <b>Spring<br/>2008</b> | <b>Fall<br/>2008</b> | <b>Fall<br/>2009</b> | <b>%<br/>Change<br/>2008 to<br/>2009</b> |
|---|------------------------|----------------------|------------------------|----------------------|----------------------|--|
| % of those surveyed visiting field office | 41.7%                  | 39.3%                | 42.7%                  | 45.6%                | 51.8%                | 6.2%                                     |
| Courtesy/Attitude of Staff                | 88.2%                  | 90.0%                | 85.5%                  | 91.6%                | 91.2%                | -0.4%                                    |
| Overall Ease of Process                   | 82.6%                  | 90.5%                | 84.4%                  | 90.9%                | 87.9%                | -3.0%                                    |
| Quality of Service Received               | 87.9%                  | 88.1%                | 84.8%                  | 91.8%                | 88.7%                | -3.1%                                    |
| Speed of Service Provided                 | 81.6%                  | 87.6%                | 86.2%                  | 87.8%                | 86.4%                | -1.4%                                    |
|   |                        |                      |                        |                      |                      |  |
| % of those surveyed using Call Center     | N/A                    | 13.1%                | 7.5%                   | 5.9%                 | 8.2%                 | 2.3%                                     |
| Courtesy/Attitude of Staff                | N/A                    | 78.7%                | 71.8%                  | 62.0%                | 75.1%                | 13.1%                                    |
| Accuracy of Information Received          | N/A                    | 71.5%                | 71.8%                  | 70.4%                | 64.4%                | -6.0%                                    |
| Quality of Service Received               | N/A                    | 69.0%                | 65.3%                  | 51.5%                | 62.2%                | 10.7%                                    |
| Promptness of Service                     | N/A                    | 60.0%                | 63.6%                  | 48.8%                | 55.9%                | 7.1%                                     |
|   |                        |                      |                        |                      |                      |  |
| % using Online Services                   | 13.6%                  | 11.6%                | 13.2%                  | 11.2%                | 18.5%                | 7.3%                                     |
| Satisfaction with online services         | 89.5%                  | 97.2%                | 89.0%                  | 84.9%                | 85.2%                | 0.3%                                     |

### 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**

|                   | 2008                    |                         |                   | 2009                    |                         |                   | 2010                    |                         |                   |
|-------------------|-------------------------|-------------------------|-------------------|-------------------------|-------------------------|-------------------|-------------------------|-------------------------|-------------------|
|                   | Original Appropriations | Adjusted Appropriations | YTD Expenditures  | Original Appropriations | Adjusted Appropriations | YTD Expenditures  | Original Appropriations | Adjusted Appropriations | YTD Expenditures  |
| 0114              |                         |                         |                   |                         |                         |                   |                         |                         |                   |
| 0158              |                         |                         |                   |                         |                         |                   |                         |                         |                   |
| 0160              |                         |                         |                   |                         |                         |                   |                         |                         |                   |
| 0170              | 0                       | 0                       | -                 | 0                       | 0                       | -                 | 0                       | 0                       | -                 |
|                   |                         |                         | 0                 |                         |                         | 0                 |                         |                         | 0                 |
| 1201              | 0                       |                         |                   | 0                       |                         |                   | 0                       |                         |                   |
| 1300              |                         |                         |                   |                         |                         |                   |                         |                         |                   |
| 0700              |                         |                         |                   |                         |                         |                   |                         |                         |                   |
| <b>State</b>      | <b>0</b>                | <b>0</b>                | <b>0</b>          | <b>0</b>                | <b>0</b>                | <b>0</b>          | <b>0</b>                | <b>0</b>                | <b>0</b>          |
| 0114              | 110,504                 | 110,504                 | 110,504           | 110,504                 | 110,504                 | 110,504           | 110,504                 | 110,504                 | 108,379           |
| 0158              | 36,065,432              | 37,178,250              | 37,165,415        | 37,212,779              | 36,446,566              | 36,419,789        | 37,212,779              | 36,391,377              | 33,812,880        |
| 0159              | 1,075,000               | 0                       | 0                 | 0                       | 0                       | 0                 | 0                       | 0                       | 0                 |
| 0160              | 0                       | 182,035                 | 175,606           | 454,016                 | 352,586                 | 352,586           | 454,016                 | 352,586                 | 283,970           |
| 0170              | <u>3,417,175</u>        | <u>2,448,124</u>        | <u>2,301,612</u>  | <u>2,643,599</u>        | <u>1,621,433</u>        | <u>1,619,504</u>  | <u>2,643,599</u>        | <u>2,634,149</u>        | <u>1,331,660</u>  |
|                   | 40,668,111              | 39,918,913              | 39,753,137        | 40,420,898              | 38,531,090              | 38,502,382        | 40,420,898              | 39,488,616              | 35,536,889        |
| 1201              | 17,123,156              | 20,101,651              | 19,442,773        | 21,355,796              | 20,205,808              | 19,422,538        | 28,357,922              | 27,115,423              | 13,687,963        |
| 6100              | 5,000,000               | 2,445,151               | 2,445,041         | 11,002,126              | 12,565,535              | 12,304,575        | 4,000,000               | 4,000,000               | 2,259,323         |
| 1300              | 13,119,505              | 13,454,662              | 13,450,404        | 11,915,837              | 13,392,224              | 13,102,445        | 11,915,837              | 11,581,446              | 11,468,592        |
| 0700              | 0                       | 10,068,828              | 1,444,770         | 0                       | 8,624,058               | 2,028,059         | 0                       | 4,381,541               | 1,476,865         |
| <b>Earmarked</b>  | <b>75,910,772</b>       | <b>85,989,205</b>       | <b>74,091,084</b> | <b>84,694,657</b>       | <b>93,318,715</b>       | <b>85,359,998</b> | <b>84,694,657</b>       | <b>86,567,026</b>       | <b>64,429,633</b> |
| 0158              | 1,225,504               | 1,268,553               | 1,268,553         | 1,273,885               | 1,221,618               | 1,221,618         | 1,273,885               | 1,647,255               | 1,609,001         |
| 0160              |                         | 13,974                  | 13,974            | 0                       | 28,016                  | 28,016            | 0                       | 28,016                  | 27,477            |
| 0170              | <u>97,500</u>           | <u>52,599</u>           | <u>52,599</u>     | <u>94,028</u>           | <u>27,243</u>           | <u>27,243</u>     | <u>94,028</u>           | <u>94,028</u>           | <u>21,529</u>     |
|                   | 1,323,004               | 1,335,126               | 1,335,126         | 1,367,913               | 1,276,878               | 1,276,878         | 1,367,913               | 1,769,299               | 1,658,007         |
| 1201              | 2,433,956               | 2,397,949               | 2,336,875         | 3,295,455               | 3,369,830               | 3,366,782         | 3,295,455               | 4,537,473               | 3,856,812         |
| 1300              | 410,000                 | 433,885                 | 433,885           | 405,247                 | 421,908                 | 421,908           | 405,247                 | 1,271,015               | 1,288,939         |
| <b>Restricted</b> | <b>4,166,960</b>        | <b>4,166,960</b>        | <b>4,105,886</b>  | <b>5,068,615</b>        | <b>5,068,615</b>        | <b>5,065,568</b>  | <b>5,068,615</b>        | <b>7,577,787</b>        | <b>6,803,758</b>  |
| 0158              | 134,428                 | 112,817                 | 53,487            | 39,683                  | 158,753                 | 38,912            | 9,728                   | 21,411                  | 12,971            |
| 0170              | <u>249,389</u>          | <u>271,000</u>          | <u>270,142</u>    | <u>300,446</u>          | <u>323,048</u>          | <u>291,930</u>    | <u>78,572</u>           | <u>239,380</u>          | <u>110,866</u>    |
|                   | 383,817                 | 383,817                 | 323,629           | 340,129                 | 481,801                 | 330,842           | 88,300                  | 260,790                 | 123,837           |
| 1201              | 386,684                 | 816,319                 | 249,002           | 294,000                 | 1,491,237               | 713,994           | 418,510                 | 2,315,062               | 1,773,573         |
| 1300              | 122,513                 | 122,513                 | 92,224            | 108,841                 | 223,511                 | 94,744            | 36,338                  | 89,992                  | 36,136            |
| <b>Federal</b>    | <b>893,014</b>          | <b>1,322,649</b>        | <b>664,855</b>    | <b>742,970</b>          | <b>2,196,549</b>        | <b>1,139,579</b>  | <b>543,148</b>          | <b>2,665,844</b>        | <b>1,933,546</b>  |
| <b>0114</b>       | 110,504                 | 110,504                 | 110,504           | 110,504                 | 110,504                 | 110,504           | 110,504                 | 110,504                 | 108,379           |
| <b>0158</b>       | 37,425,364              | 38,559,620              | 38,487,455        | 38,526,347              | 37,826,938              | 37,680,319        | 38,496,392              | 38,060,042              | 35,434,851        |
| <b>0159</b>       | 1,075,000               |                         |                   |                         |                         |                   |                         |                         |                   |
| <b>0160</b>       |                         | 196,009                 | 189,580           | 454,016                 | 380,602                 | 380,602           | 454,016                 | 380,602                 | 311,447           |

|                     | 2008                    |                         |                   | 2009                    |                         |                   | 2010                    |                         |                   |
|---------------------|-------------------------|-------------------------|-------------------|-------------------------|-------------------------|-------------------|-------------------------|-------------------------|-------------------|
|                     | Original Appropriations | Adjusted Appropriations | YTD Expenditures  | Original Appropriations | Adjusted Appropriations | YTD Expenditures  | Original Appropriations | Adjusted Appropriations | YTD Expenditures  |
| <b>0170</b>         | <u>3,764,064</u>        | <u>2,771,723</u>        | <u>2,624,353</u>  | <u>3,038,073</u>        | <u>1,971,725</u>        | <u>1,938,677</u>  | <u>2,816,199</u>        | <u>2,967,557</u>        | <u>1,464,056</u>  |
|                     | <b>42,374,932</b>       | <b>41,637,856</b>       | <b>41,411,892</b> | <b>42,128,940</b>       | <b>40,289,768</b>       | <b>40,110,102</b> | <b>41,877,111</b>       | <b>41,518,705</b>       | <b>37,318,733</b> |
| <b>1300</b>         | 13,652,018              | 14,011,060              | 13,976,513        | 12,429,925              | 14,037,643              | 13,619,096        | 12,357,422              | 12,942,453              | 12,793,667        |
| <b>0700</b>         | 0                       | 10,068,828              | 1,444,770         | 0                       | 8,624,058               | 2,028,059         | 0                       | 4,381,541               | 1,476,865         |
| <b>6100</b>         | 5,000,000               | 2,445,151               | 2,445,041         | 11,002,126              | 12,565,535              | 12,304,575        | 4,000,000               | 4,000,000               | 2,259,323         |
| <b>1201</b>         | 19,943,796              | 23,315,919              | 22,028,650        | 24,945,251              | 25,066,875              | 23,503,314        | 32,071,887              | 33,967,958              | 19,318,349        |
| <b>Total Agency</b> | <b>80,970,746</b>       | <b>91,478,814</b>       | <b>81,306,866</b> | <b>90,506,242</b>       | <b>100,583,879</b>      | <b>91,565,145</b> | <b>90,306,420</b>       | <b>96,810,656</b>       | <b>73,166,937</b> |

**b) Budget Measures**

|                             | FY 09 | FY10  |
|-----------------------------|-------|-------|
| Budget Transfers            | 227   | 214   |
| Cash Transfers              | 182   | 181   |
| Interdepartmental Transfers | 361   | 1,176 |

**c) Accounting Measures**

|                                       | FY 09  | FY10   |
|---------------------------------------|--------|--------|
| Vouchers (a/p) processed (non-refund) | 12,956 | 8,350  |
| Refund Vouchers                       | 59,794 | 66,433 |

**d) Procurement Measures**

|  | FY 07 | FY 08 | FY 09 | FY 10 |
|--|-------|-------|-------|-------|
| Total number of POs processed by fiscal mo/year            | 1,443 | 1,545 | 1,585 | 1153  |
| Total number of Funds Reservations (FRs) by fiscal mo/year | -     | -     | -     | 1281  |

**Total # of Sole Sources by Quarter**

| Quarter         | FY 07              |           | FY 08              |           | FY09               |           | FY 10              |           |
|-----------------|--------------------|-----------|--------------------|-----------|--------------------|-----------|--------------------|-----------|
|                 | Amount             | Quantity  | Amount             | Quantity  | Amount             | Quantity  | Amount             | Quantity  |
| 1 <sup>st</sup> | \$718,484          | 19        | \$1,479,555        | 20        | \$552,352          | 16        | \$56,529           | 8         |
| 2 <sup>nd</sup> | \$211,461          | 4         | \$198,694          | 7         | \$793,850          | 12        | \$163,167          | 2         |
| 3 <sup>rd</sup> | \$10,118           | 2         | \$69,409           | 3         | \$45,072           | 3         | \$449,633          | 3         |
| 4 <sup>th</sup> | \$136,736          | 3         | \$73,397           | 3         | \$115,742          | 2         | \$794,958          | 9         |
| <b>Total</b>    | <b>\$1,076,799</b> | <b>28</b> | <b>\$1,821,055</b> | <b>33</b> | <b>\$1,507,016</b> | <b>33</b> | <b>\$1,464,287</b> | <b>22</b> |

**Total # of Emergency POs by Quarter**

| Quarter         | FY 07            |          | FY 08           |          | FY 09         |           | FY 10           |          |
|-----------------|------------------|----------|-----------------|----------|---------------|-----------|-----------------|----------|
|                 | Amount           | Quantity | Amount          | Quantity | Amount        | Quantity  | Amount          | Quantity |
| 1 <sup>st</sup> | \$428,721        | 4        | \$0             | 0        | 15,609        | 3         | \$48,150        | 1        |
| 2 <sup>nd</sup> | 6,920            | 1        | 0               | 0        | 22,627        | 3         | \$3189          | 1        |
| 3 <sup>rd</sup> | 0                | 0        | 0               | 0        | 24,927        | 5         | \$9850          | 1        |
| 4 <sup>th</sup> | 0                | 0        | 33,998          | 1        | 3,245         | 1         | \$5200          | 1        |
| <b>Total</b>    | <b>\$435,641</b> | <b>5</b> | <b>\$33,998</b> | <b>1</b> | <b>66,408</b> | <b>12</b> | <b>\$66,389</b> | <b>4</b> |

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

a) **EEO Goals:** reported on federal FY basis. FY 10 figures will be available in October 10.

| FY 2004-05 | FY 2005-06 | FY 2006-07 | FY 2007-08 | FY2008-09 |
|------------|------------|------------|------------|-----------|
| 89.1%      | 88.0%      | 90.3%      | 88.8%      | 92.5%     |

b) **Workers Comp lost time claims:**

| FY 06  | FY 07  | FY 08  | FY 09   | FY 10   |
|--|--|--|---|---|
| 5 total claims, representing 165.14 total lost time work weeks, with a payment of \$75,055.24 for 2 of the 5 claims (the remaining 3 have not been settled to date.) | 4 total claims, representing 4 total lost time work weeks, with a payment of \$1,342.91 for 1 of the 4 claims (the remaining 3 have not been settled to date.) | 8 total claims, representing 46 weeks and 224.86 day lost time, with a payment of \$66,673.40 for 3 of the 8 claims (the remaining 5 have not been settled to date.) | 2 total claims, representing 6.71 total lost time work weeks, with a payment of \$1,838.74 for all of the claims (no claims have been settled.) | 2 total claims, representing 23.8 total lost time work weeks, with a payment of \$1,887.32 for all of the claims (no claims have been settled.) |

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

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

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

### a) Agency Compliance

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

DMV follows the following guidelines:

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

### b) Regulatory Audits

Financial

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

Motor Carrier

- FMCSA – CDL and PRISM audits every 3 – 4 years

- IFTA – 3-4 year audit cycle by IFTA, Inc.
- IRP – IRP Inc. every 4-5 years

**c) Office of Internal Audit**

During fiscal year 2010, the Office of Internal Audit:

- Performed 5 audits of the department's 69 field offices throughout the state.
- Provided technical assistance as needed to the department's Office of Integrity and Accountability during investigations involving potential fraud or employee wrong-doing.
- Assisted Field Administration in the development of a self-assessment process to ensure that the department's field offices were complying with applicable policies, procedures, laws, and regulations.
- Reviewed 24 field office self-assessments to evaluate the effectiveness of the assessment process and to determine whether a more detailed review or additional internal audit should be performed.
- Performed consultative reviews, requested by management, of the department's warehouse inventory, time sheet accountability, cell phone charges, and research of deeds and plats of SCDMV property.
- Assisted Procurement Manager with the development of RFP to obtain an audit firm to perform agreed upon accountability procedures on vendors who purchase driver's license and vehicle data from SCDMV.
- Participated and consulted on numerous committees to assist management in the development of agency policies, procedures, and internal controls.