

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

**Fiscal Year 2016-2017
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	The South Carolina Department of Motor Vehicles administers the State’s motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.
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AGENCY VISION	SCDMV is a model State Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships.
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

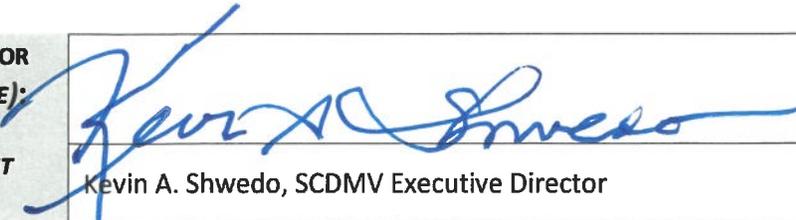
RESTRUCTURING RECOMMENDATIONS:	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency’s preferred contacts for this year’s accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Kevin A. Shwedo	803-896-8924	Kevin.Shwedo@scdmv.net
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I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):		9/15/2017
(TYPE OR PRINT NAME):	Kevin A. Shwedo, SCDMV Executive Director	

BOARD/CMSN. CHAIR (SIGN AND DATE):	
(TYPE OR PRINT NAME):	

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AGENCY’S DISCUSSION AND ANALYSIS

SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology and strategic partnerships. SCDMV will administer South Carolina’s motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

The Agency’s statement of values is “Your SCDMV -- Each a Role Model – Competent, Committed, Courteous!” The Agency Director, through branch office visits, ceremonies, training sessions, weekly staff meetings and agency leadership involvement and input has continued to promote the agency’s vision, encouraged open communication and generated dialogue with the Agency’s employees seeking input on ideas, best practices, standardization and compliance to address their concerns.

The development and education of DMV’s values has fostered a sense of comradery, teamwork and unity. As an Agency, we developed a recognizable and memorable Agency motto and seal that unites all Agency staff under a common mission and direction. Most importantly, we have a very robust awards and recognition program aimed at great public servants who demonstrate the core values and vision of our agency.

SCDMV operates 67 customer service centers across the state. The majority of these customer service centers offer full service transactions with expanded capabilities in some offices:

- 21 offices serve international customers
- 9 offices, in strategic statewide locations, offer skills tests for commercial drivers; the CDL knowledge test is offered in all 67 branch offices
- 7 offices offer Dealer Services, all offices accept dealer work
- 9 offices process International Fuel Tax Agreement (IFTA) / International Registration Plan (IRP) transactions; 2 additional offices offer IFTA only, no IRP
- 1 Community Area Response and Emergency Services Vehicle (CARES) which provides statewide emergency response services.

SCDMV continues to partner with other agencies and municipalities to share information and identify laws to synchronize, verify, and ease our collective ability to service the citizens of South Carolina. Working with DSS, DHEC, PPP, SLED, the Legislature and Executive Branch were instrumental in moving forward a number of key pieces of legislation and initiatives. The General Assembly passed 15 bill in 2017 that directly impacted the SCDMV, ranging from the Infrastructure Act to Real ID. The agency also made significant strides towards implementing Electronic Lien and Title, E-Citation, and Bioptic lenses legislation from last year’s legislative session.

As mentioned above, in addition to our 67 statewide customer service centers, SCDMV established two mobile Rapid Response capabilities with our Community Area Response and Emergency Services Vehicle (CARES) and Self-contained Hazard Area Response Kits (SHARK). The CARES and SHARK capabilities deployed to numerous hard-hit areas across the state in the wake of Hurricane Matthew. The services provided include the ability to restore identification and other credentials necessary to pursue recovery assistance, and provided functionality to several offices closed due to area flooding, and power

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outages; providing DMV-related services in counties even before the counties opened or power was restored in the area. These capabilities provide the Agency an ability to sustain its core mission for administering the State’s motor vehicle licensing and titling laws, while maintaining strict controls in the delivery of secure and valid identification, licenses, and property records during a natural disaster such as a hurricane, earthquake, flood or tornado. Valid credentials are critical in providing FEMA and the State Emergency Management Division immediate verification of a citizen’s status and reduces the opportunity for fraud and/or exploitation of identity theft. The American Association of Motor Vehicles Administrators (AAMVA) awarded the SCDMV its annual “Community Service Award” for the efforts the agency made in supporting the recovery from Hurricane Matthew.

The SC Department of Motor Vehicles (SCDMV) took action to help SC residents affected by Hurricane Matthew by:

- Establishing and manning a Public Information Phone System (PiPS) providing emergency information assistance through the agency Contact Center,
- Collecting clothing and cleaning materials for victims,
- Supporting Statewide Recovery Events through volunteer efforts supporting State Agencies, recovery efforts in shelters, churches and other organizations and service groups.

DMV’s Executive leadership sustained the Agency’s objectives through the translation of the Governor’s priorities, the linkage between Fiscal Budget Authority and the Agency’s core functions, direction from legislators, and the expressed needs and requirements from both constituents and Agency employees into a set of 6 executable, supportable and sustainable Agency strategies. These 6 strategies include 1) fostering awareness of organizational goals and objectives, laws and regulations, and policies and procedures through effective communication; 2) setting goals, determining actions and mobilizing resources necessary to perform the Agency’s mission and core functions and establishing cyclic events to assess the Department’s mission, efficiencies, progress and results; 3) providing superior customer service by developing or acquiring alternative methods for product and service security and delivery and pursuing legislative support, as necessary, to ensure successful implementation; 4) empowering employees through recognition, leadership development and performance accountability, and succession planning by developing programs to heighten employee morale, safety and productivity; 5) developing, implementing, assessing and reassessing all internal and external systems and practices as a means to identify areas of improvement to provide services through a variety of means ranging from face to face customer service at 67 customer service centers to a wide range of options including remote means such as web-based options, on-demand services, virtual data portals and direct delivery mail; and 6) ensuring fiscal and business responsibility to protect the state’s monetary resources.

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

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The Agency provided executive staff representation at various state and national forums and met with key stakeholders to lay out DMV’s legislative priorities. DMV leadership participated in the promotion of over 50 community relationships aimed at improving the lives of employees as well as the citizenry of this state.

Because the Agency is focused on providing superior customer service, the Agency delivered its products and services through multiple service channels, including face-to-face service in our customer service centers, mail-in and web services, call center operations, constituent services and through our legislative liaisons. To that end, the Agency provided more than 440 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and state agencies, as well as to other states and counties. Through a series of initiatives (several noted on the Performance Measures Template), the Agency continues to maintain average customer wait times around or below 8 minutes. The Agency considers minimal customer wait times and responsive support through remote accessibility to Agency services as a positive measure of the Agency’s ability to swiftly and accurately serve the public. The Agency has continued focus on data and information security as evident in our commitment of resources necessary to avoid information compromise or interdiction. SCDMV established 22 policies necessary to implement fully the 13 DIS requirements, conducted a comprehensive threat assessment, and implemented a mitigation strategy for all identified threats.

During this rating period, the ISO provided initial security awareness training to 368 new employees, temporary employees, Vets for Success, interns, volunteers, and contractors. With oversight from the Executive Director, the ISO planned, compiled, and conducted continuing security awareness training for over 150 additional employees. The ISO planned, compiled, and conducted advanced security awareness training for 51 managers and branch supervisors. Additionally, 1,147 employees received the State provided “SANS Securing the Human” security awareness training. The Executive Director, along with the ISO, continues to routinely visit all 67 branch offices to help raise security awareness and to help ensure security compliance.

The ISO, in concert with the CIO, established an Information Security Incident Response Team and a process to quickly respond to, identify the cause of, isolate, and remedy security related incidents. SCDMV’s ISO will continue to work with the Department of Administration, Division of Information Security, Homeland Security, the FBI, and other Cabinet Agencies to mitigate threats to the data network.

To improve the stability of the customer transaction application (Phoenix), DMV purchased and placed into service a true server load balancer. The load balancer has provided a seamless failover with the production servers and has improved the down time from minutes to seconds.

Decreasing customer wait times and ensuring customer satisfaction were keys to the Agency’s success. Optimizing resources to provide focused training to all Branch Managers, Assistant Managers and key customer service providers, the Agency continues to refine the use of a customer queuing system (known as Q-FLOW) and posting of wait times on the web to provide the swiftest and most accurate support to its customers.

In FY17, the Agency successfully processed a total of **14,681,110** transactions (including web, county, title, and registration services). Of these transactions, **6,622,655** were processed throughout the state in our 67 customer service centers and **4,318,244** were processed in our Headquarters location. In addition

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to these numbers, the SCDMV Headquarters’ processed **34,619** licenses surrendered from out of state, **502,669** tickets/violations, and **14,643** financial responsibility suspensions.

SCDMV is proud of its partnership with the Donate Life organization. In January 2014, South Carolina had 1,122,446 registered donors compared to 1,897,402 registered donors as of July 3, 2017, – an increase of 774,956 donors. Additionally, monetary donations collected at our branch offices during FY17 reached \$225,455.51.

The Agency continued to seek ways to improve its business practices. By visiting other state agencies and other state’s Motor Vehicle agencies, SCDMV assessed, planned, resourced, executed and reassessed continuously in an effort to achieve optimal results. This circular cycle aided the attainment of the Agency’s goals to reduce waste, eliminate redundancy, improve customer service, decrease wait times, and seek out best business practices. Through use of accountability reporting, senior leaders monitored and responded to trends indicating systemic rather than individual performance problems. Senior leaders also used internal and external performance reviews, along with employee feedback, to improve our services to the public as part of our continuous improvement process.

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

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

Risk Assessment and Mitigation Strategies

A failure of DMV’s internal transaction database and/or the possible breach of customer information remain the two most potential negative impacts to the citizens of South Carolina. Our ability to communicate and secure the information from our database is our greatest priority. Our principal information application, Phoenix, was implemented in August 2002. SCDMV will have applied approximately 9,000 modifications to the Phoenix system since 2004. Within the next five years, SCDMV will have very limited staff with experience to maintain and support our existing IT architecture. Any system with over 9,000 modifications and twenty years of age will become unmaintainable without modernization. SCDMV secured funding during the last budget cycle and will implement a system modernization proof of concept over the next fiscal year, which when successful will provide the impetus to secure the necessary funding to conduct a full system modernization and reduce the risks associated with operating on a 15+ year old platform.

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In order to mitigate the risk of external breach of customer information, DMV needs continued support for our Information Technology and Information Security initiatives in our Budget submission. The Agency requires a more robust Disaster Recovery capability to ensure continued operations in the event of a catastrophic loss of our system. As stated above, over the next few years it will be necessary to modernize our transactional database (Phoenix) system. We require funding for modernizing our current system based on the outcome of our proof of concept and fund either incrementally over several years or one-time non-recurring to complete a full system modernization.

An additional risk will be the implementation of Real ID across the state and the issuance of federally approved credentials to upwards of 4.4 million South Carolinians. To mitigate the risks associated with this initiative, we have maintained close working ties with the Department of Homeland Security; we have developed a strategy and secured funding to purchase the necessary equipment and hire additional temporary workforce to help alleviate the customer load associated with issuing a large volume of credentials over a compressed time period; we worked with Homeland Security to grandfather approximately 1 million South Carolina residents who had previously provided the necessary documentation as eligible to order Real ID compliant credentials via the web rather than in person at a DMV Branch Office, and have established a program where SC residents can bring their required documents in early so they too can order a compliant credential online. These measures will further reduce the negative impact of servicing multiple millions of citizens in a compressed 2+ year period.

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Strategic Planning Template

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

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			2.1.8		<i>Build strong and positive working relationships among all Department, Agencies, Commissions, and State entities to reduce bureaucratic processes with effective communications and partnership.</i>
O			2.1.9		<i>Leverage Strategic Communications through community partnerships and by developing engagement plans to enhance the services of those we serve.</i>
O			2.1.10		<i>Continue active participation in American Association of Motor Vehicles to set standards for future electronic processing of documents for transferred vehicles</i>
S		2.2			Establishing cyclic events to assess the Department's mission, efficiencies, progress, and results.
O			2.2.1		<i>Office of Inspector General provides the Executive Director a means to provide a 'systemic review' of systems within the Department.</i>
O			2.2.2		<i>Conduct a review of all 'Training' provides a means to identify 'gaps' within our training audiences and protocols.</i>
O			2.2.3		<i>Conduct forums conducive to candid and professional assessment of Department systems, procedures and policies as a means to assess if the Agency is needing its objectives, those of the Governor's and those of its customers.</i>
O			2.2.4		<i>Conduct ongoing restructuring and reorganization planning sessions to streamline operations.</i>
O			2.2.5		<i>Conduct Weekly Strategy Sessions provides a forum for candid dialogue with only Director-level Department leadership.</i>
O			2.2.6		<i>Host Weekly Executive Staff Meetings, Policy Review Sessions, Project Management Programs and the Program Budget Advisory Committee (PBAC) to synchronize the Agency's Strategic effort and objectives.</i>
G	3				Provide superior Customer Service.
S		3.1			Develop or acquire alternative methods for product and services security and delivery and pursue legislative support, as necessary, to ensure successful implementation.

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			3.1.1		<i>The Customer Focus objective examines how the agency head determines who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those customers.</i>
O			3.1.2		<i>Develop and deliver products and services through multiple service channels ranging from face-to-face service to web-based services.</i>
O			3.1.3		<i>SCDMV will ensure communications are sent to the general public and stakeholders regarding any changes that would affect them directly or indirectly.</i>
O			3.1.4		<i>Develop online capability for customers to order replacement plates for those lost, stolen or damaged and create capability to personalize any plate class.</i>
O			3.1.5		<i>Develop online capability for customers to exchange one class of plate for another.</i>
O			3.1.6		<i>Expand program to allow additional dealers to enroll in Electronic Vehicle Registration program.</i>
O			3.1.7		<i>Develop program to expand capability of business and individual customers to make electronic application for titles and/or new registrations.</i>
O			3.1.8		<i>Coordinate with county treasurers to print county tax receipt on mailed DMV registration form.</i>
O			3.1.9		<i>Expand capability for state demolishers to check directly for stolen vehicles before a vehicle is demolished.</i>
O			3.1.10		<i>Continue to improve and refine the titling and registration process for all vehicles for all customers.</i>
G	4			Education, Training, and Human Development	Empower employees through recognition, leader development and performance accountability, and succession planning.
S		4.1			Develop program to heighten employee morale, safety and productivity.
O			4.1.1		<i>Assess and reassess Agency short and long term goals with managers and supervisors during weekly, monthly and quarterly staff meetings as a means to provide situational awareness and adapt to changing needs of the Agency.</i>

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			4.1.2		Use the state's Employee Performance Management Systems (EPMS) to set individual employee expectations.
O			4.1.3		Communicate expectations for performance to ensure employees are successfully meeting their objectives and equip to successfully complete their assigned tasks.
O			4.1.4		Executive Director and Director of Operations to make weekly visits to Field Offices around the state to convey information and to discuss key issues affecting the agency.
O			4.1.5		Continue to use the Employee Recognition Program to reward and recognize employees who are committed, competent and courteous.
O			4.1.6		Communicate to all employees through Newsbreak articles sent via email.
O			4.1.7		Enhance the current training program to offer to all new hires for Field Services extensive training on customer service, driver services and vehicle services transactions.
O			4.1.8		Work collaboratively to offer management training specifically related to state and agency human resource policies and regulations.
O			4.1.9		Incorporate and integrate an intern/cooperative education student and volunteer program by offering non-paid work opportunities to interns, cooperative education students, and volunteers.
O			4.1.10		Implement a restructuring that will streamline functional operations for our employees and provide more efficient and effective services to our customers.
G	5			Government and Citizens	Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
		5.1			Provide services through a variety of means ranging from face-to-face customer service at 67 customer service centers to a wide range options including remote means, including but not limited to, web-based options, on demand services, virtual data portals, and direct delivery mail.
O			5.1.1		<i>Leverage technology and best business practices to reduce waste, eliminate</i>
O			5.1.2		<i>Monitor and respond to trends indicating systemic rather than individual</i>
O			5.1.3		<i>Use internal and external performance reviews, along with employee feedback, to</i>
G	6				Ensure fiscal and business responsibility.
S		6.1			Develop and maintain systems and processes necessary to collect, reconcile and
O			6.1.1		<i>Examine how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals.</i>
O			6.1.2		<i>Develop and maintain a budget review process designed to analyze prior year expenditures and to accurately project upcoming fiscal year requirements when determining resources needed to meet financial obligations.</i>
O			6.1.3		<i>Forecast, develop and prioritize Agency requirements, identify unfunded fiscal requirements, program resources and manage funding levels within the prescribed budget levels.</i>
O			6.1.4		<i>Use the Program Budget Advisory Committee to review, reduce and potentially eliminate unfunded mandates resulting from changes in laws.</i>
O			6.1.5		<i>Use internal and external auditing means to ensure compliance with revenue collection, disbursements and general management of their operations budget.</i>
O			6.1.6		<i>Use internal and external auditing means to ensure compliance with state and federal laws and regulations.</i>
O			6.1.7		<i>Provide periodic audits of financial processes to verify compliance and to safeguard against fraud.</i>

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Provide timely and accurate service to the Citizens and businesses of SC within 20 minutes	< 8 minutes	< 20 minutes	8 minutes	< 20 minutes	July 1 - June 30	Q-Flow (Daily)	Wait-Time Reports; Q-Flow in Minutes	1.1.1; 1.1.; 2.1.1	Demonstrates ability to provide timely service to customers visiting a Field Office.
2	Accurately track secure documents and credentials to prevent fraud, protect citizens PII and property	Less than 1%	Less than 1%	Less than 1%	Less than 1%	July 1 - June 30	IG Reports (weekly)	Resolution of Missing Documents	2.2.1	Demonstrates ability to account for and secure credentials and critical information of a private or sensitive nature
3	Number of Standardization and Formal Training Sessions successfully completed by employees	174	117	165	192	July 1 - June 30	TCM Reports (monthly)	Attendance Records; Test Results	1.1.1; 1.1.2; 2.1.1; 4.1.7; 4.1.8	Demonstrates that despite having 444 unique transactions available to SC citizens, and in light of high turnover, there is a competent workforce, capable of providing critical services and maintaining security of sensitive data.
4	Review, Modify, or Delete 74 policies and 95 procedures in place to support technological and business changes	31% (52)	25% (42)	64% (108)	25%	July 1 - June 30	Phoenix; Management Reports; Intranet	Percentage of Policies and Brochures Reviewed, Modified, or Deleted (60)	1.1.1; 1.1.2; 2.1.1; 2.1.2; 2.1.4; 2.2.2; 5.1.2; 5.1.3	Demonstrates a learning, adaptive organization capable of managing change and innovation without overreliance on bureaucratic processes.
5	Create 15 new Security Policies as mandated by the SC Department of Administration	15	15	Created 5 additional policies to fully implement DIS requirements	Complete; no future value	July 1 - June 30	DMV's Executive Management; DMV's Policy and Procedures Office; DMV's Training and Change Management Office	Number of Policies created as Mandated	1.1.1; 1.1.2; 2.1.1; 2.1.2; 2.1.4; 2.2.2; 5.1.2; 5.1.3	Demonstrates compliance with key statewide IT and Infosec policies. We achieved the DOA, DIS Level 2 monitoring requirements in accordance with SCDIS-210 Information Security Technology Coverage Measurement Standards and appointed a Privacy Officer as a liaison to the Department of Administration, Enterprise Privacy Office to ensure SCDMV compliance with all State privacy initiatives
6	Number of Internal Audits of 67 Field Offices completed providing oversight and accountability of State resources	30%	25%	21%	25%	July 1 - June 30	Internal Audit Reports	Every Office is Audited at least once every 4 years; Actual number conducted (14)	2.1.6; 6.1.1; 6.1.6	Optimizes cost avoidance by sharing best practices gained through cost benefit analysis to optimize the services provided to South Carolina citizens. Demonstrates compliance with established policy and procedure as well as fiscally sound business practices.
7	Increase the number of services/products offered via the WEB/Customer Service Center annually	5	5	3	5	July 1 - June 30	IT Reports	Number of new services/products offered via web with a min goal of 5 per year	3.1.2; 3.1.3; 3.1.4; 3.1.5; 3.1.6; 3.1.7; 5.1.1	Demonstrates innovation and focus on efficiently delivering products and services to the citizens of South Carolina.
8	County Partnerships (Printing Registrations / Printing Tax Receipts)	33/13	46 / 46	33/13	46 / 46	July 1 - June 30	Phoenix/Finance Reports	Number of Counties converted to electronic transmission	3.1.8	Demonstrates increased efficiency in providing vehicle services to South Carolina citizens and improved DMV to County cooperation.
9	Decrease Number of transactions completed in DMV Field Offices	40%	55%	45%	35%	July 1 - June 30	Phoenix Reports	Percentage of reductions of Transactions	5.1.1; 5.1.2; 5.1.3	Demonstrates reduced requirements for customers to visit a DMV Field Office; increased customer service and use of innovative approaches to customer service. Overall Field transactions increased from last year but at a lower rate (1.6% this year vs 4.5% last year, HQs transactions increased 7.3% this year)

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Program Template

Program/Title	Purpose	FY 2016-17 Expenditures (Actual)				FY 2017-18 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and agency Operations Support activities.	\$ 5,564,711	\$ 133	\$ -	\$ 5,564,844	\$ 7,147,606	\$ 119,000	\$ 175,724	\$ 7,442,330	1.1.1, 1.1.2, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.3, 2.2.4, 2.2.5, 3.1.3, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5,
IIA1. Customer Service Centers	Includes all 67 field offices, providing full range of customer services and products.	\$ 30,901,313	\$ (3,380)	\$ 1,818	\$ 30,899,750	\$ 36,268,824	\$ 656,250	\$ 341,696	\$ 37,266,770	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 4.1.9, 5.1.1, 5.1.2, 5.1.3
IIA2. Customer Service Delivery	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail In Titles and Registration, Alternative Media and Plate Replacement	\$ 9,610,997	\$ 2,709,096		\$ 12,320,093	\$ 6,268,588	\$ 7,271,000	\$ 2,000	\$ 13,541,588	1.1.1, 1.1.2, 2.1.2, 2.1.3, 2.1.4, 2.1.10, 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9, 3.1.10, 4.1.6, 4.1.9, 5.1.1
II B. Procedures and Compliance (formerly Driver Services)	Includes: Compliance, Customer Records, Financial Responsibility, Document Review, Driver Improvement, Planning and Policy development	\$ 5,748,140		\$ 15,740	\$ 5,763,879	\$ 5,588,018	\$ 833,000	\$ 412,225	\$ 6,833,243	1.1.1, 1.1.2, 2.1.1, 2.1.3, 2.1.4, 2.1.7, 3.1.1, 3.1.2, 3.1.3, 4.1.1, 4.1.5; 5.1.1, 5.1.2
IID. Inspector General	Dealer Licensing, Fraud Detection, Driver Training, Training and Change Management, Third Party Testers, Internal Audit, and Facial Recognition	\$ 3,228,158	\$ 12,292	\$ 61,634	\$ 3,302,083	\$ 3,358,876	\$ 119,000	\$ 191,878	\$ 3,669,754	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.1, 2.2.2, 2.2.3, 2.2.5, 3.1.1, 4.1.9, 5.1.1, 5.1.2,
II E. Technology & Product Development	Information Technology	\$ 11,683,345		\$ 13,260	\$ 11,696,606	\$ 13,000,800	\$ 159,346	\$ 576,477	\$ 13,736,623	1.1.1, 1.1.2, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.2.4, 3.1.2, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9,
Contributions	Contributions	\$ 16,107,704		\$ 834	\$ 16,108,538	\$ 18,061,598		\$ 12,093	\$ 18,073,691	6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5
Capital Projects	Capital Projects		\$ 2,238,583		\$ 2,238,583		\$ 2,238,583		\$ 2,238,583	5.1.1, 5.1.2, 5.1.3, 6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5

Agency Name: SC Department of Motor Vehicles

Fiscal Year 2016-2017
Accountability Report

Agency Code: R400 Section: 082

Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who (customer) the agency must or may serve? (Y/N)	Does the law specify a deliverable (product or service) the agency must or may provide? (Y/N)
1	Title 56 of the SC Code of Laws	State	Statute	Establishes authority of the Agency and empowers the Agency and its employees the necessary responsibilities of the department.	Yes	Yes
2	SC Appropriations Act, Section 82	State	Proviso	Establishes authority of the Agency and empowers the Agency and its employees the necessary responsibilities of the department.	Yes	Yes
3	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	Statute	<p>FY2013 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$212,391.00 for five projects:</p> <p>► 2013 CDLPI Project 1 Purpose: CDL Skills Test Site Expansion to expand the courses which will require additional traffic cones</p> <p>► 2013 CDLPI Project 2-a Purpose: Increase Web Securities to increase password strength and create an automated process for expiring passwords. To automate our Identify Management Process by identifying, authenticating, and auditing users. In addition, SCDMV will create a business registration process for our web frequent users.</p> <p>► 2013 CDLPI Project 2-b Purpose: Monitoring and Overt/Covert Operations to expand the covert program to include the CDL knowledge test. This will ensure the CDL licensing process will be overseen from the initial application for the CDL permit to the final issuance of the CDL license. Conduct overt/covert monitoring on our third party safety officers by monitoring the skills test which may include an immediate retest of the applicant so that a comparative analysis of test scores may be performed.</p> <p>► 2013 CDLPI Project 3 Purpose: Employer Notification System to create a web based solution for entities whom verify and use commercial driver's license and commercial vehicle information to obtain real time information on their drivers. SCDMV needs to create an employer notification that notifies employers nationwide of actions taken against their CDL holders.</p> <p>► 2013 CDLPI Project 4 Purpose: State CDL Coordinator to have the responsibility for planning and directing the state Commercial Driver's License Program. To coordinate and implement new state and federal laws/regulations that impact the driver record/history initiatives including integration of the Medical Examiner's Certificate into the driver history record. To receive and respond to requests in regards to CDLIS and PDPS inquiries from other states DMV personnel.</p>	Yes	Yes
3 (continued)	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	Statute	<p>► 2013 CDLPI Project 5 Purpose: CDL Military Waiver to implement the Military CDL Skills Testing Waiver Program in accordance with 49 CFR § 383.77 of the FY2013 National Priorities for a CMV driver with military CMV experience who is currently licensed at the time his/her application for a CDL, and substituted with an applicant's driving record in combination with certain driving experience. Grants Administration submitted a 10% rule request on 10 February 2015 to move \$10,050 from Project 5 to Project 1 to purchase sheds at CDL test sites to store the traffic cones, carts and measuring wheels. Per Kevin Morrison at FMCSA email dated 10 April 2015 to us, this request is approved. Grant end date 08/31/2016.</p>	Yes	Yes

4	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	Statute	<p>FY2014 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$304,853.00.00 for four projects:</p> <p>► 2014 CDLPI Project 1 Purpose: Training (2005 Testing Standards) to implement and train new and existing CDL knowledge and skills test examiners and third party safety officers to meet the requirements of the 2005 CDL testing model and meet the requirements outlined in 49CFR part 384.</p> <p>► 2014 CDLPI Project 2 Purpose: Data Cleansing and Medical Certifications to ensure CDL holders meet the requirements as outlined in 383.73 State procedures. Data cleansing is to ensure that our driver history record displays accurate information and Medical Certifications to update the remaining 22,800 commercial driver's license holders who have not submitted their medical certificates and self-certifications</p> <p>► 2014 CDLPI Project 3 Purpose: Employer Notification System to improve the accuracy and timeliness of the driving activity of CDL drivers that notifies employers nationwide of actions taken against their CDL holders. This will allow employers to more quickly identify problem drivers to take appropriate action. SCDMV will create a web based employer notification system of all accidents, suspensions, and violations in a more timely manner for entities who verify and use commercial driver's license and commercial vehicle information.</p> <p>► 2014 CDLPI Project 4 Purpose: Receiving Out of State Testing Results and Medical Certification Enhancements to be able to receive out of state scores and prepare for capturing scores within SC for transmission to other states via both solicited and unsolicited data requests through AAMVA. Grant end date 09/30/2016.</p>	Yes	Yes
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5	Federal Motor Carrier Safety Administration (FMCSA) Grants	Federal	Statute	<p>FY2015 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$577,084.00 for three projects:</p> <p>► 2015 CDLPI Project 1 Purpose: Fraud Prevention (Fraud Training, Monitoring & Overt/Covert)- To conduct fraud training classes, audits, skills performance evaluations and overt/covert operations. The completion of these activities will improve the prevention and detection of fraudulent activities and will have an impact on the State's CDL program and on CDL Holders.</p> <p>► 2015 CDLPI Project 2 Purpose: Replacement of CDL Electronic Scoring Tablets- To purchase the next generation of CDL Electronic Skills Testing Scoring Tablets with the appropriate systems that implement the GPS recording/auditing and allow the tablets to be in compliance with state security policies. The objective is strengthening CDL program control and oversight to ensure continued compliance with all current program requirements. The new tablets will use GPS to record and log the comprehensiveness and thoroughness of the required CDL road test. These capabilities are both considered best practices in detecting and preventing fraud. The equipment will be used to ensure CDL skills tests are administered in accordance with state and federal regulations. ► 2015 CDLPI Project 3 Purpose: Training (Examiner and Third Party) - To train new and existing CDL skills test examiners, CDL knowledge test examiners, and third party safety officers in an effort to ensure the consistency of testing and to ensure that the drivers possess the required knowledge and skills to safely operate large commercial vehicles. The objective for this project is to train and update new and existing CDL skills test examiners, CDL knowledge test examiners and third party safety officers.</p>	Yes	Yes
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6	Federal Motor Carrier Safety Administration (FMCSA) Grants - NEW	Federal	Statute	<p>FY2016 Commercial Driver's License Program Improvement (CDLPI)- Awarded Amount: \$514,250.00 for three projects:</p> <p>► 2016 CDLPI Project 1 Purpose: AAMVA Interface Modernization - Contracted services for programming that requires a rewrite of the SCDMV's AAMVA interface from our legacy COBOL to C#. There are 91 COBOL programs in this interface. SCDMV's application interface for communicating with AAMVA.Net has been heavily updated six times since its original implementation in August 2002. These changes are the result of SCDMV migrating to the Client/Server version of UNI, the Patriot act, Railroad crossings, two CDLIS modernization projects (including MCSIA), and performance enhancements.</p> <p>► 2016 CDLPI Project 2 Purpose: Fraud Prevention (Fraud Training, Monitoring & Overt/Covert) - To conduct fraud training classes, audits, skills performance evaluations and overt/covert operations. The completion of these activities will improve the prevention and detection of fraudulent activities and will have an impact on the State's CDL program and on CDL Holders.</p> <p>► 2016 CDLPI Project 3 Purpose: Training (Examiner and Third Party) in order to meet the requirements outlined in 49CFR part 384.228 which requires State and Third Party CDL test examiners to successfully complete a refresher training course and examination every four years to maintain their CDL test examiner certification. Master Examiners will visit field offices to meet the co-scoring requirement in 49CFR part 384. In addition, SCDMV will purchase body cameras to monitor CDL examiners in administration of the CDL skills test. This will enable SCDMV to have an additional audit tool and to maintain truth in testing.</p>	Yes	Yes
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7	Title VI Civil Rights Compliance Plan	Federal	Statute	<p>As a regulatory condition of receiving federal funding from the Federal Motor Carrier Safety Administration (FMCSA), the South Carolina Department of Motor Vehicles is required to create and administer a Title VI Program which establishes Title VI mandated goals and objectives for federally funded programs.</p> <p>The focal point of nondiscrimination law is Title VI of the Civil Rights Act of 1964, which prohibits discrimination on the basis of race, color, national origin, sex, age, disability, low-income, or Limited English Proficiency. However, the broader application of nondiscrimination law may be found in other statutes, regulations, and executive orders. Discrimination based on race, color, national origin, sex, age, disability, low-income, or Limited English Proficiency is prohibited as well as inequitable treatment of persons as a result of projects which are undertaken with federal financial assistance. The Civil Rights Restoration Act of 1987 clarified the intent of Title VI to include all programs and activities whether they are federally funded or not.</p> <p>The agency has developed the Title VI Program Plan to assure that services, programs, and activities of the agency are offered, conducted, and administered fairly, without regard to race, color, national origin, sex, age, disability, low-income, or Limited English Proficiency of the participants or beneficiaries of federally funded programs. The Title VI Implementation Plan is designed to aid the SCDMV in its ability to provide oversight and ensure that there is Title VI Compliance throughout SCDMV. This document will be updated periodically to incorporate changes in law, administration, regulations, and/or policy.</p>	Yes	Yes
8	Homeland Security Grant Program HSGP/SHSP - NEW	Federal	Statute	<p>FY2016 Homeland Security - Awarded Amount: \$15,000.00 for one project:</p> <p>► Sled Link Encryption Project 1 Purpose: AAMVA Interface Modernization - Contracted services for South Carolina Department of Motor Vehicles to encrypt our existing fiber network between the SC Law Enforcement Division (SLED) and the SCDMV. This solution will give SCDMV the ability to encrypt the fiber link between SCDMV and SLED to protect the communications channel which contains personal identifiable information (PII) of the citizens of South Carolina.</p> <p>This will also allow SLED to fulfill their accreditation requirements for the South Carolina Law Enforcement Accreditation (SCLEA) whose mission is to establish and maintain rigid compliance with a set of professional standards that are globally regarded as the best practices in public safety.</p> <p>The SCDMV will install a network security device that is capable of encrypting the fiber channel between SCDMV and SLED. The SCDMV will also install a certificate authority server to secure current Secure Socket Layer (SSL) channels that SLED and SCDMV communicate over.</p>	Yes	Yes

Agency Name: SC Department of Motor Vehicles

Agency Code: R400 **Section:** 82

Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
All Divisions within the SC Department of Motor Vehicles	The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Moter Vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.	The Citizens of SC rely on the SC DMV to provide driver and vehicle products and services in a secure, effective, efficient, and timely manner.	General Public	Citizens of South Carolina
SCDMV Information Technology	The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Moter 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.	Law Enforcement relies on SC DMV's Driver/Vehicle database daily in the performance of their job functions.	Local Govts.	Law Enforcement

<p>SCDMV Field Offices / Titles and Registration / Customer Service Delivery</p>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Motor Vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.</p>	<p>The SC DMV processes Dealer work (registrations, titles, tags, etc.) on a daily basis.</p>	<p>Industry</p>	<p>Automobile Dealerships</p>
<p>SCDMV Information Technology / Procedures and Compliance / Customer Service Delivery / Field Services</p>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Motor Vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.</p>	<p>Provide up-to-date Driver/Vehicle information.</p>	<p>Industry</p>	<p>Data Request/Insurance Companies</p>

<p>SCDMV Information Technology / Customer Service Delivery / Field Services</p>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Moter Vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.</p>	<p>SCDMV provides vehicle information to county governments for tax billing purposes.</p>	<p>Local Govts.</p>	<p>County Governments</p>
<p>SCDMV Field Services / SCDMV Administration, Financial Services</p>	<p>The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens. SCDMV is a model state Agency delivering exceptional customer service and promoting efficient business practices, professional employees, innovative technology, and strategic partnerships. SCDMV will administer South Carolina's Moter Vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.</p>	<p>Sales Tax collected by the SC Department of Motor Vehicles (totaling over \$45.5M annually) is distributed monthly to the SC Department of Revenue to aid in the funding of their core mission.</p>	<p>Executive Branch/State Agencies</p>	<p>SC Department of Revenue</p>

Agency Name: SC Department of Motor Vehicles

Fiscal Year 2016-2017
Accountability Report

Agency Code: R400 Section: 082

Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	Accountability Report	SC Department of Administration	State	Annually	09/15/17	The report must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met. Agencies must identify key program area descriptions and expenditures and link these to key financial and performance results measures.	A copy of the Annual Accountability Report is placed on the DMV web-site and submitted to the SC Department of Administration
2	Executive Director's Annual Planning Stage	Governor's Office/ Agency Head Salary Commission	State	Annually	8/15/2016 and 9/15/2016	Overview of the Agency's Executive Director (and Agency) plans to accomplish in the upcoming year.	The report is submitted to the Governor's Office and Agency Head Salary Commission
3	Executive Director's Annual Evaluation	Governor's Office/ Agency Head Salary Commission	State	Annually	7/15/2016 and 8/15/2017	Overview of the Agency's Executive Director (and Agency) has accomplished during the past year.	The report is submitted to the Governor's Office and Agency Head Salary Commission
4	Legislative Oversight Report	Legislative Oversight Committee	State	Annually	12/01/16	Strategic Plan, Performance Measures, Strategic Spending, Strategic Budgeting, and Strategic Request	The report is submitted to the Legislative Oversight Committee and maintained by the Department
5	Federal Grant Progress Reports	Various Federal Entities	Federal	Quarterly	Quarterly	Summary of Federal Spending	Reports are submitted to the appropriate Federal Oversight Agency and maintained by the Department
6	Fees and Fines Report	Required by Proviso	State	Annually	09/01/16	Report listing any Fees and Fines collected by the Agency and how the fees and fines are distributed	A copy of the Fees and Fines Report is placed on the DMV website, submitted to DMV's House Ways and Means Budget Analyst, and to DMV's Senate Finance Budget Analyst
7	Federal Highway Administration Report	SC Department of Transportation (for Federal Reporting purposes)	State	Annually	Varies	Number of Drivers Licenses broken down by gender and age; types of licenses issued; information re: Commercial Licenses; summary of all registration fees collected and how they were distributed	The report is submitted to the SC Department of Transportation and maintained by the Department. The SC DOT uses the information for Federal Mandated reporting.
8	State Infrastructure Report	SC Department of Transportation and the State Infrastructure Bank	State	Annually	09/15/16	Summary of all funds transferred to the State Highway Fund and the State Infrastructure Bank broken down by Gross Vehicle Weight (GVW).	A copy of the report is maintained by the Finance Department at the SCDMV and is submitted to the SC DOT.
9	Fiscal Year Closing Packages	State Comptroller General's Office	State	Annually	Various	Various information regarding the fiscal year closeout	SCDMV or the Comptroller General's Office
10	Minority Business Enterprise Report	Small and Minority Business Assistance	State	Annually	08/31/16	Information regarding the purchasing from and recruiting of minority vendors	Contact SCDMV Procurement Office
11	Capital Projects Improvement Plan	Department of Administration, Budget Office	State	Annually	06/30/17	5-year Capital Project Plan	Contact SCDMV or SC Department of Administration
12	Capital Projects Strategic Plan	Department of Administration, Budget Office	State	Annually	06/27/17	Listing of all property owned / utilized by the SC DMV	Contact SCDMV or SC Department of Administration
13	Annual IT Strategic Plan	Department of Administration, Division of Technology Operations	State	Annually	08/01/16	With the consultation and approval of DTO, Cabinet Agencies must create an information technology plan for purchases that exceed \$50,000 to ensure compliance with the Statewide Strategic Information Technology Plan and the standards defined by DTO.	Contact SCDMV or SC Department of Administration

