Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811

2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**South Carolina Department of Motor Vehicles**
Date Report Submitted:	**January 12, 2016**
Agency Head	
First Name	John
Last Name:	Laganelli
Email Address:	john.laganelli@scdmv.net
Phone Number:	803-896-8924

General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (*insert date agency submits report*)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

<u>NOTE</u>: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
	House Legislative Oversight
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	The agency may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016

Instructions: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?

Legal Standards

1	56-1-5	**State**	Department of Motor Vehicles Established; transfer of power from the Department of Public Safety; appointment, powers, and duties of the Executive Director; independent review. (A) The South Carolina Department of Motor Vehicles is hereby established as an administrative agency of the state government. (B) Upon the signature of the Governor, all functions, powers, duties, responsibilities, and authority statutorily exercised by the Motor Vehicle Division and the Motor Carrier Services unit within the Department of Public Safety are transferred to and devolved upon the Department of Motor Vehicles. (C) The Executive Director of the Department of Motor Vehicles shall be appointed by the Governor and confirmed by the Senate. The executive director shall serve at the pleasure of the Governor. (D) The executive director is the executive and administrative head of the Department of Motor Vehicles. The executive director shall administer the policies defined by the department and the affairs of the department. (E) The executive director may appoint assistants, deputies, and employees as the executive director considers necessary and proper to administer the affairs of the department and may prescribe their duties, powers, and functions. (F) The Legislative Audit Council shall conduct an independent review of the Department of Motor Vehicles every three years.	Statute

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

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, and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.
Legal Basis for agency's mission	SC Title Code 56
Vision	Executive Director along with Directors chart the course with a set of 6 executable, supportable and sustainable Agency strategies. These 6 strategies included adapting products, services and delivery channels to meet customer needs; providing secure and valid credentials to South Carolina citizens in an expeditious manner; ensuring customers receive timely, accurate and consistent service in a professional manner; empower employees through recognition, training, development and accountability; raising awareness of organization, policies and services through effective communications; providing resources for employees to perform their duties; maintaining the integrity, validity and security of products, services and records.
Legal Basis for agency's vision	SC Title Code 56

Mission, Vision and Goals

Instructions:

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.

3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	Specific Measurable Attainable Relevant Time-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
Title 56	Goal 1 - Leverage organizational leadership to achieve optimal organizational effectiveness	Semi- Annual agency meetings with Directors and Deputies allows the leadership to review past years agency performance and implement changes for the upcoming year as needed	Streamlined business processes and improved customer service	All Directors	1+ years	Agency Directors
Title 56	Goal 2 - Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions.	Annually add a min of 5 new services or products to the be offered via on line services	Increase the number of services/products offered via the WEB/Customer Service Center annually	All Directors	1+ years	Agency Directors
Title 56	Goal 3 -Provide superior Customer Service.	Provide timely and accurate service to the Citizens and businesses of SC within 20 minutes	Quality service in less than 7 Minutes target goal is less than 20 min.	Director of Operations	6 Months	Director of Operations
Title 56	Goal 4 - Empower employees through recognition, leader development and performance accountability, and succession planning.	Through monthly recognition, weekly training on Wednesday mornings, new employee training and leadership training SCDMV continues to improve employee knowledge and skill	Better service and product to the citizen or business of South Carolina	All Directors	1+ Years	Agency Directors
Title 56	Goal 5-Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.	Weekly and monthly Review, Modify, or Delete 74 policies and 95 procedures in place to support technological and business changes	Improved internal business processes bring better customer service	All Directors	1+ years	Agency Directors
Title 56	Goal 6- Ensure fiscal and business responsibility	Annually 1/3 of 67 Field Offices will be audited providing oversight and accountability of State resources and cooperating with external audits as well	Transparency of government showing citizens how SCDMV collects and distributes revenues	All Directors	1+ years	Agency Directors

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions :

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.

3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	*Strategic Plan Part and Description*	How it is S.M.A.R.T.:	Public Benefit/Intended Outcome:	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:	Office Address:	Department or Division:	Department or Division Summary:
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... Specific; Measurable; Attainable; Relevant; and Time bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
	Goal 1 - Leverage organizational leadership to achieve optimal organizational effectiveness.								
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - *Foster awareness of organization goals and objectives, laws and regulations, policies and procedures through effective communications.*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 1.1.1 - Develop employees capable of serving the needs of the Agency.	Weekly Wednesday morning training sessions are conducted for one hour	*Standardization across the state in all field office, reduces errors and customer wait times*	*Dep Director Field Services*	34+	*Deputy Director*	*Blythewood Office*	*Field Services*	
	Goal 2-Plan, program and forecast strategic initiatives necessary to adapt to technological advances in industry and to provide the Agency the resources to perform its mission and core functions.								
	Strategy 2.1-Set goals, determine actions and mobilize resources necessary to perform the Agency's mission and core functions.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

	2.1.4 Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates. Objective 2.1.1 Provide secure and valid credentials to South Carolina citizens in an expeditious manner.	Daily issuance of credentials to customers by following SC law and agency procedures under 20 minutes	Improved customer service and improved accuracy.	Dep Director Field Services	34+	Deputy Director	South Carolina	Field Services	
	Goal 3- Provide superior Customer Service.								
	Strategy 3.1- Develop or acquire alternative methods for product and services security and delivery and pursue legislative to improve business processes.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 3.2.1-Develop and deliver products and services through multiple service channels ranging from face-to-face service to web-based services.	At least annually increase the number of services or products offered via the Web or by other means by 5	Convenience for the citizens of South Carolina, fewer customers in SCDMV field offices=faster service in field offices for those not using the internet	All Directors	34+	Directors and Deputies	Blythewood HQ and the internet	Operations	IT Department implements and publishes new services on the Web
	Goal 4-Empower employees through recognition, leader development and performance accountability, and succession planning.								
	Strategy 4.1-Develop programs to heighten employee morale, safety and productivity	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 4.1.1-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.	Weekly Meetings at all levels, Wednesday Morning training designed to educate workforce on new policy and procedures. Monthly employee recognition ceremonies identify those employees who exceed set standards. Quarterly Manager meetings	Improves customer service through standardization of work and allows customers to give agency feedback on good and bad service.	Mangers across the agency	34+	Individuals with direct reports	All agency employees across the state	All Departments	All directorates train on Wednesday, provide employee nominations for recognition, and attend periodic management meetings.
	Goal 5-Develop, implement, assess and reassess all internal and external systems and practices as a means to identify areas for improvement.								
	Strategy 5.1-Provide services through a variety of means ranging from face-to-face customer service at 66 customer service centers to a wide range options including remote means, including but not limited to, web-based options, on demand services, virtual data portals, and direct delivery mail.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Objective 5.1.1-Leverage technology and best business practices to reduce waste, eliminate redundancy, improve customer service and decrease wait times.	The agency this year will complete implementing scanning operations in all field offices. This will allow agency to repurpose some of the workforce for other initiatives.	Saving monies on paper and mailing will save taxpayer dollars as the agency leverage technology to improve business processes, improve PII security.	Chief of Inventory and Facilities Management	12+				
	Goal 6 Ensure fiscal and business responsibility								
	Strategy 6.1-Develop and maintain systems and processes necessary to collect, reconcile and distribute Agency revenues in accordance with laws, regulations, legislative mandates and current Agency business policies and procedures.	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Strategy, Objectives and Responsibility

	Objective 6.1.1. Examine how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals	Annually SCDMV collects and distributes millions of dollars for South Carolina. SCDMV allocates its budget based on priorities set by executive management covering fixed costs and anticipated expenditures	As a non-appropriated agency SCDMV only spends revenues that are collected for agency expenses authorized by state law	Dep Director Finance	34+	Deputy Director	Blythewood	Administration	

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

***Instructions*:**

1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
3) Under the "Legal Statute Requiring Program" column, enter the legal statute which <u>requires</u> (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter <u>ONLY ONE</u> objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List <u>ONLY ONE</u> strategic objective per row
Administration	Includes: Administrative Support Services, Communications and Constituent Services, General Counsel, Director's Office and Agency Operations Support.	Title 56	1.1.1
Customer Service Centers	Includes all 67 field offices, providing full range of customer services and products.	Title 56	2.1.1
Customer Service Delivery	Includes all alternative customer service delivery centers at headquarters: Call Center, Mail in Titles and Registration, Alternative Media	Title 56	3.1.1
Procedures and Compliance (formerly Driver Services)	Includes: Compliance, Customer Records, Financial Responsibility, Document Review, Driver Improvement, Planning and Policy development	Title 56	3.1.1
Inspector General	Includes: Dealer Licensing, Fraud Detection, 3rd Party Testing, and Training and Change Management.	Title 56	5.1.1
Technology & Product Development	Information Technology business process improvements	Title 56	2.1.4
State Employee Contributions	Employer Contributions / Fringe Benefits	Title 56	6.1.1
Capital Projects	Building renovations, etc.	Title 56	5.1.1

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*#1 Semi- Annual agency meetings with Directors and Deputies allows the leadership to review past years agency performance and implement changes for the upcoming year as needed*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*Code 56*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*strategy 1.1 - Foster awareness of organization goals and objectives, laws and regulations, policies and procedures through effective communications.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*Objective 1.1.1 - Develop employees capable of serving the needs of the Agency.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*Code 56*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*Standardization across the state in all field office, reduces errors and customer wait times*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*Operations*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Dep Director Field*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	*34+*	
Position:	*Deputy Director*	
Office Address:	*Blythewood*	
Department or Division:	*Operations*	
Department or Division Summary:	*Field*	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	*$30,011,331*	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.1.1 - Develop employees capable of serving the needs of the Agency.	
Performance Measure:	Wait Times	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	Less than 7 Minutes	
2014-15 Target Results:	< 20 Minutes	
2014-15 Actual Results (as of 6/30/15):	Less than 7 Minutes	
2015-16 Minimum Acceptable Results:	< 20 Minutes	
2015-16 Target Results:		
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Only Agency Selected	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Directors and Deputies	
Why was this performance measure chosen?	Directly relates to customer service and satisfaction.	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Directors and Deputies	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Overall number of transactions and providing first class customer service	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Untimely, accurate service with wait times over 20 Minutes*
Level Requires Outside Help	*2002 operating system will need to be replaced at some time in the future*
Outside Help to Request	*Funding*
Level Requires Inform General Assembly	*Yes*
General Assembly Options	*One time non-curing or funding source to develop and implement new agency operating system*

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
	Field Audits	*Internal Audit*	*1/1/2016*
			12/31/2016

PARTNERS

Objective Details

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. **Under the "Ways Agency works with Current Partners,"** enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Counties	*Collection of State Revenues*	*State/Local Government Entity*

[redacted]

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	*#2 Increase the number of services/products offered via the WEB/Customer Service Center annually*	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	*Code 56*	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	*Establishing cyclic events to assess the Department's mission, efficiencies, progress, and results.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	*2.1.4 Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates.*	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	*Code 56*	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	*improved wait times for customers to perform transactions on-line*	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	*CSD, IT, Admin*	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	*Directors and deputies*	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	34+	
Position:	*Agency Wide*	
Office Address:	*Blythewood*	
Department or Division:	*All*	
Department or Division Summary:		
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	$9,976,539	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	*Agency will provide next year*	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Objective Details

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	2.1.4 Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates.	
Performance Measure:	Number of Products and Services added to Web	
Type of Measure:	Efficiency	
Results		
2013-14 Actual Results (as of 6/30/14):	5	
2014-15 Target Results:	5	
2014-15 Actual Results (as of 6/30/15):	5	
2015-16 Minimum Acceptable Results:	5	
2015-16 Target Results:	5	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)		Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Directors and Deputies	
Why was this performance measure chosen?	System already in Place to track	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?		
What are the names and titles of the individuals who chose the target value for 2015-16?	Directors and Deputies	
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	Historical Data	
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	yes	
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?		

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	*Increased wait times as customers use field offices*
Level Requires Outside Help	
Outside Help to Request	
Level Requires Inform General Assembly	
3 General Assembly Options	

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)

PARTNERS

Objective Details

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. **Under the "Ways Agency works with Current Partners,"** enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	**Ways Agency Works with Current Partner**	**Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?**
SC Counties	*Collection of State Revenues*	*State/Local Government Entity*

This is the next chart because once the agency determines its goals, strategies

Agency Responding	South Carolina Departm
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an age

Part A Instructions : **Estimated Funds Available this Fiscal Year (2015-16)**

1) Please enter each source of funds for the agency in a separate column. Group the funding sources howeve information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; e **should be clear through Part A and B, how much the agency estimates it has available to spend and where th**

Part B Instructions : **How Agency Budgeted Funds this Fiscal Year (2015-16)**

1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agen

2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency something that is not related to an agency objective (i.e. pass through, carry forward, etc.).

3) Enter how much money from each source of funds the agency budgets to spend on each objective and unre spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A:

PART A Estimated Funds Available this Fiscal Year (2015-16)		
	Source of Funds:	Totals
	Is the source state, other or federal funding:	Totals
	Is funding recurring or one-time?	Totals

$ From Last Year Available to Spend this Year	
Amount available at end of previous fiscal year	
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right
$ Estimated to Receive this Year	
Amount budgeted/estimated to receive in this fiscal year:	
Total Actually Available this Year	
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	

Explanations from the Agency regarding Part B:

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals
Restrictions on how agency is able to spend the funds from this source:	n/a

Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$0
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a
Where Agency Budgeted to Spend Money this Year	
Objective 1.1.1 - insert description of objective: ***Remember to include a colon (:) at the end of each objective and unrelated purpose description***	
Objective 1.1.2 - insert description of objective:	
etc.	
Unrelated Purpose #1 - insert description:	
Unrelated Purpose #2 - insert description:	
etc.	
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	

and objectives, as well as the programs that will best allow the agency to accomplish its o

ent of Motor Vehicles

ency is under study with the House Legislative Oversight Committee, the Committee may request information on how the age

r is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle I
etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the**
e agency has budgeted the funds it has available to spend.

cy can insert as many rows as necessary so that all objectives are included.
y will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is m

elated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B shoul

Insert any additional explanations the agency would like to provide related to the

Insert name of Source of Funds #1 Customer Service Center	*Insert name of Source of Funds #2 Administration*	*Insert name of Source of Funds #3 Customer Service Delivery (includes Plate Replacement)*	*Insert name of Source of Funds #4 Procedures and Compliance*	*Insert name of Source of Funds #5 Inspector General*
State, Federal or Other Funds? Other and Federal	*State, Federal or Other Funds? Other and Federal*	*State, Federal or Other Funds? Other and Federal*	*State, Federal or Other Funds? Other and Federal*	*State, Federal or Other Funds? Other and Federal*
Recurring as Collected	*Recurring as Collected*	*Recurring as Collected*	*Recurring as Collected*	*Recurring as Collected*

NOTE: The SC Department of Motor Vehicles is a non-appropriated State Agency and receives no state dollars for operations. As su
of personnel and operating costs (as well as enough cash to complete major Agency mission critical projects which were started in th
fiscal year are reconciled and distributed. The amounts below include revenue estimates for FY16 and carry-forward cash amounts f
program area as each program spends available cash.

34,782,586	$7,157,405	$12,216,513	$6,964,231	$2,403,155
34,782,586	7,157,405	12,216,513	6,964,231	2,403,155

Insert any additional explanations the agency would like to provide related to the

Insert name of Source of Funds #1 Customer Service Center	*Insert name of Source of Funds #2 Administration*	*Insert name of Source of Funds #3 Customer Service Delivery (includes Plate Replacement)*	*Insert name of Source of Funds #4 Procedures and Compliance*	*Insert name of Source of Funds #5 Inspector General*
State, Federal or Other Funds? Other and Federal	State, Federal or Other Funds? Other and Federal	State, Federal or Other Funds? Other and Federal		State, Federal or Other Funds? Other and Federal

$34,782,586	$7,157,405	$12,216,513	$6,964,231	$2,403,155
Yes	Yes	Yes	Yes	Yes
1.1.1 Develop employees capable of serving the needs of the Agency.	4.1.1 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.**	3.1.1 The Customer Focus objective examines how the **agency head determines** who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those **customers**	5.1.1 Leverage technology and best business practices to reduce waste, eliminate **redundancy, improve** customer service and decrease wait times	2.2.1 Establish an Office of Inspector General capable of providing the Executive Director a means to provide a 'systemic review' of systems within the Department.
1.1.2 Employ measures **necessary to secure** employee and customer information and data.				
$34,782,586.00	$7,157,405.00	$12,216,513.00	$6,964,231.00	$2,403,155.00

bjectives, the agency needs to

:ncv budgeted and spent monev for the previous

User Fees, License Fines, etc.) to provide the
agency chooses to group its funding sources, it

oney the agency is legislatively directed to spend on

d equal the "Amount estimated to have available to

information it provides below.

Insert name of Source of Funds #6 Technology & Product Development	*Fund # 7 State Employee Contributions*	Fund # 8 Capital Projects
State, Federal or Other Funds? Other and Federal	*State, Federal or Other Funds? Other and Federal*	State, Federal or Other Funds? Other and Federal
Recurring as Collected	*Recurring as Collected*	Recurring as Collected

:h, the SCDMV must carry-forward cash each year to sustain at least 2 1/2 months ie one fiscal year but not yet completed) until revenue collections for the new rom FY15; however, SCDMV does not have carry-forward totals broken out by		
$9,612,044	$14,831,662	$2,914,520
9,612,044	14,831,662	2,914,520

information it provides below.

Insert name of Source of Funds #6 Technology & Product Development	*Fund # 7 State Employee Contributions*	Fund # 8 Capital Projects
State, Federal or Other Funds? Other and Federal	State, Federal or Other Funds? Other and Federal	State, Federal or Other Funds? Other and Federal

$9,612,044	$14,831,662	$ 2,914,520.00
Yes	Yes	Yes
2.1.4 Leverage technology to enhance efficient and effective processes to eliminate internal and external error rates.	6.1.2 Develop and maintain a budget review process designed to analyze prior year expenditures and to accurately	6.1.3 Forecast, develop and prioritize Agency requirements, identify unfunded fiscal requirements, program resources and manage funding levels within the prescribed budget levels.
$9,612,044.00	$14,831,662.00	$2,914,520.00

Reporting Requirements

Agency Responding	South Carolina Department of Motor
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

Instructions:
List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.
PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

	Agency Responding			
	Report #	1	2	3
	Report Name:	Restructuring Report	Accountability Report	Senate Report
	Why Report is Required			
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Department of Admin	Senate
	Law which requires the report:			
	Agency's understanding of the intent of the report:			
	Year agency was first required to complete the report:	2013	2011	N/A
	Reporting frequency (i.e. annually, quarterly, monthly):			
	Information on Most Recently Submitted Report			
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:			
	Timing of the Report			
	Month Report Template is Received by Agency:	Dec-15	Jul-15	Feb-16
	Month Agency is Required to Submit the Report:	Jan-16	Sep-15	Mar-16
	Where Report is Available & Positive Results			
	To whom the agency provides the completed report:	House Legislative Oversight Committee	Department of Admin	Senate
	Website on which the report is available:	House Legislative Oversight Committee	SCDMV	Senate
	If it is not online, how can someone obtain a copy of it:			
	Positive results agency has seen from completing the report:	N/A	N/A	N/A

Restructuring Recommendations and Feedback

Agency Responding	South Carolina Department of Motor Vehicles
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?	

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	**Please list 1-3 benefits to agency management and employees in having all of this information available in one document.**	**Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.**
1	1	1
2	2	2
3	3	3

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	**Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.**	**Please add any other feedback the agency would like to provide** (add as many additional rows as necessary)
No	1	
Why or why not?	2	
Format Changed Again	3	