

ECONOMIC DEVELOPMENT, TRANSPORTATION, AND NATURAL RESOURCES SUBCOMMITTEE MEETING

Wednesday, March 20, 2019

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AGENDA

South Carolina
House of Representatives



Legislative Oversight Committee

***ECONOMIC DEVELOPMENT, TRANSPORTATION,
AND NATURAL RESOURCES SUBCOMMITTEE***

The Honorable William M. "Bill" Hixon, Chair

The Honorable Lee Hewitt

The Honorable Mandy Powers Norrell

The Honorable Marvin R. Pendarvis

Wednesday March 20, 2019

1 hour after adjournment of the House

321 - Blatt Building

Pursuant to Committee Rule 6.8, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

- I. Approval of Minutes**
- II. Discussion of the study of the Department of Motor Vehicles**
- III. Adjournment**

MINUTES FROM PREVIOUS MEETING

Chair Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee



*Micajah P. (Micah) Caskey, IV
Neal A. Collins
Patricia Moore (Pat) Henegan
William M. (Bill) Hixon
Jeffrey E. (Jeff) Johnson
Marvin R. Pendarvis
Tommy M. Stringer
Bill Taylor
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*Gary E. Clary
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Joseph H. Jefferson, Jr.
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Administration Coordinator*

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Research Analyst/Auditor*

*Kendra H. Wilkerson
Fiscal/Research Analyst*

Economic Development, Transportation, and Natural Resources Subcommittee

Wednesday, February 27, 2019

2:30 p.m.

Blatt Room 108

Archived Video Available

- I. Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (<http://www.scstatehouse.gov>) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

Attendance

- I. The Economic Development, Transportation, and Natural Resources Subcommittee meeting was called to order by Representative Lee Hewitt on Wednesday, February 27, 2019, in Room 108 of the Blatt Building. The following other members of the Subcommittee were present for either all or a portion of the meeting: Chair William M. (Bill) Hixon, Representative Mandy Powers Norrell, and Representative Marvin R. Pendarvis.

Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.

- II. Representative Pendarvis moves to approve the minutes from the February 13, 2019, meeting. A roll call vote is held, and the motion passes. Chair Hixon is not present for the vote, but later in the meeting his name is added at his request by unanimous consent.

Rep. Pendarvis' motion to approve the minutes from the February 13, 2019, meeting:	Yea	Nay	Not Voting
Rep. Hewitt	✓		
Rep. Norrell	✓		
Rep. Pendarvis	✓		
Rep. Hixon	✓		

Discussion of the Department of Motor Vehicles (DMV)

- I. Representative Hewitt swears in the following DMV representatives:
 - a. Brian Carlson, Deputy Director of Titles and Registrations
 - b. Nancy Larrimore, Chief of Motor Carrier Services
 - c. Sharon Land, Research and Development Manager in Motor Carrier Services
 - d. Rebecca Lyles, Administrative Coordinator in the Office of Inspector General
 - e. Vanessa Bartley, Program Coordinator in the Dealer Licensing and Audit Unit
- II. DMV Executive Director Kevin Shwedo responds to some questions from Subcommittee members about the follow-up information the agency submitted on February 22, 2019.
- III. Director Shwedo presents an overview of the agency's strategic plan.
- IV. Mr. Rick Todd, President and CEO of the South Carolina Trucking Association, discusses concerns about the way in which the state road use fee is collected from intrastate commercial vehicles. He answers questions from Subcommittee members during and after his presentation. Director Shwedo and Mr. Larry Murray, DMV Director of Vehicle Services, also answer member questions after Mr. Todd's presentation.
- V. Director Shwedo continues his overview of the agency's strategic plan. He responds to member questions during and after the presentation.
- VI. Mr. John Laganelli, DMV Chief of Staff and Director of Operations, and Ms. Courtney Saxon, DMV Deputy Director of Field Services, present information about the agency's Strategy 1 under Goal 1. Mr. Laganelli, Ms. Saxon, and Director Shwedo respond to member questions during and after the presentation. Mr. Ralph Bailey, DMV Budget Manager, also responds to a member question.
- VII. Mr. Larry Murray, DMV Director of Vehicle Services, presents information about the agency's Strategy 2 under Goal 1.
- VIII. Ms. Kristin Wicker, Deputy Director of Finance, presents information about the agency's Strategy 3 under Goal 1. Ms. Wicker responds to member questions.

- IX. Ms. Shirley Rivers, DMV Director of Driver Services, and Mr. Brian Carlson, DMV Deputy Director of Titles and Registrations, present information about the agency's Strategy 4 under Goal 1. Ms. Rivers and Director Shwedo respond to member questions during and after the presentation.
- X. Director Shwedo presents the agency's recommendations for law changes related to its first goal. He responds to member questions.
- XI. The meeting is adjourned.

STUDY TIMELINE: DEPARTMENT OF MOTOR VEHICLES

Legislative Oversight Committee Actions

- May 3, 2018 - Prioritizes the agency for study
- May 9, 2018 - Provides the agency with notice about the oversight process
- July 17 – August 20, 2018 - Solicits input from the public about the agency in the form of an online survey
- January 14, 2019 - Holds **Meeting 1** to **obtain public input** about the agency

Economic Development, Transportation, and Natural Resources Subcommittee Actions

- January 23, 2019 – Holds **Meeting 2** with the agency to discuss an overview of its **mission, history, resources, and major programs**
- February 13, 2019 – Holds **Meeting 3** with the agency to continue discussing its **major programs, successes, challenges, and emerging issues**
- February 27, 2019 – Holds **Meeting 4** with the agency to discuss the agency's **strategic plan** and **performance measures**.
- March 20, 2019 (TODAY) – Holds **Meeting 5** with the agency to continue discussion of the agency's **strategic plan** and **performance measures**.

Department of Labor, Licensing and Regulation Actions

- March 31, 2015- Submits its **Annual Restructuring and Seven-Year Plan Report**
- January 12, 2016- Submits its **2016 Annual Restructuring Report**
- September 2016- Submits its **FY 2015-16 Accountability Report/Annual Restructuring Report**
- September 2017- Submits its **FY 2016-17 Accountability Report/Annual Restructuring Report**
- September 2018 – Submits its **FY 2017-18 Accountability Report/Annual Restructuring Report**
- November 16, 2018 - Submits its **Program Evaluation Report**
- January 2019-present- Meets with and **responds to Subcommittee**

Public's Actions

- July 17 – August 20, 2018- Provides input about the agency via an **online public survey**
- January 14, 2019- Provides **testimony** about the agency to the full Committee
- Ongoing - **Submits written comments on the Oversight Committee's webpage** on the General Assembly's website (www.scstatehouse.gov)

DMV SNAPSHOT

Department of Motor Vehicles

Agency Mission

To administer 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.

Successes *Identified by the agency*

- Partnering with external entities to deliver services and products with fewer errors and higher customer satisfaction
- Implementing the S.C. Uniform Traffic Ticket Information Exchange System
- Rolling out Real ID

History

The Department of Motor Vehicles began as a division of the State Highway Commission in 1917. After spending time with both the Department of Revenue and the Department of Public Safety, it became a cabinet agency in 2003.

Organizational Units

Administration
Customer Service Delivery (Vehicle Services)
Office of Inspector General
Procedures and Compliance (Driver Services)
Technology and Product Development
Customer Service Centers

Resources *(FY 18-19)*

Employees
1,220 filled FTE positions at the start of the year

Funding
\$114,055,506 appropriated and authorized

Challenges *Identified by the agency*

Current:

- Meeting dynamic needs with existing infrastructure
- Rising cost of goods, services, and contracts
- Modernizing the agency's 17-year-old operating system
- Retaining talented employees

Emerging:

- Autonomous vehicle regulation
- Mobile driver's license / ID card
- Mobile integration in all aspects of customer service
- Taking advantage of technology while protecting citizens' information

Source: Agency Program Evaluation Report

FOLLOW-UP REQUESTS FROM SUBCOMMITTEE

Chair Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee

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*Kendra H. Wilkerson
Fiscal/Research Analyst*

February 28, 2019

Via Email

Col. Kevin A. Shwedo, Executive Director
South Carolina Department of Motor Vehicles
Post Office Box 1498
Blythewood, South Carolina 29016

RE: Follow-up questions from the Subcommittee meeting with the agency on February 27, 2019

Dear Director Shwedo:

The Economic Development, Transportation, and Natural Resources Subcommittee appreciates the agency's continued partnership in the oversight process. As follow-up from the meeting on February 27, 2019, please respond to the following questions by Thursday, March 14, 2019:

1. In your testimony on February 27, you opposed the idea of the Department of Motor Vehicles (DMV) taking on the responsibility for collecting the road use fee from intrastate trucks, as it is not one of the agency's core functions. Given that concern, how do you differentiate the request to take on a law enforcement responsibility that currently rests with the South Carolina Law Enforcement Division (SLED)?
2. Other than employing law enforcement officers within the DMV, are there any other steps that DMV, SLED, or the legislature could take to improve the enforcement of vehicle-related crimes?
3. Please provide a definition or explanation of each of the following terms the agency uses when discussing vehicle-related crimes: out-of-trust sales and curb stoners.
4. What school systems or technical colleges does DMV currently partner with to facilitate training and licensing of commercial drivers? Is the agency willing to work with schools and communities that are interested in creating such partnerships?

5. Please provide a list of the third parties that administer the commercial driver's license test. How do entities qualify to do this? Where are those qualifications outlined (e.g., statute, regulation, agency policy, etc.)? Are they posted on the agency's website? In what other ways are they communicated to potential testing entities?
6. How are options for third-party driver's license testing communicated to those seeking to be tested?
7. Is there a need to increase the number of DMV branches that offer the commercial driver's license skills test? If so, how much would it cost the agency to do so?
8. In your testimony on February 27, you indicated that DMV is carrying forward approximately \$12 million. Does the agency have the authority to spend this money on projects of its choosing, or is additional authorization required?

If these inquiries would yield responses that are not an accurate reflection of the agency or if additional time is needed to respond, please contact Committee staff. Thank you for your service to the citizens of South Carolina and for your continued cooperation with the legislative oversight process. We look forward to continuing our discussion of the Department of Motor Vehicles at the next Subcommittee meeting on March 20, 2019.

Sincerely,



William M. "Bill" Hixon
Subcommittee Chair

cc: Economic Development, Transportation, and Natural Resources Subcommittee Members



Henry McMaster
Governor

Kevin A. Shwedo
Executive Director

State of South Carolina
Department of Motor Vehicles

Thursday, March 14, 2019

The Honorable William M. "Bill" Hixon
Post Office Box 11867
Columbia, South Carolina 29211

Dear Representative Hixon,

Following the February 27, 2019 Legislative Oversight Subcommittee meeting, you asked the agency to provide the following information:

1. In your testimony on February 27, you opposed the idea of the DMV taking on the responsibility for collecting the road use fee from intrastate trucks, as it is not one of the agency's core functions. Given that concern, how do you differentiate the request to take on a law enforcement responsibility that currently rests with SLED?
2. Other than employing law enforcement officers within the DMV, are there any steps that the DMV, SLED, or the legislature could take to improve the enforcement of vehicle-related crimes?
3. Please provide a definition or explanation of each of the following terms the agency uses when discussing vehicle-related crimes: out-of-trust sales and curb stoners.
4. What school systems or technical colleges does the DMV currently partner with to facilitate training and licensing of commercial drivers? Is the agency willing to work with schools and communities that are interested in creating such partnerships?
5. Please provide a list of the third parties that administer the commercial driver's license test. How do entities qualify to do this? Where are those qualifications outlined (e.g., statute, regulation, agency policy, etc.)? Are they posted on the agency's website? In what other ways are they communicated to potential testing entities?
6. How are options for third-party driver's license testing communicated to those seeking to be tested?
7. Is there a need to increase the number of DMV branches that offer the commercial driver's license skills test? If so, how much would it cost the agency to do so?
8. In your testimony on February 27, you indicated that the DMV is carrying forward approximately \$12 million. Does the agency have the authority to spend this money on projects of its choosing, or is additional authorization required?

Please allow this letter to serve as a response to the inquiries above.

Question 1

- a. *SECTION 56-19-20. Administration and enforcement.*

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The Department of Motor Vehicles is hereby vested with the power and is charged with the duty of observing, administering and enforcing the provisions of this chapter and Chapter 21 of Title 16.

Current law authorizes the Department of Motor Vehicles to “Enforce” the provisions of “this” (Chapter 56) and Chapter 21 of Title 16. However, the department does not have the tools to perform the function that we are charged with. Our request is to be provided the tools to safely assist SLED in carrying out the responsibility that the SCDMV is charged with performing.

The Department of Motor Vehicles and the State Law Enforcement Division enjoy a great working relationship, and together we work with the resources that we have to address as many customers’ needs as we can get to in our given capacity. However, when asked by this committee if we thought we could help with the motor vehicle crimes if the department was given law enforcement authority, the answer is yes, we do believe that we could assist the State Law Enforcement Division in addressing some of these violations.

Our goal is to assist the public when they reach out to government for assistance. We believe that utilizing trained SCDMV law enforcement personnel that are 100% devoted to DMV related crimes would be of great service to citizens that rely on their government for assistance when they are defrauded and this would relieve some of the burden on SLED.

We reached out to SLED for additional information concerning prioritizing cases and received the following response from Lieutenant Craig Harrelson of the Investigative Services/Vehicle Crimes Unit of SLED:

“We prioritize cases received from SCDMV as follows: internal DMV employee investigations take priority over all others, followed by title fraud and dealer cases, then finally DL cases. All cases are reviewed for elements that make them prosecutable; therefore, those that are weak or have no readily available suspect/victim receive lower priority. Over the past 4 years, we have investigated an average of 200 SCDMV cases per year and have left approximately 130 per year unresolved. As outside requests from other agencies have also increased, it is expected that case resolution averages will stay at or slightly below the current numbers based on our current staffing.

DMV currently receives a monthly report from our unit reflecting cases assigned to our agents and the resolution of them. This has been in place since October 2018. Communication between SLED and SCDMV continues to improve and our unit strives to make investigations referred to us by your agency as transparent as possible. A recent meeting between our unit and SCDMV OIG was very fruitful, with suggestions, concerns, and recommendations having been made by both agencies. Per our recent discussions, these meetings are a great thing and should continue periodically. Like always, please call with any questions or concerns, and I look forward to continuing good relations with SCDMV.”

The American Association of Motor Vehicles Administrators (AAMVA) published a Best Practices for the Deterrence and Detection of Fraud. Chapter 3, pages 14 &15, states “A crucial requirement in the fight against fraud is an appropriately sized and adequately equipped fraud unit. Unfortunately, some agencies are forced to rely on outside law enforcement agencies to

assist in the fight. In such situations, the DMV's fight is likely a secondary consideration by the outside enforcement agency because it is understandably focused on its own mission. The competition for resources often leaves the DMV with little to no assistance. An in-house fraud unit provides the ability to proactively oversee the operation from a focused perspective because its primary mission is the detection and deterrence of fraud. A fraud unit can establish or enhance processes and procedures. It can take swift action when issues are identified. It can provide a unique perspective to legislative reviews and can pinpoint potential areas for fraud opportunities. Failure to focus on the deterrence and detection of fraud can undermine the credential issuance process, harm the reputation of the agency and its management, and even negatively impact the governor's office. It can make the jurisdiction a target for criminal activity and can threaten homeland security. A core competency of the DMV is the issuance of credentials. An equally important core competency should be fighting fraud.

The fraud unit should have oversight and authority to address both internal and external fraud. There is no magic formula to determine the appropriate size of the unit because it depends on the size of the organization, its responsibilities, the number and type of transactions processed, and the number of contractual third parties or partners the agency oversees. The group should be of sufficient size to effectively handle all of the responsibilities for which the unit is charged. Tracking performance and publicizing successes can help justify expansion of the unit when, and if, warranted. When analyzing the impact of new legislation or policies, consideration should always be given to the potential need for additional staff for the fraud unit.”

Question 2

- a. Revisiting and strengthening laws related to the sale of motor vehicles. The current statute only allows extremely narrow reasons for refusing an applicant the ability to engage in the business of selling vehicles. Embezzlement, drug convictions, murder, sex offenders, most fraud cases etc., are not considered in issuing a dealer license. Only a crime that involves the illegal transfer of a vehicle is given as a reason the department may consider for refusing to issue a dealer license. Limiting the time for administrative hearings to be conducted and a decision rendered when dealers licenses have been revoked. Currently, dealers continue to defraud customers though their license has been revoked for the very same offense.
- b. Minimum sentencing for defrauding customers during the sale of motor vehicles, specifically in cases dealing with out-of-trust sales. Currently, the penalties that are imposed on dealers that engage in this bad behavior do not deter this practice.
- c. Licensing owners, salespersons and agents of the dealership with signature authority. This would aid in preventing dealers who are revoked from registering the dealership in a family member's name and continuing to operate the business.

Question 3

- a. **Curbstoners** – Persons engaging in the sale of vehicles without the required South Carolina Department of Motor Vehicles issued dealer license. 56-15-10 (h)(4)*Persons disposing of motor vehicles acquired for their own use and so used in good faith and not for the purpose*

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of avoiding the provisions of law. Any person who effects or attempts to effect the sale of more than five motor vehicles in any one calendar year is considered a dealer or wholesaler.

- b. **Sale out of trust** - refers to when a dealer sells a vehicle and fails to pay a financial obligation in order to obtain and deliver a title to the purchaser/customer.
- c. **Floor planner** – A lender who finances inventory for motor vehicle dealers.

Question 4

- a. Currently the department regulates 17 commercial driver training schools that provide a certified truck driver training course and offer third party testing.
 - 1. ****Ace Driving Academy, Duncan, SC 29334**
 - 2. ****Carolina Construction School, Lancaster, SC 29721**
 - 3. ****Excel Truck Driver Training LLC, Piedmont, SC 29673**
 - 4. ***Florence-Darlington Technical College, Florence, SC 29502**
 - i. Satellite - Central Carolina Technical College, Sumter, SC 29150
 - ii. Satellite - Midlands Technical College, West Columbia, SC 29170
 - iii. Satellite - Northeastern Technical College, Cheraw, SC 29520
 - iv. Satellite - 2204 Highway 301 South, Dillion SC 29520
 - v. Satellite - Williamsburg Technical College, Kingstree, SC 29556
 - 5. ***Greenville Technical College, Greenville, SC 29606**
 - 6. ***Miller-Motte Technical College, N. Charleston, SC 29406**
 - i. Satellite Office, Conway, SC 29526
 - 7. **Northeastern Technical College, Cheraw, SC 29520**
 - 8. ***Orangeburg-Calhoun Technical College, Orangeburg SC 29118**
 - 9. ****Palmetto Training Inc. N. Charleston, SC 29406**
 - i. Satellite Office, 1085 Thunderbolt Dr. Walterboro , SC 29488
 - ii. Satellite Office, 549 E. Calhoun Street, Sumter, SC 29150
 - 10. **Piedmont Technical College, Greenwood, SC 2946**
 - 11. ****P & W Turning Point Training Academy, Beech Island, SC 29841**
 - 12. **Spartanburg Community College, Duncan, SC 29334**
 - 13. ****The Sage Corporation, Lexington, SC 29073**
 - 14. **Technical College of the Low Country, Beaufort, SC 29902**
 - i. Satellite Office: Hampton Campus, Varnville, SC 29944
 - 15. ***Tri-County Technical College, Pendleton SC 29670**
 - 16. *** **Truck Driver Institute Inc., Richburg SC 29729**
 - 17. **York Technical College, Rock Hill, SC 29730**
- b. The department is also collaborating with Heyward Career and Technology Center/Eau Claire High School, the Department of Education and the South Carolina Trucking Association to promote trucking careers to high school students. Yes, the department is willing to work with other schools and communities that are interested in collaborating with the SCDMV.

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*Offers third party testing and training

**Private entity

Question 5

- a. Attached is a list of the third party testers (TPT).
- b. Companies and/or training facilities that are interested in becoming third party testers apply with the department. Once the application is received and approved the candidates must attend a department examiner certification course that will properly train them to administer the commercial driver's license test. Third party testers are recertified every 3 years.
- c. The qualifications are outlined in Federal Motor Carrier Safety Regulations 384.228 and 383.75, and listed in the SCDMV Commercial Driver's License Third Party Tester Safety Officer Manual attached.
- d. The information can be found on the SCDMV website in the Commercial Driver's License Third Party Tester Safety Officer Manual.
- e. The department will explore adding additional information to the website to increase companies' and schools' awareness of the third party testing program.

Note: Third party testing for commercial driver's license is only offered to employees of the third party testing companies and students of third party testing commercial training schools

Question 6

- a. For class D applicants, there is a list of third party testers on the department's website.
- b. Commercial driver's license applicants, as mentioned above, may only be tested by an employer or must be a student enrolled at the training school.
- c. Driver training schools that participate in the third party testing program make students and potential students aware of the option to be tested at their facility (both commercial and non-commercial schools).

Question 7

At this time, SCDMV does not see the need for additional DMV CDL Skills testing sites. As Director Shwedo mentioned SCDMV positioned each of our nine sites throughout the state so that applicants would not have to drive over 50 miles for a CDL Skills test. Currently we offer CDL Skills test by appointment or in the event of a non-booked appointment slot, a cancellation, or a no show we offer walk in availability. While the walk in CDL test is rare due to applicant planning requirements, they remain an option. Each CDL site offers between six and nine appointments daily. SCDMV has the availability to schedule up to 294 test each week; our current average for scheduled appointments weekly is 167.

Regarding the cost to provide additional CDL sites state-wide, for each site, a minimum of 2 license examiners would be required. The current cost for an examiner's pay including fringe is \$42,000 per year. Additional costs associated with establishing CDL test facilities in accordance with the Federal Motor Carrier Safety Administration (FMCSA) is a minimum of \$50,000 for additional asphalt. We state 'a minimum' because until the site is assessed by the construction company doing the resurfacing, we cannot estimate the total cost for the upgrade. In some cases, dredging, backfilling and compacting of the soil can increase the cost by hundreds of thousands of dollars. As an example, four years ago we estimated bringing our Lake City Office's CDL pad up to the new standards at a construction cost of approximately \$135,000. Our Bennettsville CDL site actual cost was \$209,782.

Question 8

No, the SCDMV does not have the authority to spend this money on projects of its choosing, and additional authorization is required. The agency has authority to spend \$4.2 million of this money during FY19 and, if the budget currently in House Ways and Means is ratified, FY20.
Regards,



Kevin Shwedo
Executive Director, SCDMV

DMV GOALS & PERFORMANCE MEASURES

Goal 1

Resources

Goal 1: Deliver an excellent customer service experience while upholding the existing laws that govern agency operations	2017-18 Actuals			2018-19 Budget			Related Agency Program/ Division
	# of FTEs used	Amount Spent	% of Total Available	# of FTEs using	Amount budgeted	% of Total Budget	
	854.8	\$61,283,630.00	56.41%	853	\$69,302,600.00	60.76%	
Strategy 1.1: Ensure the average initial wait time for a customer stays below 20 minutes per business day	644.7	\$46,218,902.00	42.54%	640.7	\$52,050,314.00	45.64%	Customer Service Centers
Strategy 1.2: Ensure Revenues collected are distributed in order to provide financial support to outside organizations	22.6	\$1,622,118.00	1.49%	24.2	\$1,969,164.00	1.73%	Administration - Support Services Finance
Strategy 1.3: Ensure the average initial wait time for a customer calling the DMV contact center stays below 15 minutes per business day	44.4	\$3,181,313.00	2.93%	46.4	\$3,770,768.00	3.31%	Customer Service Delivery-Contact Centers
Strategy 1.4: Reduce backlogs to ensure a five-business-day turnaround standard	143.1	\$10,261,297.00	9.44%	141.7	\$11,512,354.00	10.09%	Customer Service Delivery, Customer Service Centers, Procedures/Compliance

Source: Agency Program Evaluation Report (PER)

Performance Measures Associated with Goal 1

Item #	Measure	Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19	
1.1.1	Success rate of meeting or exceeding the Average Initial Wait Time standard of 20 minutes or less	Target:	Meet exactly	100%	100%	100%	100%	100%	100%
		Actual:		99.37%	99.88%	99.81%	99.81%	99.89%	TBD
		Comments:	Average initial wait time captures the time from when a customer receives a queuing ticket to when they first get to a CSRs counter.						
1.2.1	Number of organizations that received funds generated by Fees and Fines collected at DMV	Target:	Meet exactly	124	124	123	123	127	127
		Actual:		124	123	123	123	127	TBD
		Comments:	The Target and Actual totals mainly change depending on the production of new Specialty plates or if no revenues are collected on existing specialty plates.						
1.2.2	Total amount of Fees and Fines revenue distributed to organizations	Target:	Meet exactly	284,422,293.74	294,407,535.16	311,057,063.42	327,912,911.69	337,748,584.96	598,946,262.88
		Actual:		280,388,128.73	296,244,822.30	312,298,011.13	321,664,319.01	593,016,101.86	TBD
		Comments:	With a continued increase in the total number of transactions processed in DMV field offices and via the web, the amount of revenues distributed will continue to increase.						
1.3.1	Success rate of meeting or exceeding the Initial Wait time for the Call Center standard of 15 minutes or less	Target:	Meet exactly	DNE	DNE	DNE	100%	100%	100%
		Actual:		DNE	DNE	DNE	100%	100%	TBD
1.4.1	Success rate for dealer work dropped off at branch offices (standard is a five-day turnaround)	Target:	Meet exactly	100%	100%	100%	100%	100%	100%
		Actual:		99.46%	99.76%	99.86%	99.79%	99.88%	TBD
		Comments:	SCDMV has 9 offices with 3 day turn around times for dealer work (called Dealer Centrals). All other DMV offices will accept and turn around dealer work in 5 days. These standards were coordinated with the various Automobile Dealer Associations in the state.						
1.4.2	Success rate for Titles and Registrations work received at headquarters-processing time (before sent to batch)	Target:	Meet exactly	DNE	DNE	DNE	DNE	100%	100%
		Actual:		DNE	DNE	DNE	0%	0%	TBD
		Comments:	SCDMV is developing metrics for mail tracking, transaction processing times, backlogs, and individual performance measures, by transaction type and refining processes to produce greater efficiencies and improve processing times.						
1.4.3	Success rate for Driver Services work received at headquarters	Target:	Meet exactly	DNE	DNE	DNE	100%	100%	100%
		Actual:		DNE	DNE	DNE	100%	100%	TBD
		Comments:	SCDMV Driver Services views work received and the amount of transactions each employee processes on a daily basis. Standards are developed to ensure that employees meet the requirements as outlined.						

Item #	Measure	Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19	
1.4.4	Success rate for Alternative Media work received at headquarters	Target:	Meet exactly	DNE	DNE	DNE	100	100%	100%
		Actual:		DNE	DNE	DNE	99%	99%	TBD
2.1.1	Total transactions completed in field offices	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	DNE	5,960,389
		Actual:		7,692,697	7,035,945	6,612,176	6,479,779	6,622,655	TBD
		Comments:	Reduction in transactions in field offices would decrease operational cost and customer wait times. SCDMV FTE workforce has stayed relatively consistent however transactions processed have increased on the average of 5 percent per year.						
2.1.2	Number of transactions completed via members of the public online	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	817,297	891,473
		Actual:		DNE	DNE	DNE	742,997	810,430	TBD
		Comments:	More online transactions reduces in person DMV visits. This metric also includes other forms of distributed transaction capabilities						
2.1.3	Number of transactions completed by government or business partners online	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	9,150,236	10,077,588
		Actual:		DNE	DNE	DNE	8,318,396	9,161,444	TBD
		Comments:	More online transactions reduces in person DMV visits for business and governmental agencies. Our goal is to increase access to DMV transactions and information to business partners, outside of DMV offices.						
2.3.1	Number of 3rd party driving tests conducted	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	24,833	24,801
		Actual:		12,184	14,065	16,597	22,792	20,806	TBD
2.3.3	Number of counties participating in CIDRs2	Target:	Meet exactly	DNE	DNE	DNE	DNE	46	46
		Actual:		DNE	DNE	DNE	33	34	TBD
		Comments:	34 of 46 Counties currently offer some form of CIDRs (County Issuance of Decals and Registrations System) transaction, which allows citizens in those counties to pay their taxes and receive their vehicle registration/stickers without visiting a DMV office.						
4.1.1	Turnover rate	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	18.50%	18.50%
		Actual:		DNE	DNE	DNE	DNE	23.90%	TBD
4.3.2	Percentage of employees with >10 years DMV experience	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	33%	33%
		Actual:		DNE	DNE	DNE	DNE	41.20%	TBD

DNE = Did not exist

Source: Agency Program Evaluation Report (PER)

Goal 2

Resources

Goal 2: Modernize customer delivery service methods	2017-18 Actuals			2018-19 Budget			Related Agency Program/ Division
	# of FTEs used	Amount Spent	% of Total Available	# of FTEs using	Amount budgeted	% of Total Budget	
	141.8	\$10,168,982.00	9.36%	152.5	\$12,385,959.00	10.86%	
Strategy 2.1: Increase amount of services available online	88.1	\$6,316,138.00	5.81%	98	\$7,959,370.00	6.98%	Customer Service Delivery, Customer Service Centers, IT, Procedures and Compliance
Strategy 2.2: Secure legislative support for modernization and efficiency efforts	9.8	\$705,588.00	0.65%	10.7	\$870,738.00	0.76%	Administration - Chief of Staff - Legislative Affairs
Strategy 2.3: Leverage partnerships for deliverability of products and services	43.9	\$3,147,256.00	2.90%	43.8	\$3,555,851.00	3.12%	Customer Service Delivery, Customer Service Centers, IT Inspector General

Source: Agency Program Evaluation Report (PER)

Performance Measures Associated with Goal 2

Item #	Measure	Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19	
2.1.1	Total transactions completed in field offices	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	DNE	5,960,389
		Actual:		7,692,697	7,035,945	6,612,176	6,479,779	6,622,655	TBD
		Comments:	Reduction in transactions in field offices would decrease operational cost and customer wait times. SCDMV FTE workforce has stayed relatively consistent however transactions processed have increased on the average of 5 percent per year.						
2.1.2	Number of transactions completed via members of the public online	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	817,297	891,473
		Actual:		DNE	DNE	DNE	742,997	810,430	TBD
		Comments:	More online transactions reduces in person DMV visits. This metric also includes other forms of distributed transaction capabilities						
2.1.3	Number of transactions completed by government or business partners online	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	9,150,236	10,077,588
		Actual:		DNE	DNE	DNE	8,318,396	9,161,444	TBD
		Comments:	More online transactions reduces in person DMV visits for business and governmental agencies. Our goal is to increase access to DMV transactions and information to business partners, outside of DMV offices.						
2.2.1	Percentage of DMV legislative priorities passed by General Assembly	Target:	Meet exactly	DNE	DNE	DNE	100%	100%	100%
		Actual:		DNE	DNE	DNE	66.67%	66.67%	TBD
		Comments:	The need for extended implementation timelines and the response time required for Fiscal Impact Statements present challenges for the DMV at the legislature.						
2.2.2	Percentage of modernization/efficiency efforts achieved versus programmed	Target:	Meet exactly	DNE	DNE	DNE	100%	100%	100%
		Actual:		DNE	DNE	DNE	63%	65%	TBD
2.3.1	Number of 3rd party driving tests conducted	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	24,833	24,801
		Actual:		12,184	14,065	16,597	22,792	20,806	TBD
2.3.2	Percentage of convictions processed by the DMV within the federal turnaround standard (within 10 days of conviction)	Target:	Meet exactly	DNE	DNE	DNE	DNE	100%	100%
		Actual:		DNE	DNE	DNE	56%	90%	TBD
		Comments:	The federal standard for transmitting CMV and CDL convictions to other jurisdictions is 90 percent of convictions transmitted within 10 days.						
2.3.3	Number of counties participating in CIDRs2	Target:	Meet exactly	DNE	DNE	DNE	DNE	46	46
		Actual:		DNE	DNE	DNE	33	34	TBD
		Comments:	34 of 46 Counties currently offer some form of CIDRs (County Issuance of Decals and Registrations System) transaction, which allows citizens in those counties to pay their taxes and receive their vehicle registration/stickers without visiting a DMV office.						

DNE = Did not exist

Source: Agency Program Evaluation Report (PER)

Goal 3

Resources

Goal 3: Minimize the risk of fraud and breaches	2017-18 Actuals			2018-19 Budget			Related Agency Program/ Division
	# of FTEs used	Amount Spent	% of Total Available	# of FTEs using	Amount budgeted	% of Total Budget	
	102.5	\$7,349,168.00	6.76%	106.8	\$8,675,219.00	7.61%	
Strategy 3.1: Increase SC DMV security posture of our network infrastructure for B2B (third party web services) transactions to better protect SC citizens' data	48.7	\$3,488,816.00	3.21%	51.4	\$4,174,694.00	3.66%	Technology and Product Development (IT), Chief of Staff-Administration (ISO)
Strategy 3.2: Number of 3rd party external penetration test on network infrastructure	7.3	\$523,640.00	0.48%	7.7	\$626,730.00	0.55%	Technology and Product Development (IT), Chief of Staff-Administration (ISO)
Strategy 3.3: Keep effective measures to reduce fraud and introduce new measures when appropriate	46.5	\$3,336,712.00	3.07%	47.7	\$3,873,795.00	3.40%	Technology and Product Development (IT), Chief of Staff-Administration (ISO), Inspector General

Source: Agency Program Evaluation Report (PER)

Performance Measures Associated with Goal 3

Item #	Measure	Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19	
3.1.1	Reduce false positive alerts found in network infrastructure	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	100% Reduction	100% Reduction
		Actual:		DNE	DNE	DNE	DNE	111	TBD
		Comments:	False positive alerts are harmless notifications to network events. A high percentage of false positive increases workload unnecessarily.						
3.1.2	The number of identified critical external vulnerabilities	Target:	Meet exactly	DNE	DNE	DNE	0	0	0
		Actual:		DNE	DNE	DNE	5	0	TBD
3.1.3	Reduced percentage of vulnerabilities identified by weekly scans	Target:	Meet exactly	DNE	DNE	DNE	DNE	100%	100%
		Actual:		DNE	DNE	DNE	DNE	86%	TBD

Item #	Measure		Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19
3.2.1	Number of internal 3rd party vulnerability audits	Target:	Meet or obtain higher value	DNE	DNE	DNE	1	1	0
		Actual:		DNE	DNE	DNE	1	0	TBD
3.2.2	Number of 3rd party external penetration test on network infrastructure	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	4	4
		Actual:		DNE	DNE	DNE	1	0	TBD
3.2.3	Number of audits conducted on branch offices; headquarter business units and external partners	Target:	Meet or obtain higher value	17	17	17	17	17	17
		Actual:		20	24	26	18	16	TBD
3.2.4	Percentage of applicants randomly recalled that pass the DMV-conducted driving exam	Target:	Meet exactly	100%	100%	100%	100%	100%	100%
		Actual:		91%	86%	86%	88%	93%	TBD
		Comments:	This metric shows the quality of instruction being provided by third party organizations and their adherence to DMV testing standards.						
3.3.1	Number of investigations dealing with potential fraud referred to SLED	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	432	487
		Actual:		573	587	499	480	541	TBD
		Comments:	This is an area where SCDMV could be of great assistance to SLED and the citizens who are victims of SCDMV related crimes. We receive many complaints of vehicle and driver related crimes that go unresolved because of other priorities that local and state law enforcement must respond to. Giving SCDMV law enforcement capabilities would allow SCDMV to focus on allegations of identity theft, driver's license fraud, title fraud, dealer fraud matters, and other such cases that cost the taxpayers' money and the state lost revenue.						
3.3.2	Number of employees participating in training to recognize and identify fraud	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	198	204
		Actual:		123	115	106	180	157	TBD
3.3.3	Number of internal affairs investigations involving fraud	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	5	10
		Actual:		17	18	13	6	15	TBD

DNE = Did not exist

Source: Agency Program Evaluation Report (PER)

Goal 4

Resources

Goal 4: Invest in employees through development and recognition opportunities	2017-18 Actuals			2018-19 Budget			Related Agency Program/ Division
	# of FTEs used	Amount Spent	% of Total Available	# of FTEs using	Amount budgeted	% of Total Budget	
	87.4	\$6,260,839.00	5.76%	81.6	\$6,623,305.00	5.81%	
Strategy 4.1: Emphasize career development and employee retention within the DMV	84.6	\$6,062,022.00	5.58%	78.5	\$6,376,209.00	5.59%	All DMV Departments
Strategy 4.2: Continue to request funding for employee increases and educational opportunities	2.1	\$149,070.00	0.14%	2.3	\$184,867.00	0.16%	All DMV Departments
Strategy 4.3: Continue existing recognition program	0.7	\$49,747.00	0.05%	0.8	\$62,229.00	0.05%	All DMV Departments

Source: Agency Program Evaluation Report (PER)

Performance Measures Associated with Goal 4

Item #	Measure		Goal re: target	FY14	FY15	FY16	FY17	FY18	FY19
4.1.1	Turnover rate	Target:	Meet or obtain lower value	DNE	DNE	DNE	DNE	18.50%	18.50%
		Actual:		DNE	DNE	DNE	DNE	23.90%	TBD
4.1.2	Number of employees participating in a structured external development program	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	10	10
		Actual:		DNE	DNE	DNE	DNE	8	TBD
		Comments:	An example of a structured external development program is the Certified Public Manager Program administered by the Department of Admin. At any given time, 2-3 employees enter the program per year. AAMVA leadership school is another example.						
4.1.3	Percent of internal candidates selected for positions	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	50%	50%
		Actual:		DNE	DNE	DNE	DNE	54.45%	TBD
4.1.4	Number of internal structured training sessions available for employees	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	192	184
		Actual:		147	156	130	164	180	TBD
		Comments:	A large amount of the training sessions happen every Wednesday morning, when the DMV is closed to the public for the first hour of the business day. DMV staff undergoes training to address gaps or educate on new requirements.						
4.2.1	Percentage of DMV positions that are paid at or above the state average	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	50%	50%
		Actual:		DNE	DNE	DNE	DNE	28.63%	TBD
4.3.1	Number of award nominations received for notable employee achievements	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	864	885
		Actual:		DNE	DNE	DNE	DNE	258	TBD
4.3.2	Percentage of employees with >10 years DMV experience	Target:	Meet or obtain higher value	DNE	DNE	DNE	DNE	33%	33%
		Actual:		DNE	DNE	DNE	DNE	41.20%	TBD

DNE = Did not exist

Source: Agency Program Evaluation Report (PER)

DMV DELIVERABLES

Item #	Deliverable	Required by law?	Associated Org Unit	Additional comments from agency	Recommendations to the General Assembly
1	Share information with the federal government, other states, state agencies, and local government	Required	All Directorates	The SCDMV does not charge state entities for information. Per the Agency's FY15 Activity Based Costing Study, "Sale of Information" cost \$2.73 per transaction. For Bulk Data, the cost to the Agency is \$0.65 per transaction.	1. Codify the DMV's sale of information proviso
2	Retain records, collect data, and share public information	Required	All Directorates Operations /Communications	The agency evaluates customer satisfaction in a passive manner, taking and evaluating feedback when proactively given.	
3	Distribution of funding to other state agencies or accounts	Required	Administration	Several sections of law designate the Comptroller General's office as the entity to distribute funds, but the DMV (in practice) distributes all revenue it collects. The Department of Revenue previously collected 1/2 - 2/3 of the revenue DMV collects when it was a sales tax rather than an infrastructure maintenance fee.	1. The DMV recommends legislation allowing the agency to not charge sales tax on driver handbooks and manuals.
4	Distribution of funding to high schools, colleges and universities	Required	Administration		
5	Distribution of funding to third-party organizations	Required	Administration		
6	Distribution of funding to counties and local government	Required	Administration		
7	Collects funds retained by the DMV for limited purposes	Required	Administration		1. Establish a technology fee to be used for future system modernization projects.
8	Distribution of funding directed, but no revenue is being collected	Required	Administration		
9	Driver's License Issuance	Required	Driver Services Operations/Field Services Inspector General	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions. CDL examinees are provided with feedback surveys.	

Item #	Deliverable	Required by law?	Associated Org Unit	Additional comments from agency	Recommendations to the General Assembly
10	Identification Card Issuance	Required	Driver Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	<ol style="list-style-type: none"> 1. Eliminate \$1 fee associated with veteran's status 2. Limit free ID card issuance to one time per issuance cycle and charge for replacements. 3. Change issuance period to every eight years to coincide with driver's license expiration (and the maximum issuance period for a REAL ID).
11	Driver's License and Vehicle Provisions specific to members of the military	Required	Driver Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
12	Driver's License Endorsements/Indicator	Required	Driver Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	<ol style="list-style-type: none"> 1. The SC Code allows the DMV to use a symbol to indicate a medical condition. Due to real estate and programming considerations, the DMV would request future legislation requiring indicators for specific conditions be limited. This recommendation is not noted in Section B.16 of the Program Evaluation Report Word document as there is no recommended legislation associated.
13	Restricted Driver's Licenses	Required	Driver Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
14	The application of violations, suspensions, and driver's license revocations	Required	Driver Services General Counsel Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
15	Issue commercial driver's licenses per state and federal laws and regulations	Required	Driver Services Operations/Field Services Inspector General	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions. Per the Agency's FY15 Activity Based Costing Study, the cost per transaction to issue a CDL License totals \$44.88. A CDL Skills Test cost the agency 138.23 per transaction.	<ol style="list-style-type: none"> 1. Change state law to have non-HAZMAT CDLs expire eight years from issuance date.

Item #	Deliverable	Required by law?	Associated Org Unit	Additional comments from agency	Recommendations to the General Assembly
16	Administer the state's financial responsibility program, ensuring state-mandated insurance coverage for drivers on the road	Required	Driver Services	State law does require penalties be assessed if financial responsibility isn't maintained, but the DMV does not charge for recording an individual's proof of insurance. Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	1. Allow individuals to register mopeds even if they owe a financial responsibility penalty for other vehicles.
17	Administer the state's uninsured motorist provisions	Required	Driver Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
18	Provide needed information for Voter Registration and Jury Duty to the Election Commission and Court Administration	Required	Driver Services Operations/Field Services		
19	Provide information to medical donation programs, such as Donate Life	Required	Driver Services Operations/Field Services	Any agency could register organ donors and collect donations for the organization.	
20	Investigate DMV-related fraud	Required	Inspector General	The agency tracks the number of fraud incidents reported, and takes appropriate action to resolve individual issues, but does not have a formal evaluation process.	1. Give DMV law enforcement capability to administer and enforce the provision of Chapter 19 and Chapter 21 of Title 16.
21	License and regulate motor vehicle dealers	Required	Inspector General	Agency communicates with dealer to learn how we can serve them better, but does not have an official evaluation process.	1. Amend existing law to increase penalties and require minimum sentencing for vehicle dealers engaging in unfair practices. 2. Amend existing law to allow the Department to consider additional crimes/fraudulent acts when considering an applicant for a vehicle dealer license. 3. Recommend the General Assembly determine if there is a need to regulate moped dealers.

Item #	Deliverable	Required by law?	Associated Org Unit	Additional comments from agency	Recommendations to the General Assembly
22	License and Regulate Driver Training Schools	Required	Inspector General Driver Services	The agency does not have an official evaluation process, but hold annual meetings with training schools to obtain feedback.	1.Repeal regulations. Allow the Department to establish minimum standards as provided by SC Code of Laws 56-23-60. Often the industry presents practical ideas that do not compromise the quality of the training or impose any hardship to the consumer, however the agency is restricted by regulations that prevent implementing the change/improvement.
23	License and Regulate Third Party Testers	Required	Inspector General	Law requires that the agency randomly select customers that receive the service to be retested.	
24	Issue titles (ownership documents) reflective of any lien information and brands	Required	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	1. Establish state law honoring other jurisdiction's or manufacturer's title branding ("for off road use only," "non-repairable," etc.)
25	Register vehicles for on-road use	Required	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	1. Allow individuals to register mopeds even if they owe a financial responsibility penalty for other vehicles.
26	Issue temporary license plates for use on vehicles before registration is complete	Required	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
27	Issue license plates based on specific type/use of the vehicle or specific need of the driver (includes placards)	Required	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
28	Issue license plates based on specific type/use of the vehicle or specific need of the driver (includes placards)	Allow	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	
29	Issue specialty/personalized license plates	Required	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	1. Standardize fees associated with military plates
30	Issue specialty/personalized license plates	Allow	Vehicle Services Operations/Field Services	Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.	1. Standardize fees associated with military plates

Item #	Deliverable	Required by law?	Associated Org Unit	Additional comments from agency	Recommendations to the General Assembly
31	Ensure state and federal provisions relating to Motor Carriers, including IFTA and IRP, are enforced	Required	Vehicle Services Operations/Field Services	<p>Customer satisfaction is evaluated through stakeholder and customer discussions and comments via website, and interactions.</p> <p>The Department of Revenue previously administered much of the financial provisions of the Motor Carrier program when the money collected was considered a tax rather than an Infrastructure Maintenance Fee.</p>	1. Charge IMF based on vehicle weight rather than value- wear and tear on roads are based on the weight of the vehicle, not the value. It complicates other states' processes in remitting fees to SC, as well.

Source: Agency Program Evaluation Report (PER)

Goal #2:

Modernize customer service delivery methods

- Increase the number of services available online
- Secure legislative support for modernization and efficiency efforts
- Leverage partnerships for deliverability of products and services

Goal #2:

Modernize customer service delivery methods

- Administration, Operations, Vehicle Services, Driver Services, Inspector General
- Amount Budgeted: \$11,081,694
- Staff time allocated: 151.7 equivalent FTEs
- Performance Measures
 - Transactions completed in person, online, by gov't or business partners, percent of legislative priorities passed by GA, modernization/efficient efforts achieved, TPT driving tests conducted, E-Citation rate, CIDRs2 participation

Goal #2, Strategy #1: Increase the number of services available online

- Administration, Operations, Vehicle Services, Driver Services
 - Amount budgeted: \$6,842,981
 - Staff time allocated: 93.7 equivalent FTEs
- Relationships and resources:
 - State and local government
 - Private business

- Performance measures
 - FY2018: 6.6 million transactions completed in person
 - FY2018: 810k transactions completed by public online
 - FY2018: 9.1 million transactions completed online by gov't or business partners

Goal #2, Strategy #2: Secure legislative support for modernization & efficiency effort

- Administration, IT
 - Amount budgeted: \$759,726
 - Staff time allocated: 10.4 equivalent FTEs
- Relationships and resources:
 - State and local government
 - Private business

- Performance measures
 - FY2018: 66.67% of SCDMV legislative priorities passed by General Assembly
 - FY2018: 65% of modernization/efficiency efforts achieved versus programmed

Goal #2, Strategy #3: Leverage partnerships for deliverability of products & services

- Administration, Inspector General, Vehicle Services, Driver Services, IT
 - Amount budgeted: \$3,478,986
 - Staff time allocated: 47.6 equivalent FTEs
- Relationships and resources:
 - State, local, federal government
 - Private business

- Performance measures
 - FY2018: 20,806 third party driving tests conducted
 - FY2018: 90% of convictions processed by the SCDMV within the federal turnaround standard
 - FY2018: 34 counties participating in CIDRs2

Goal #2:

Recommended law changes

- Expedite fee for in-person transactions if also offered online
- Money to General Fund

Goal #3:

Minimize the risk of fraud and security breaches

- Increase the SCDMV's security posture of its network infrastructure for third party web services transactions to better protect citizens' data
- Number of third party external penetration tests on network infrastructure
- Keep effective measures to reduce fraud and introduce new measures when appropriate

Goal #3:

Minimize the risk of fraud and security breaches

- Administration, IT, Inspector General
- Amount budgeted: \$7,578,523
- Staff time allocated: 103.8 equivalent FTEs

- Performance measures
 - Reduce false positives, number of identified critical external vulnerabilities, reduce percent of vulnerabilities, number of third party vulnerability audits, number of 3rd party external penetration tests, branch office and headquarter audits, applicants randomly recalled, fraud training

Goal #3, Strategy #1:

Security posture of network infrastructure to better protect citizens' data

- Administration, IT
 - Amount budgeted: \$3,502,759
 - Staff time allocated: 48.0 equivalent FTEs
- Relationships and resources:
 - State and local government
 - Private business

- Performance measures
 - FY2018: 111 false positives found in network infrastructure
 - FY2018: 0 identified critical external vulnerabilities
 - FY2018: 86% reduction in vulnerabilities
- Data-at-Rest encryption
- End-to-End encryption
- Disaster Recovery
 - Coordinated security efforts with DIS

Goal #3, Strategy #2:

Number of third party external penetration tests on network infrastructure

- Administration, IT
 - Amount budgeted: \$525,587
 - Staff time allocated: 7.2 equivalent FTEs
- Relationships and resources:
 - State and local government
 - Private business
- Performance measures
 - Routine internal security scans
 - Third party vulnerability and external penetration test
- Patch Tuesdays
- Multi-factor authentication and establishment of VPNs

Goal #3, Strategy #3:

Keep ongoing and introduce new effective measures to reduce fraud

- Inspector General, IT, Administration
 - Amount budgeted: \$3,550,759
 - Staff time allocated: 48.6 equivalent FTEs
- Relationships and resources:
 - State, local, federal government
 - Private business
- Performance measures
 - FY2018: 541 investigations dealing with potential fraud referred to SLED
 - FY2018: 157 employees participated in fraud training
 - FY2018: 15 internal affairs investigations involving fraud
 - FY2018: 16 audits conducted on branches, headquarters offices, external parties
 - FY2018: 93% of applicants randomly recalled that passed SCDMV-conducted driving test

Goal #3:

Recommended law changes

- Enforcement capabilities

Goal #4:

Invest in employees through development and recognition

- Emphasize career development and employee retention with the agency
- Continue to request funding for employee salary increases and educational opportunities
- Continue existing recognition programs

Goal #4:

Invest in employees through development and recognition

- All departments
 - Amount budgeted: \$6,925,689
 - Staff time allocated: 94.8 equivalent FTEs
- Relationships and resources:
 - Training Opportunities
 - Employee Recognition Program

- Performance measures
 - Turnover rate, employees participating in structured external development programs, percent of internal candidates selected for positions, number of internal structured training programs, percent of positions paid at or above state average, award nominations received for notable achievements, percent of employees with >10 years SCDMV experience



Goal #4, Strategy #1:

Emphasize career development & employee retention

- All departments
 - Amount budgeted: \$6,706,816
 - Staff time allocated: 91.8 equivalent FTEs
- Relationships and resources:
 - TCM
 - CPM
 - Outside training

- Performance measures
 - FY2018: 23.9% turnover rate
 - FY2018: 8 employees participating in structured external development program
 - FY2018: 54.45% internal candidates selected for positions
 - FY2018: 180 internal structured training sessions available for employees

Goal #4, Strategy #2:

Request funding for employee salary increases & education

- Administration
 - Amount budgeted: \$164,155
 - Staff time allocated: 2.2 equivalent FTEs
- Relationships and resources:
 - Comparison to other cabinet agencies
 - Transition from non-appropriated to appropriated
- Performance measures
 - FY2018: 71.37% of positions paid below state average for same position classification

Goal #4, Strategy #3:

Continue existing recognition programs

- Administration
 - Amount budgeted: \$54,718
 - Staff time allocated: 0.7 equivalent FTEs
- Relationships and resources:
 - In-house created recognition program
 - Utilize current resources
- Performance measures
 - FY2018: 258 award nominations received for notable employee achievements
 - FY2018: 41.2% of employees with >10 years SCDMV experience

Goal #4:

Recommended law changes

- Maintain current statutory authority

Legislative Oversight Committee



South Carolina House of Representatives

Committee Mission

Determine if agency laws and programs are being implemented and carried out in accordance with the intent of the General Assembly and whether they should be continued, curtailed or eliminated. Inform the public about state agencies.

Website: <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>

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