STATE OF
SOUTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

Agency Accountability Report

<u>Fiscal Year 2006-07</u>

September 14, 2007

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

Date of Submission: September 14, 2007

Agency Director: James K. Schweitzer

Agency Contact Person: Samantha Williams

Agency Contact's Telephone Number: 896-8035

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Section I – Executive Summary

The S. C. Department of Public Safety (DPS) is a distinct law enforcement agency focusing on highway and public safety.   The Agency currently has five major operating divisions: **Highway Patrol (HP)**, **State Transport Police (STP)**, **Bureau of Protective Services (BPS)**, **Office of Highway Safety (OHS)**, **Office of Justice Programs (OJP)**, as well as the S. C. Law Enforcement Hall of Fame. The Criminal Justice Academy (CJA) was reestablished as a separate agency in 2006.

> *Mission*: The mission of the South Carolina Department of Public Safety is to protect and save lives through enforcement and education.
> *Vision*: DPS will be recognized as an exemplary law enforcement agency dedicated to providing equitable public service supported by progressive leadership, advanced technology, and a philosophy of continuous improvement.
> *Values*: *Integrity, Excellence, Accountability, Employees, Leadership*

1. **Achievements from July 2006 to June 2007** (reported by Division or Office):

    <u>*Highway Patrol (HP)*</u>:
    - *4.5% reduction in fatalities from calendar year 2005 to 2006* (Chart 7.2A)
    - *107 troopers graduated from S.C. CJA* between July 2006 and June 2007
    - Continued joint enforcement efforts with SCDOT (e.g, *Safety Improvement Team—SIT*)
    - *Col. Russell F. Roark awarded 2006 Strom Thurmond Award for Excellence in Law Enforcement* by U.S. Attorney's Office
    - *Increased aerial enforcement* with SCDNR throughout the year (Chart 7.2H)
    - *Median Barrier Enforcement Program* (Chart 7.2I)
    - *Enhanced victim services* by reengineering the Traffic Accident Victim Advocates program to become the HP Victim Services Office (Chart 7.2J)
    - *National Automotive Dealers Association (NADA) Child Passenger Safety (CPS) event held for first time in Greenville (largest CPS event in the state)*
    - Along with FBI, Secret Service and SLED, *provided security during April 26 Democratic Presidential Debate at the S. C. State University in Orangeburg County*
    - *Service of Remembrance* held in honor of fallen troopers
    - *Attended National Law Enforcement Memorial in Washington, D.C., where names of the two S. C. troopers killed in the line of duty were engraved on the wall*
    - *Expanded Families of Highway Fatalities program* (Chart 7.2J)
    - *Child Safety Fair was held at S. C. Criminal Justice Academy*

    <u>*State Transport Police (STP)*</u>:
    - *Increase in enforcement personnel* (hired 12 officers currently attending CJA)
    - *Increased personnel conducting Compliance Reviews* (hired 5 Compliance Review Agents)
    - Continued *expansion and development of rad/nuc program at the Dorchester scale facility* (second portal to be installed on I-26 EB by 12/07)
    - *Working with SCDOT to improve existing scale facilities and secure additional inspection sites on major commercial routes*
    - Continued *expansion and development of the Commercial Vehicle Information Exchange Window (CVIEW)*—connectivity to databases with SCDMV and SCDOT Permit Offices
    - *Officers use computer "air cards"* (supports CVIEW; "real-time" access to databases)

- *Grant funding obtained to increase number of officers certified to conduct inspections* on Passenger Carriers and to pay for additional enforcement hours
- *Received additional training for Level VI Inspections* (Radioactive Inspections) to respond to increased shipments

Bureau of Protective Services (BPS):
- *Continued upgrading security equipment at the State Capitol Complex* in cooperation with Senate and House Clerks (scheduled completion - March 2008), as well as the Hunley Security Operations
- *Revamped training program to incorporate VIP and Homeland Security issues*, including special executive training programs, such as FBI Command College & National Academy, Executive Leadership Institute and Certified Managers (CPM) courses.
- *Now using a Special Response Team and Intelligence Unit; K-9 dog with dual-purpose capabilities for patrol and explosives detection assists operations*
- *Surveillance Van upgrades* to control and assist during rallies and demonstrations
- *Communications/ partnering* with other law enforcement agencies to augment and assist in planning and implementing operations during special multi-jurisdictional operations.
- *Increased law enforcement and support staff at State House and Hunley complex*
- *Working with B&CB and other state agencies to enhance security at many state facilities*
- *Secured a security contract with the S. C. Criminal Justice Academy*

Office of Highway Safety (OHS):
- *Continued work of S.C. Impaired Driving Prevention Council to address DUI issues*
- *Campaigned statewide to promote safety in and around school zones*
- *Ongoing high-visibility campaigns*, such as *"Buckle up, South Carolina. It's the Law and It's Enforced,"* complementing national *"Click It or Ticket"* to increase seatbelt use; *"Target Zero,"* traffic enforcement and *"Sober or Slammer!"* targeting impaired drivers
- *Continued DWI Standards Assessment Program* (a National Highway Traffic Safety Administration initiative) in Spartanburg County to address DUI issues
- *Continued ongoing initiatives to inform citizens about the new primary safety belt law* (effective 12/9/2005) *and its life-saving potential*, including diversity outreach emphasizing DPS's stance against differential enforcement. (Chart 7.2C)
- *Continued motorcycle safety campaigns* during major bike rallies
- *Negotiated for millions of dollars in federal funding* for highway safety programs

Office of Justice Programs (OJP)
- Successful leadership efforts *continued to reduce number of children held in secure confinement for truancy*; improvements continue in deinstitutionalization of status offenders; truancy dropped from the 2nd most common offense referral to the 8th
- Continual improvement of Grants Management Information System (GMIS) has resulted in even *greater reductions in time and paperwork for county, city and state applicants*. With addition of *victims of crime* programs, *major OJP grant programs are now on the GMIS*
- *Co-sponsored the Statewide Drugs of Abuse Summit*

Administrative Offices
- *OIT implemented several technical advancements/upgrades to improve efficiency and cost effectiveness*, including developing a DPS Project Management Office; implementing systems to enhance online applications (e.g., upgrading Fatal Analysis Report System from a dial-up to high-speed Internet connection, developing a content management Internet site for CJA's Public Leadership and S.C. Law Enforcement Network—enabling state law enforcement officers to record demographic data related to traffic stops that do NOT result

in a citation or an arrest, developing interface between Computer-Aided Dispatch (CAD) and Incident Reporting reducing re-keying); installing advanced surveillance systems; upgrading data services—allowing faster, more cost-effective responses and data retrieval resulting in **improved customer service, better inventory and expense control (e.g., replaced expensive multi-copy form printers to plain paper laser printers**

- *HR* continues *EEO "Balance AAP" reporting system* **and computerized monitoring of full-time positions resulting in** *balanced FTEs***; positive results from** *new Grievance Procedure Policy* **using an employee panel to review grievances from disciplinary actions;** *enhanced training and workforce planning initiatives aligned with the new DPS Strategic Plan;* **assisting law enforcement divisions with** *incentive program to retain retirement-eligible officers. HR has worked to reduce % of EPMS documents with "Meets by Default" rating***.** (Chart 7.2N)

- *OFS continued enhanced response time resulting in an increase in revenue funding;* evaluated internal training needs/programs, emphasizing ***training courses required for CFOA certification*** in accounting***; completed preliminary process for construction of new weigh station on I-95, a new radiation detection facility in Dorchester County, and a new PrePass facility on I-85; trained over 150 DPS/DMV employees in the 10-hour OSHA class;*** assumed ***maintenance responsibilities for ten weigh stations***; established a building committee with DMV to oversee all building complex issues

3. **Key Strategic Goals:**

> 1. ***Ensure the Professional Development of Employees***: foster a learning environment; ensure employee development to enhance performance of current job duties and acquire new skills
> 2. ***Make the Best Use of Technology***: ensure technology is sufficient to support the DPS mission; train employees (including IT staff) to effectively use available technology; improve effectiveness and use of technology throughout the Agency
> 3. ***Establish a Coherent Identity ("brand") for DPS***: establish baseline of citizens who can identify DPS and its mission and components, as well as what makes it distinct from other agencies
> 4. ***Develop Workforce Planning***: enhance ability to attract and keep the most qualified people; improve forecasting and better prepare a pool of new leadership; ensure workforce represents the population it serves

4. ***Opportunities***: alternative revenue sources; increased education and awareness of highway and public safety; increased support for law enforcement through media, the public and legislature; enhanced employee recognition; better use of technology; expanded partnerships; workforce planning; increased employee training and development; better methods to assess needs and evaluate effectiveness

   Barriers*:* funding; recruitment/retention; lack of public understanding regarding DPS functions; keeping up with technology; allocation of limited resources; inadequate training and employee development; lack of system to effectively assess/monitor customer and employee satisfaction

5. The Accountability Report continues to be a valuable resource in providing current data about DPS, including its mission, operations, services, achievements and performance results. The uniform format makes it easy to reference data thereby making the Report useful for management, as well as legislators and citizens. The Report is a good way to document annual accomplishments and challenges in striving for continuous improvement.

Section II – Organizational Profile

1. **DPS** enforces speeding/trafficking laws on S. C. roadways, inspects commercial motor vehicles; protects Governor's residence and State Capitol complex; promotes highway and public safety education; conducts safety campaigns across the state, and administers grants.

2. **Key Customers and their key requirements/expectations:** *Besides the "citizens" of South Carolina, key customers are listed by division or key services.*

   - *Highway Patrol*: S. C. motorists; violators; traveling citizens/visitors requiring assistance; public schools; victims & others involved in motor vehicle crashes; other law enforcement agencies

   - *State Transport Police*: S.C. motoring public; owners and drivers of commercial vehicles; federal, state and local enforcement agencies; vehicle trade and safety organizations

   - *Bureau of Protective Services*: Governor, his family and staff; legislature; visitors to state buildings; contracted agencies; court personnel

   - *Office of Highway Safety*: law enforcement; K-12 public schools; highway safety advocates; Safe Communities participants

   - *Office of Justice Programs*: sub-grantees (350 projects totaling $15 million); local government (police, sheriff's offices, solicitor's offices); criminal justice agencies; non-profit organizations in juvenile delinquency prevention; victims of crime service providers

   - *Administrative Offices:* DPS employees; bidders; suppliers; contractors; applicants; other state, local and federal government agencies/organizations

   - Some requirements are mandated by relevant laws. The Commission on Accreditation for Law Enforcement Agencies (CALEA) standards are required to maintain national accreditation. Like any state agency, making the best use of resources is expected. Enforcement efforts target specific audiences and locations to improve safety. As a first responder, expectations include a quick response, professionalism, competency and compassion. DPS continues contributing to victims' services and community groups.

3. **DPS key stakeholders (and other customers):**
   the media; insurance companies and financial institutions; the medical community; public and private educational institutions; driving schools; sheriffs, chiefs of police and law enforcement community; commercial vehicle industry; Ports Authority; Governor's Office and General Assembly; federal, state and local government; judicial and correctional systems; suppliers, contractors and vendors.

4. **Key suppliers/partners** include other state agencies; city, county and federal agencies; the judicial system; local, regional and national associations; vendors/contractors; the legislature; local state and federal law enforcement; volunteers; profit/non-profit business and industry; Research & Development organizations and trade organizations.

5. **Operational locations:** DPS operates in some capacity in 70 locations across the state.

6. **Number of employees:** Classified: 1,442; Unclassified: 5; Temporary: 68

7. **The regulatory environment:** Along with the S. C. Budget & Control Board, DPS is guided and regulated by the Comptroller General, State Treasurer, State CIO and General Services. In addition, DPS is a cabinet agency and under the jurisdiction of the Governor. DPS is nationally accredited and must follow CALEA standards and requirements. With its distinct law enforcement functions, DPS complies with appropriate sections in the S. C. Code of Laws and S. C. Regulations, CFR of the Federal Motor Carrier Safety Regulations (governing the commercial motor vehicle industry and transportation), NCIC/SLED for NIBRS/SCIBRS incident reporting, Law Enforcement Training Advisory Council, and federal grant guidelines.

8. **Key strategic challenges (operational, HR, financial, and community-related):**
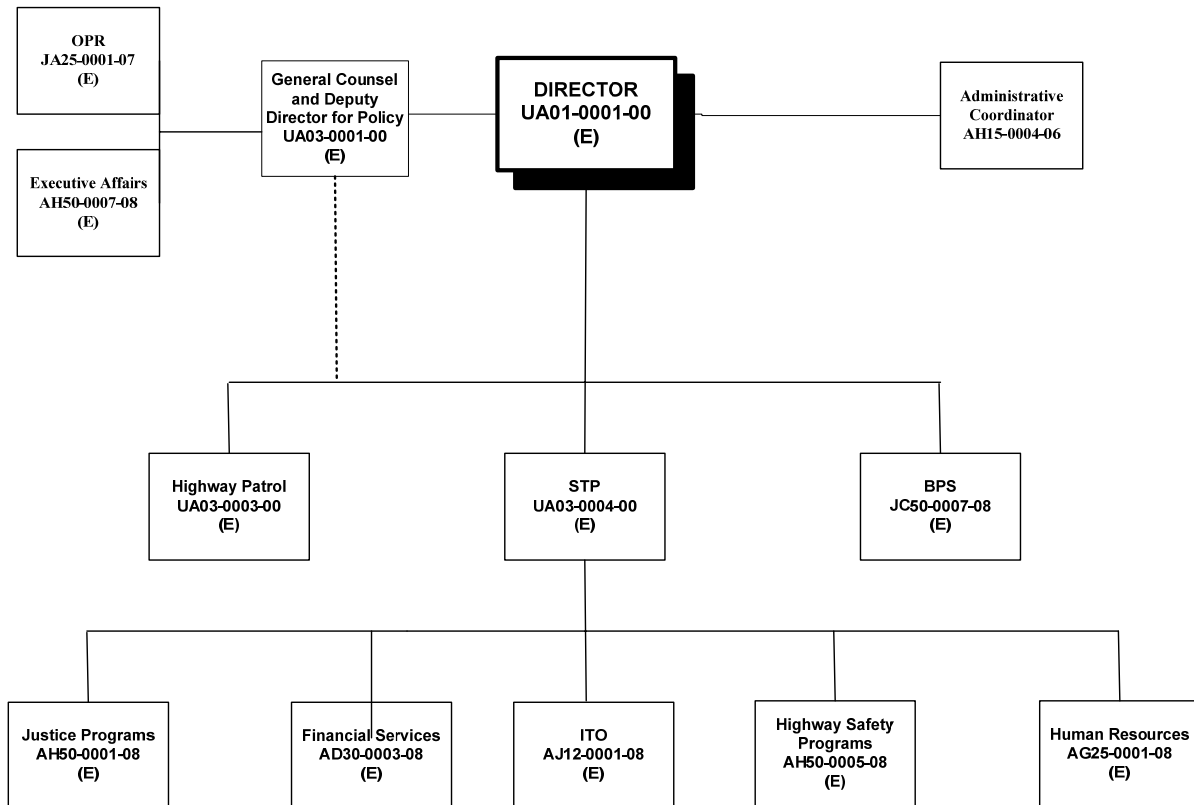
   - funding campaigns/programs to benefit citizens, as well as IT global services/operating costs
   - agency-wide project (including IT) coordination
   - making use of available technology and maintaining equipment and replacement cycles
   - increasing training opportunities for all DSP employees, including executive training for Unit Commanders and mid-level leadership training for commissioned supervisors
   - aligning employee classification and compensation
   - enhancing recruitment and retention
   - branding to enhance public awareness of DPS's distinct functions
   - increasing command/control manpower for improved effectiveness and continued community activities (such as C.O.P.S.) and the Compstat Multi-Jurisdictional Program enhancing law enforcement operations in the Greater Columbia area
   - demands to provide education on a broader level regarding highway safety, particularly operating on highways around Commercial Motor Vehicles (CMVs) (Chart 7.2 B, F)

9. **Performance improvement system(s):**

   Director Schweitzer emphasizes continuous improvement. Developed after an Agency-wide SWOT analysis, strategic goals continue to guide activities and progress is monitored. Agency-wide coordination of projects, especially IT operations, is a key focus, resulting in enhanced efficiency and effectiveness. Managers use the EPMS, along with regular feedback, to evaluate job performance and identify need for improvement. HP uses the Crash Reduction Enforcement Plan (CREP) requiring regular reporting to analyze enforcement activities and campaigns to determine performance. Computer-Aided Dispatch is also used to track patrol activity and ensure efficient use of time.

10. DPS Organizational Chart (as of June 2007):

SC DEPARTMENT OF PUBLIC SAFETY

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OPR
JA25-0001-07
(E)

General Counsel
and Deputy
Director for Policy
UA03-0001-00
(E)

DIRECTOR
UA01-0001-00
(E)

Administrative
Coordinator
AH15-0004-06

Executive Affairs
AH50-0007-08
(E)
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Highway Patrol              STP                    BPS
UA03-0003-00            UA03-0004-00          JC50-0007-08
(E)                        (E)                    (E)
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Justice Programs    Financial Services    ITO              Highway Safety    Human Resources
AH50-0001-08        AD30-0003-08          AJ12-0001-08     Programs          AG25-0001-08
(E)                 (E)                   (E)              AH50-0005-08      (E)
                                                           (E)
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*Note: *S.C. Hall of Fame (not shown) remains part of DPS (located on Broad River Road).*

11. Expenditures/Appropriations Chart:

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 05-06 Actual Expenditures		FY 06-07 Actual Expenditures		FY 07-08 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	60,069,366	47,737,232	63,738,249	49,768,645	67,010,624	57,131,040
Other Operating	31,978,593	2,701,958	44,317,784	11,879,668	42,018,849	7,590,604
Special Items	230,807	-	2, 278,700	-	257,317	257,317
Permanent Improvements	4,710,100	-	2,492,913	-	-	-
Case Services	-	-	-	-	-	-
Distribution – Subdivisions	18,633,480	-	14,895,058	-	22,663,400	-
Fringe Benefits	21,142,563	17,202,943	22,697,365	18,243,528	24,697,409	20,740,453
Non-recurring	-	-	-	-	17,940,382	-
Total	136,764,909	67,642,133	150,420,069	79,891,841	174,587,981	85,719,414

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bills	109,559	5,300,059.00
Capital Reserve Funds	6,427,225	4,421,226.00
Bonds	-	-

12. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References Financial Results*
01000000	Administrative Operations	State:	5,204,659	State:	6,699,719	
		Federal:	20,972,502	Federal:	17,671,298	
		Other:	3,844,898	Other:	3,302,392	
		Total:	30,022,059	Total:	27,673,409	
		% of Total Budget:	22.0%	% of Total Budget:	18.4%	
10100000	S.C. Highway Patrol	State:	40,663,387	State:	47,024,577	Chart 7.2 A, B, C, D, E, I
		Federal:	798,986	Federal:	299,264	
		Other:	16,304,337	Other:	19,262,182	
		Total:	57,760,710	Total:	66,586,023	
		% of Total Budget:	42.2%	% of Total Budget:	44.3%	
10300000	S.C. State Transport Police	State:	2,834,789	State:	2,911,579	Chart 7.2 A, B, F
		Federal:	3,088,504	Federal:	2,279,521	
		Other:	2,702,296	Other:	2,682,771	
		Total:	8,625,589	Total:	7,873,871	
		% of Total Budget:	6.3%	% of Total Budget:	5.2%	
10400000	Criminal Justice Academy	State:	40,406	State:	149,144	
		Federal:	162,914	Federal:	872,802	
		Other:	6,446,898	Other:	7,118,084	
		Total:	6,650,218	Total:	8,140,030	
		% of Total Budget:	4.9%	% of Total Budget:	5.4%	
10500000	S.C. Bureau of Protective Services	State:	1,480,652	State:	1,836,772	Chart 7.2 G
		Federal:	28,497	Federal:	63,737	
		Other:	1,578,192	Other:	1,781,975	
		Total:	3,087,341	Total:	3,682,484	
		% of Total Budget:	2.3%	% of Total Budget:	2.4%	
10500500	The Hunley Project	State:	105,738	State:	98,685	
		Federal:	-	Federal:	-	
		Other:	-	Other:	-	
		Total:	105,738	Total:	98,685	
		% of Total Budget:	0.1%	% of Total Budget:	0.1%	

Major Program Areas – Continued

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References Financial Results*
10700000	S.C. Hall of Fame	State:	-	State:	-	
		Federal:	-	Federal:	-	
		Other:	150,400	Other:	184,813	
		Total:	150,400	Total:	184,813	
		% of Total Budget:	0.1%	% of Total Budget:	0.1%	
95050000	S.C. Employer Contributions	State:	17,203,156	State:	18,243,527	
		Federal:	872,461	Federal:	861,346	
		Other:	3,066,946	Other:	3,592,492	
		Total:	21,142,563	Total:	22,697,365	
		% of Total Budget:	15.5%	% of Total Budget:	15.1%	
98010000	Increased Enforcement Collections PV73.9	State:	-	State:	-	
		Federal:	-	Federal:	-	
		Other:	-	Other:	-	
		Total:	-	Total:	-	
		% of Total Budget:	0.0%	% of Total Budget:	0.0%	
98070000	Vehicles for New Officers	State:	-	State:	-	Chart 7.2 K
		Federal:	-	Federal:	-	
		Other:	3,616,753	Other:	107,326	
		Total:	3,616,753	Total:	107,326	
		% of Total Budget:	2.6%	% of Total Budget:	0.1%	
98080000	Vehicles to Replace High Mileage Vehicles	State:	-	State:	-	Chart 7.2 K
		Federal:	-	Federal:	-	
		Other:	2,610,472	Other:	389,528	
		Total:	2,610,472	Total:	389,528	
		% of Total Budget:	1.9%	% of Total Budget:	0.3%	
98090000	Consolidate Dispatch Offices	State:	-	State:	-	
		Federal:	-	Federal:	-	
		Other:	200,000	Other:	-	
		Total:	200,000	Total:	-	
		% of Total Budget:	0.1%	% of Total Budget:	0.0%	
98110000	High Mileage Vehicle Replacement - Increased Enforcement	State:	-	State:	-	Chart 7.2 K
		Federal:	-	Federal:	-	
		Other:	230,807	Other:	1,269,191	
		Total:	230,807	Total:	1,269,191	
		% of Total Budget:	0.2%	% of Total Budget:	0.8%	

Major Program Areas – Continued

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References Financial Results*
98120000	Bureau of Protective Services - Operating Expense PV 73.18	State: Federal: Other: Total: % of Total Budget:	109,559 - - 109,559 0.1%	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	
98130000	Hunley Security FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	22,376 - - 22,376 0.0%	
98140000	Replace High Mileage Patrol Vehicles FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	2,852,890 - - 2,852,890 1.9%	Chart 7.2 K
98150000	Sumter County Justice Assist Grant FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	52,572 - - 52,572 0.0%	
98160000	New Trooper Vehicles & Equipment FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	- - 3,805,981 3,805,981 2.5%	Chart 7.2 K
98170000	CJA Certification & Registration FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	
98180000	Vehicles FY07	State: Federal: Other: Total: % of Total Budget:	- - - - 0.0%	State: Federal: Other: Total: % of Total Budget:	- - 118,391 118,391 0.1%	Chart 7.2 K

Major Program Areas – Continued

Program Number and Title	Major Program Area Purpose (Brief)	FY 05-06 Budget Expenditures		FY 06-07 Budget Expenditures		Key Cross References Financial Results*
98190000	High Mileage Patrol Car Replacement PV72.105 FY07	State:	-	State:	-	Chart 7.2 K
		Federal:	-	Federal:	-	
		Other:	-	Other:	2,372,221	
		Total:	-	Total:	2,372,221	
		% of Total Budget:	0.0%	% of Total Budget:	1.6%	
99000000	Capital Projects	State:	-	State:	-	
		Federal:	-	Federal:	400,000	
		Other:	2,452,700	Other:	2,092,913	
		Total:	2,452,700	Total:	2,492,913	
		% of Total Budget:	1.8 %	% of Total Budget:	1.7%	
	Summary	State:	67,642,346	State:	79,891,841	
		Federal:	25,917,864	Federal:	22,447,968	
		Other:	43,204,699	Other:	48,080,260	
		Total:	136,764,909	Total:	150,420,069	
		% of Total Budget:	100.0%	% of Total Budget:	100.0%	

Section III – Elements of Malcolm Baldrige Award Criteria

1. Leadership. Director Schweitzer heads DPS with a team of Deputy Directors and Administrators. His leadership style promotes employee development and empowerment, and he demonstrates a high regard for employees and their contributions.

How do senior leaders set, deploy and communicate:
- (a) *direction/ organizational priorities?* The *strategic plan sets priorities and direction*; however, *it is flexible with the goal of remaining relevant and realistic*. The Director announced the strategic plan to all employees; he and his team share information through meetings, e-mail and the Intranet. Along with the strategic plan, legislative actions, feedback, and other highway/public safety data provide direction. **Law Enforcement Divisions are directed by the HP Colonel and his Command Staff, the STP Colonel and the Chief of BPS.** Homeland Security/Emergency Preparedness also affect priorities; complexity and urgency determine how goals are set, deployed and communicated. A centralized Project Management Office has helped in coordinating Agency initiatives.
- (b) *performance expectations?* Informal communication and completion of *planning stage and EPMS documents* involve joint efforts between managers and employees. Completing annual reviews, now part of supervisors' success criteria, ensures managers are providing feedback. HR uses *PEWS (Personnel Early Warning System)* to identify employees needing intervention due to performance issues and determine remedial action to help employees perform at optimal levels. HP uses the *Crash Reduction Enforcement Plan* (CREP) reports to analyze data in assessing performance.

(c) **organizational values***?* Organizational values remain at the core of DPS philosophy. Employee development and recognition, safety programs, enforcement/prevention techniques and continuous improvement are aligned with organizational values and play a key part in strategic planning. Divisions also establish core values unique to their functions (e.g., HP Core Values: *Selfless Service, Integrity and Responsibility*). Leaders instill these values through strategic planning, including employee involvement at all levels; printed displays/signage; staff meetings; marketing efforts and other communication tools.

(d) **empowerment/innovation***?* The Director continues empowering employees and welcomes new ideas. Avenues for feedback are provided. Strategic goals include establishing teams and initiatives to create new and better processes/strategies at all levels to accomplish goals.

(e) **organizational/employee learning***?* Strategic goals focus on training, the use of available technology, and workforce planning. Internal training has been limited; therefore, initiatives are being created to enhance employee development in all locations. Cutting-edge training resources, including web-based training, are being tested to identify how DPS can better meet training needs and reduce time away from the office and travel expenses incurred with training. The State Agency Training Consortium (SATC) has been a valuable resource for special requests. The Office of Information Technology (OIT) is working to re-establish technical training, including law enforcement applications to increase productivity, efficiency and accuracy. In FY 2007, HP sent 17 corporals to first-line supervisory training and 5 sergeants to mid-level leadership training (developed in conjunction with CJA in 2006). Six supervisors to professional courses of study. (See Chart 7.2L)

(f) **ethical behavior***?* Employees receive the Ethics Policy, which is displayed in all offices. The Office of Professional Responsibility's hotline allows anonymous reporting of any unethical conduct by employees, vendors or others. The EEO/Affirmative Action direct line allows employees to report violations and questionable behavior. Managers create a climate where integrity and honesty are valued and expected.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

- *Partnering with local, state and national groups* serves to address issues and educate citizens. HP seeks support through *town hall meetings across the state* where problems are addressed, motorists are educated about unique hazards and enforcement plans are shared. The HP Victim Services Office is another avenue used to communicate and meet customer needs. The HP Command Staff's involvement in this and other programs, such as DPS *Families of Highway Fatalities*, reinforce the goal of improving highway safety. *DPS provides hands-on assistance to industry, drivers, sub-grantees and others. A State House Security Committee* works to improve security at the State House complex, and communication with legislators and other agencies facilitate feedback. *Education/safety campaigns* ensure stakeholders are well informed. Various forums, such as major conferences, enable DPS to keep current and benchmark best practices. Both CALEA (Commission on Accreditation for Law Enforcement Agencies) and Malcolm Baldrige criteria, followed by DPS, are customer driven. OIT's technical support center fields technical requests and monitors work to ensure internal customer service is improving. *Technical advancements and integration of processes are enhancing communication and service to external and internal customers*.

1.3 How does DPS address impact on public of programs/services/facilities/operations/risks?

- **OHS** *Statistical Analysis Center* generates data to assess if campaigns and countermeasures positively impact highway safety. (Charts 7.2 A, B, C, D, E, F) **HP** *conducts safety initiatives and HP's web site fosters participation*. *Computer Aided Dispatch* (CAD) allows accurate, detailed data collection and retention so troopers are aware of driver/vehicle

history during traffic stops. Results from grant-funded initiatives are monitored. Effect on workload, impact on customers, personnel levels, capital improvement and equipment needs are documented to comply with CALEA. **STP** compiles data to identify needs and analyzes *the Annual Commercial Vehicle Safety Plan* (performance-based incorporating risk management) and *CMV Collision Fact Book* comprising CMV crash statistics. (Charts 7.2 B, F) **OJP** is subject to review and audit at state and federal levels. Social, demographic and economic trends are compared to incident and arrest data to determine correlation of grant programs to areas of greatest need. Human Resources (HR) uses PEWS (Personnel Early Warning System) to identify employees involved in multiple incidents and ensure supervisors are trained in discrimination/harassment and EEO/Affirmative Action issues. Office of Financial Services (OFS) units participate in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.

1.4   How do senior leaders maintain fiscal, legal and regulatory accountability?
- Along with B&CB guidelines, legislative mandates, DPS policies and CALEA requirements (monitored by General Counsel), reporting structure promotes accountability. CAD records HP activity, ensuring efficient use of time by troopers. HP tracks legal issues assisted by General Counsel, HP Training Unit and Strategic Planning legislative liaison. DPS has two independent annual reviews. One is an Agreed Upon Procedures Review and the second is a Review of Major Federal Program Expenditures. A report is issued for each review and posted on the State Auditors' Office web site. Grant operations are subject to audits by federal/state regulatory agencies. OIT reviews and approves technical purchases to ensure compliance and IT Plans are submitted for purchases over $50,000. OIT processes the transfer and surplus of technical equipment to include the secure removal of all data prior to disposal. OIT instituted a consultation form to accompany every IT purchase request.

1.5   What key performance measures are regularly reviewed by your senior leaders?
- Highway safety stats; enforcement activity; customer satisfaction data; strategic planning progress reports; financial reports; data tracked by Office of Professional Responsibility; compensation studies; quarterly EEO manual (to analyze workforce components and identify underutilized groups); national law enforcement benchmarks; Crash Reduction and Enforcement Planning; Computer Aided Dispatch; Personnel Early Warning System; exit interviews; performance measures tracked for the Commercial Vehicle Safety Plan.

1.6   How do leaders use org. performance reviews/feedback to improve leadership effectiveness? How do personal actions reflect a commitment to the organizational values?
- Tools, such as the Intranet, have improved communication and feedback. Core values are promoted from the top and involvement is encouraged at all levels—resulting in a more unified Agency. The new exit interview form helps identify problem trends, especially among supervisory staff. S.W.O.T. analyses are used in planning. CREP reports help analyze a trooper's effectiveness in crash reduction and provide feedback. Activities, such as Families of Highway Fatalities, the Traffic Victims Memorial Service, Service of Remembrance, town hall meetings and community initiatives demonstrate the HP Command Staff's commitment to organizational values. The STP Advisory Council encourages officer feedback and shares information. BPS employee surveys identify concerns and recognize commendations. Leadership training for all managers has become a major focus throughout DPS. The Director regularly recognizes employee contributions and service.

1.7   Promotion of succession planning and development of future organizational leaders?
- Workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders, is a key strategic goal. Training

initiatives will include opportunities to acquire new skills. Mentoring and cross-training have begun in some divisions, allowing managers to better assess training needs and develop employees for leadership roles. Specialized training, such as the F.B.I. Command College and other leadership programs, are available to highly motivated officers. (Chart 7.2L)

1.8   Environment for performance improvement/achievement of strategic objectives/innovation?
- Senior leaders strive to involve employees at all levels in planning and problem solving. Emphasis is placed on informing employees about policies/changes and better equipping them to do their jobs, as well as making them more accountable. Quarterly recognition ceremonies, training opportunities, and law enforcement competitions provide avenues for additional recognition. Individual encouragement and support are part of the management philosophy. Every attempt is made to acknowledge initiative and innovation. Individuals and units are more involved than ever in meeting agency goals, and employees are rewarded for recommendations resulting in cost savings and/or increased efficiency.

1.9   How do senior leaders support/strengthen and contribute to communities: Highly visible, DPS is involved across the state. Senior leaders support and actively participate in activities.

--*United Way Campaign (agency-wide)	--First Ladies Walk for Life
--Free child safety seat inspections	--America Supports You (for oversees military)
--Harvest Hope Food Bank	--Special Olympics (Chart 7.2O)
--Habitat for Humanity	--Community Health Charities
--Public Information Phone System	--Muscular Dystrophy Campaign
--March of Dimes Walk America	--American Cancer Society Relay for Life
--School Bus Safety Initiative	--Adopt-a-School
--Education Program for Civic Groups	--CRO/PIO
--Victims Rights Week	--Joint volunteer blood bank with CSC
--100 Days of Summer Heat	--Final Exam High School Initiative
--Family Christmas Baskets	--Supplies for Active Military Employees
--Families of Fallen Officers Seminars	--Make-a-Wish Foundation
--PEER Team	--Fatality Victims Memorial
--School-to-Work Internship Program	--Mentoring Programs
--Summer Transportation Institute	--Annual Santa Claus Event (military children)
--Public outreach programs	--Community and neighboring sporting events
--Annual Trooper Toy Trot	--Families of Highway Fatalities Blood Drive

* Col. Anna Amos, STP, serves as Steward/Council Member on the United Way's Food, Shelter, Safety and Transportation Council.

2. Strategic Planning

2.1   What is your strategic planning process, including key participants: The initial step was a two-day retreat for the Director and his management team. Training and comprehensive internal and external S.W.O.T. analyses were facilitated by USC consultants for the Director, the management team and key staff. Two DPS employees were assigned the role of Strategic Planning coordinators (reporting to the Director). A division liaison represented each division.

(a) *Your strengths, weaknesses, opportunities, threats:*   From S.W.O.T. results, four Agency-wide strategic goals were established. Under each strategic goal, objectives and measures were created. The four strategic issues (Strategic Planning Chart, pg. 16) comprise the areas of focus for DPS for the next three to five years. Division liaisons facilitated completion of divisional plans to address broad goals by creating strategies and action plans and

establishing appropriate division-specific goals. For example, HP's division goals relate to (1) Victims Services and (2) the Collision Reduction Enforcement Plan (CREP).

(b) *Financial, regulatory, societal and other potential risks*: Ongoing challenges affect the Agency's capacity to meet critical needs and expectations. Keen awareness of public safety risks drives DPS to work aggressively to improve education, prevention and enforcement. Collision statistics, DUI and age-specific data, as well as seat belt usage, are among factors analyzed. Exploring funding options is essential to meet mounting demands resulting from increasing population, roadways, travel, numbers of drivers and vehicles. Homeland Security and Emergency Preparedness involve critical risk factors. Therefore, supporting appropriate legislation and ensuring accurate, timely data is communicated to legislators and key decision makers remains key in impacting what DPS can accomplish.

(c) *Shifts in technology or the regulatory environment*: DPS continually assesses changing technology and the regulatory environment affecting funding and programs. The Agency is involved in the design and implementation of the State's new financial management system that will automate budget, accounting, procurement, supply and receiving functions. Emphasis is placed on real-time data access and collection using laptop computers and wireless connections, which demand "intelligent" highway integration with weigh stations and inspection sites. Increased mobility has warranted additional laptops to replace PCs. OIT is evaluating use of wireless aircards to provide full-time statewide network access and is supporting Radio over IP (RoIP) technology (allowing radio traffic to be carried via the DPS network) as a backup to the 800Mhz. Enhanced web-based services replaced several BPS post locations using DSL with less expensive USB air cards; officers can now view wireless security videos to secure Statehouse, Governor's mansion and other State properties. OIT implemented technology for OHS to start a data entry team with DMV for traffic collision reports to be available online in the future.

(d) *Human resource capabilities and needs*: As a core value, employees and their contributions are valued. Challenges remain to recruit/retain qualified personnel, enhance training and acquire methods to transfer knowledge. Strategic goals are focused on developing initiatives and programs to address these issues, as well as the unique and changing needs of today's workforce. HP Support Services has partnered with OIT to provide a web-based training service for HP—providing local access to training, ultimately decreasing the time troopers are away from their Post and reducing travel expenses.

(e) *Opportunities/barriers described in the Executive Summary*: DPS explores alternative funding and new ways to heighten public awareness (including the legislature and other stakeholders) in public/highway safety. Establishing a successful method of "branding" to increase the public's understanding of DPS and its distinct functions is now a strategic goal. Efforts continue in reorganization of the IT area to increase communication, efficiency and effectiveness. Training & Development and Workforce Planning (including recruitment and retention) are key strategic issues for the Agency as it moves forward. The development of leadership programs for law enforcement and the continued success of the State Agency Training Consortium provide valuable resources.

(f) *Business continuity in emergencies*: As a first responder, key employees now have cell phones and laptops to manage duties while away from the office in case of an emergency. STP has a Community of Operations Plan with federal partners in place (S. C. Division Office of the FMCSA) that allows them to continue business from our Blythewood facility.

(g) *Your ability to execute the strategic plan*: The Strategic Planning Committee (two co-facilitators) oversees the strategic planning process, trains and informs management and liaisons, and develops reports for the Director. Division Liaisons assist in facilitating strategic planning at the Division level and are responsible for ensuring staff members are informed of their roles regarding strategic planning.

Strategic Planning

Agency-wide Critical Issues and Overarching Goals	Strategic Planning Objectives related to each Strategic Goal	Key Agency Action Plan/Initiative(s) related to Strategic Goals and Objectives	Key Cross Ref. For Performance Measures*
Critical Issue #1: **The Professional Development of DPS Employees** **Goals:** **1. Every employee is afforded continued professional development/ training opportunities** **2. Training is provided to enhance skills to perform current duties** **3. Training is provided to develop new skills for enhancement**	**Objectives** **Goal 1:** 1. 100% compliance for EPMS planning stage documents to include career goals and training objectives 2. Implement Agency-wide training plan **Goal 2:** 1. All employees receive job-related training 2. Reduction in job performance problems related to training **Goal 3:** 1. Non-law enforcement job vacancies filled by internal applicants increase by 5 percentage points	**Strategies/Activities** **Goal 1.1** --Communicate compliance requirements to managers/supervisors **Goal 1.2** --Collaboration of key staff to determine required competencies and training needs --Establish training plan for career or job tracks **Goal 2.1** --Conduct appropriate training needs surveys --Solicit input from managers in identifying needs **Goal 2.2** --Analyze disciplinary actions related to training --Address/remedy training needs related to job performance **Goal 3.1** --Expand career progression opportunities and training to acquire new job skills/knowledge	
Critical Issue #2: **The Appropriate Use of Technology** **Goals:** **1. Technology is appropriate and sufficient to support the DPS mission.** **2. OIT and DPS employees are appropriately trained to use this technology to support the mission.**	**Objectives** **Goal 1:** 1. Negative feedback regarding IT will not exceed 3% of feedback received. **Goal 2:** 1. The Agency-wide training plan will include a technical skills component for all job tracks. 2. The technical skills component of the training plan will be scheduled for implementation by January 2008.	**Strategies/Activities** **Goal 1.1** --Analyze feedback gathered using committees, surveys, and other means targeted to the internal and external user and customer communities **Goal 2.1** --Identify competencies and establish IT skills and training required for all positions and job classifications **Goal 2.2** --Establish Agency-wide collaboration to coordinate training initiatives	

3. Technology is continually renewed and training is sustained.	**Goal 3:** 1. IT equipment & systems will not be used beyond 3% of scheduled lifecycle by December 2009. 2. Technical training does not fall behind schedule by more than 6 months by December 2010. 3. Decrease percentage of Help Desk calls associated with user incompetence by December 2010.	**Goal 3.1** --Establish and adhere to schedules for technology lifecycle management **Goal 3.2** --Establish and adhere to personnel training schedules **Goal 3.3** --Adhere to established technical training in the Agency-wide training plan --Identify and develop techniques to decrease problems associated with user competency and/or compliance with IT protocol	
Critical Issue #3: Establish a Coherent Identity for DPS **Goals:** **1. A brand that immediately calls DPS to mind.** **2. A brand where the public understands the mission and components of DPS.** **3. A brand that educates the public in understanding that DPS is different from other agencies.**	**Objectives** **Goal 1:** 1. Establish a baseline of citizens who accurately identify DPS. **Goal 2:** 1. Establish a baseline of citizens' understanding of DPS with a 70% affirmative understanding by June 2008. **Goal 3:** 1. Establish a baseline of citizens' understanding of how DPS differs from other agencies.	**Strategies/Activities** **Goal 1.1** --Conduct citizen surveys --Establish methods to make the SCDPS logo more visible **Goal 2.1** --Analyze citizen surveys --Ensure DPS Mission is visible on all official correspondence and documents --Add/modify signage in all locations to adequately establish DPS identity **Goal 3.3** --Analyze citizen surveys and other tools to assess citizen understanding --Market a DPS motto or slogan through a broad advertising campaign	
Critical Issue #4: Workforce Planning **Goals:** **1. The ability to attract and keep the most qualified people.** **2. A better prepared pool of new leadership.**	**Objectives** **Goal 1:** 1. Decrease turnover rate by 10 percentage points by July 2008. **Goal 2:** 1. By December 2009, all supervisory staff will complete the leadership training outlined in the Agency training plan, as well as annual follow-up training	**Activities** **Goal 1.1** --Examine and increase retention incentives --Increase visibility in the job market to attract more and better qualified applicants **Goal 2.1** --Facilitate training of supervisory staff in leadership training outlined in DPS training plan --Establish annual follow-up training	

	2. Provide new supervisory training for employees aspiring to become supervisors by 2009.	**Goal 2.2** --Facilitate new supervisor training program	
	3. Established methods are used by all divisions to successfully transfer knowledge.	**Goal 2.3** --Create SOPs, desk manuals, and other methods to transfer employee knowledge and expertise	
3. The ability to forecast staffing needs.	**Goal 3:** 1. Establish an effective method(s) to forecast staffing needs by December 2008.	**Goal 3.1** --Develop reliable data and systems to forecast DPS staffing needs	
4. To have a diverse workforce.	**Goal 4:** 1. Increase level of goal attainment for Agency's Affirmative Action Plan from 81.3% to 82% by December 2008.	**Goal 4.4** --Expand action-oriented Affirmative Action Plan strategies --Further involve law enforcement recruitment officers in implementation	

*Because the new strategic goals focus on improving organizational efficiency and effectiveness, no specific cross references to performance measures are indicated this year. Accomplishing these goals and objectives will ultimately impact performance. To some degree, the impact will be difficult to match to particular statistics. Next year, however, measurable results regarding organizational development, use of technology, workforce planning, as well as establishing a brand to increase public awareness of DPS and its distinct functions, will be referenced in Section 7.

2.2   How do you develop/track action plans for strategic objectives (include resource allocation).
- Action plans developed by divisions to accomplish DPS strategic goals are documented and progress is reported to the Director. A Goal Tender with relevant expertise, assigned to each of the four strategic issues, reviews progress reports to ensure they are on target. The Strategic Plan is posted on the Intranet. The Accountability Report also reports accomplishments and other related data provided by the DPS Strategic Plan.
- Law enforcement uses task assignments, communication from Command Staff, a research database and tracking system to monitor strategic activities; evaluation and after-action reviews are also used to ensure performance. To help manage efforts of field personnel, two Majors (reporting to the Lt. Col.) serve as liaisons between headquarters and field staff to enhance efficiency, accountability and communication. A class taught by a command staff member educates subordinates in developing and executing Operation Plans. STP uses the SafetyNet Data System, Enforcement Plans, CVSP, Size & Weight Enforcement Plans, including how resources are allocated to ensure accomplishment of action plans. CREP analysis data identifies problems and the Impact Analysis Report provides a means to measure program success. A myriad of public/highway safety statistics and related data supports proposals for staffing and additional funding. (Charts 7.2 A, B, C, D, E, F, G, H)

2.3   How do you communicate/deploy strategic objectives, action plans, performance measures?

- As previously discussed, strategic planning involves a Strategic Planning Committee and Division Liaisons who communicate and deploy strategic objectives, actions plans and performance measures. Along with written directives, e-mails and meetings, the Intranet is

used as a communication tool. Division Plans are used to create progress reports. The budget process requires a breakdown by priority of operating and personal services needs. The Budget Office, along with the Director and his staff, allocate resources based on relevance to strategic goals, availability of state and alternative funding sources.

2.4   How do you measure progress on your action plans?
- Division Plans include detailed action plans tracked by the responsible individual(s) and facilitated by Liaisons and the Strategic Planning Committee. Plans remain flexible and are assessed regularly to ensure they remain aligned with the Agency's strategic goals.

2.5   How do strategic objectives address strategic challenges identified in your Org. Profile?
- An ongoing strategic objective is to provide all employees opportunities for *professional development*. *Workforce planning*, already being addressed to some degree, will become a major focus.   Because DPS is a distinct law enforcement agency, separated from DMV and now CJA, a key strategic goal is developing a *brand* to increase the percentage of citizens who can accurately identify DPS and its major components. Another daunting challenge for DPS is to keep up with technology and *use technology more effectively and efficiently*, necessitating technical training for employees, as well as technical staff. Challenges for these strategic goals include limited staff and funding for R&D, training, marketing initiatives, as well as technical equipment and software.

2.6   How do you evaluate and improve your strategic planning process?
- Division Plans include detailed action plans tracked by the responsible individual(s) and facilitated by Liaisons and the Strategic Planning Committee. Plans remain flexible and are assessed regularly to ensure they remain aligned with the Agency's strategic goals.

2.7   The Strategic Plan is available on the DPS web site: www.scdps.org

3. Customer Focus

3.1   How do you determine who your customers are, as well as their key requirements?
- Through its efforts in prevention, enforcement and education, DPS touches over a million South Carolina residents and visitors each year. Key customers and stakeholders are listed in Section II – 4 and 5. Along with law enforcement initiatives discussed throughout this report, relevant legislative mandates affect key requirements related to DPS's mission— serving citizens and other customers through protection, education and enforcement.

3.2   How do you keep listening/learning methods current with changing needs and expectations?
- A comprehensive S.W.O.T. analysis conducted as part of the strategic planning process was significant in determining challenges and expectations. Evaluating inquiries and feedback, including Exit Interview forms, helps identify internal problems, as well as what is done well. Monitoring e-mails, faxes, phone calls and comments on the web site helps maintain rapport with customers. Collaborative partnerships with local, regional and national groups, enables DPS to keep abreast of changing needs and expectations. A HP Law Enforcement Network Coordinator is assigned to OHS to partner with law enforcement agencies to identify and combat problems in judicial circuits; and a HP officer serves as liaison between HP, OHS and local law enforcement agencies. The International Assoc. of Chiefs of Police State and Provincial Police Planning Officers Section provide forums to share ideas.

3.3   How do you use info from customers to keep services relevant & to continuously improve?
- Feedback is encouraged and critical in identifying problems, evaluating services and taking appropriate action. The DPS web site makes it easier for customers/stakeholders to be

informed, voice opinions and make suggestions. Town hall meetings raise awareness of area-specific issues. Community Relations Officers serve as direct links between HP and the public. The Victim Services Office has regular contact with the public through its service to victims and their families. Regular contact with industry, federal partners and involvement with the Commercial Vehicle Safety Alliance enables STP to respond to relevant needs. OHS reviews data from Law Enforcement Network (LEN) Coordinators, campaign briefings, roundtable meetings, conferences, child passenger safety training, press events and other meetings. Feedback from sub-grantees, federal partners and stakeholders is considered in program improvements. OJP continues to monitor customer satisfaction through client surveys, evaluations and site visits to all subgrantees.

- DPS Families of Highway Fatalities (FHF) provides resources for families who have lost a love one(s) in a motor vehicle-related collision. Its goals are to provide opportunities for peer support for grieving families, to facilitate forums, to prevent further highway fatalities through education, and to diligently work alongside law enforcement, first responders and government officials to mold public policy regarding highway safety and surviving family members' rights. HP reorganized its Traffic Victim Advocates program by establishing a Victim Services Office (VSO) in January 2007. This Office aides in establishing structure for accountability and support to victims and their families. Also, the Victim Advocate provides crisis intervention and support services to the victims of crime and their families. The Victim Advocate provides educational material to law enforcement staff and the community in response to criminal victimization. The Victim Services Office (VSO) is in the process of expanding its operations to offer service statewide.

- Administrative Offices monitor feedback of end users and incorporate suggestions into planning (e.g., Financial Services has improved the efficiency and timeliness of reports). The procurement unit attends trade shows and meets with vendors to find ways to improve. HR representative(s) regularly attend HR Advisory Meetings sponsored by B&CB's Office of Human Resources. OIT tracks work orders to identify trends and find root causes for IT issues; preventative measures have been implemented and IT projects are monitored.

3.4 <u>How do you measure customer satisfaction/dissatisfaction and use it to improve?</u>

- Customer/stakeholder (including the legislature) feedback continues to be a primary source of measuring satisfaction; e.g., reduction or increase in complaints. Audits provide guidance in improving processes affecting customer service. Highway safety data is used to plan proactive measures, thereby, boosting public confidence. Collaborations continue promoting interaction and educational programs provide increased awareness, as well as dialogue. Troopers are involved in their communities, and Community Relations Officers are excellent sources of customer feedback. STP uses CMV safety inspection/incident data to track and evaluate activity related to satisfaction. Public relations activities and citizen surveys provide additional avenues for feedback. BPS measures customer satisfaction by contract renewals, citizen surveys and complaints. Commendations and letters of appreciation reinforce professionalism and exemplary service. OHS also uses workshop evaluations and survey results to determine customer satisfaction. Along with assessing inquiries, OJP's in-person monitoring of all 350 projects in the field, workshop evaluations and quarterly reports helps quantify customer satisfaction.

- Administrative Offices use audits and process reviews to enhance satisfaction (e.g., reducing response time). OFS identified processes that, if automated, would improve performance and expedite service delivery. Training evaluations, exit interviews, grievances/complaints and turnover/retention issues provide HR data in deciding how to best use resources to

improve services. OIT's contact with employees encourages a proactive approach in identifying problems. B&CB presented web-based applications allowing enhanced user capabilities, including better monitoring of work requests, inventory and billing activity.

3.5   How do you build positive relationships with customers/stakeholders and make distinctions?

A key distinction is whether interaction is voluntary or involuntary:

- **HP** has daily involuntary contact with motorists who violate traffic laws or are affected by a collision. Professionalism shown by officers and actions of the CRO and Victim's Advocate go far to build public confidence. HP has voluntary contact with other law enforcement organizations during hurricane evacuation exercises, safety campaigns and other collaborative activities—improving communication and relationships. Ongoing contact with emergency management officials ensure effective solutions to natural disaster scenarios. Rapport is also established with other law enforcement agencies through classes taught by troopers regarded as subject-matter experts. In addition, HP is involved in numerous victim services activities, including the annual DPS Traffic Victims Memorial Service.   DPS Families of Highway Fatalities (FHF) provides opportunities for support, as well as prevention and education. The Victim Services Office (VSO) also supports victims and their families in response to criminal victimization. The Victim Advocate's role is to provide crisis intervention and opportunities for victim support, and response includes educational materials being distributed to law enforcement personnel and the community regarding victims of crime.
- Partnering with local, state and federal agencies, **STP** is part of the Motor Carrier Advisory Committee promoting communication among STP, the trucking industry and business community to keep current and proactive. Col. Amos is a member of the Board of Directors for the International Registration Plan, Inc., and Sgt. Rhodes is Vice Chairman for Region 2 for CVSA. STP is active in the American Assoc. of Motor Vehicle Safety Alliance. These organizations foster networking across the country, as well as Canada and Mexico. STP also designs and teaches classes in CMV Enforcement to other state/local agencies.
- By ensuring professional security and law enforcement at the Capitol Complex and other state properties, **BPS** builds positive relationships with the Governor, Lt. Governor, state legislature, employees and visitors. Additionally, BPS uses C.O.P.S., a community-oriented policing program, to meet with customers and assess how their security might be improved, thus strengthening relations and taking a proactive approach to providing a vital service.
- Along with conducting safety campaigns, **OHS** partners with law enforcement, government, business and medical community to promote education and awareness in striving to reduce traffic-related deaths and injuries. (Chart 7.2 A, B, C, D, E) The DPS web site proves useful in informing target audiences about highway safety, including statistics on seat belt and child safety seat use.
- **OJP** builds positive relationships with local government, law enforcement agencies and the Victims of Crime Service by assisting with the grant funding process. OJP engages in outreach activities to assist criminal justice agencies and nonprofit organizations in applying for and implementing grant-funded projects. Rather than act simply as a grants management agency, OJP acts as a grants facilitator and planning agency to state and local jurisdictions.
- Administrative Offices: Progress has been made in unifying DPS and improving internal customer service. DPS partners with other agencies, vendors, public/private organizations to enhance services and programs statewide.

4. Information and Analysis

4.1 <u>How do you decide which operations, processes, systems to measure for tracking financial & operational performance, inc. progress relative to strategic objectives and action plans</u>?

- Key measures/activities related to the DPS mission and strategic goals are tracked to assess performance. National benchmarks, such as the National Highway Traffic Safety Administration, provide data regarding critical indicators (e.g., Mileage Death Rate - Chart 7.2A), to assess law enforcement performance. Analyses continue through tracking data to ensure high crash areas are recognized. STP uses a Size & Weight Enforcement Plan and the CVSP (Commercial Vehicle Safety Plan) to track operational performance. Other vital statistics related to collisions, fatality/injury rates, geographic comparisons, etc., are studied to analyze trends and identify problems. (Chart 7.2 B, F) HP's R&D Unit tests and monitors equipment to ensure optimal financial performance.

4.2 <u>How do you use data/information analysis to provide effective support for decision making?</u>

- Data collection and analysis are continuous processes and results are consistently reviewed by management staff and impact decision making. Statistics from incident reports, crash reports, after-action reports, manpower studies and budget analyses help gauge pending operations and projects. CREP Impact Analysis determines effectiveness in crash reduction and helps measure program success—providing valuable data to make decisions. It also provides an effective way to manage crash enforcement data. Each division tracks and monitors relevant information which is ultimately used in making various decisions, as well as supplying current data for reporting, such as the Accountability Report.

4.3 <u>What are your key measures, how do you review & keep them current with business needs</u>?

- Along with education, prevention and enforcement activities, cost analyses are done before initiatives are enacted or equipment is purchased. Research provides measurable data to adequately allocate resources (Chart 7.2K). Comparisons show the impact of enforcement efforts compiled in the Impact Analysis Report from troop regions statewide. STP uses CMV size, weight and inspection activity to determine fiscal impact of operations and performance vs. revenues and budget allocations. Crash data is also used to determine how to most effectively use STP's manpower. BPS tracks criminal/non-criminal incidents on State property to determine trends and risk patterns (Chart 7.2G). Daily tracking has resulted in no notable damages to state property and monuments. Positive feedback from citizens is a key to confirm progress. OHS programs are funded by the National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA) and Federal Motor Carrier Safety Administration (FMCSA); success is measured by examining statistical data regarding traffic collisions, enforcement reports and results of surveys. Law enforcement divisions submit monthly and quarterly progress reports. HP conducts various cost analyses before programs/initiatives are enacted or equipment is purchased. Thorough research and testing are conducted to provide measurable data to adequately allocate resources to the operating budget. Comparison data are measured to determine the impact of enforcement efforts. This is compiled in the Impact Analysis Report from all troop regions.

- Admin Offices: HR uses law enforcement termination analysis to identify why an officer leaves. A tracking system monitors the applicant status by job code and vacancy thereby reducing administrative/processing time. EEO reports (e.g., Chart 7.2 M) monitor

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underutilized groups, and compensation studies compare salaries of minorities vs. non-minorities, males vs. females.

4.4   How do you select/use key comparative data to support operational/strategic decisions?

- Management uses the sources and tools discussed above regarding customer service, traffic safety data, public safety/security statistics, internal and external assessments, best practices, and technology to support decision making. This data is proactively sought and used in a timely manner by staff responsible for research and implementation of legislative mandates and other process changes and reports. Data collected by HP's R&D (Chart 7.2K) and Strategic Planning Units assist in decision making and planning. Data collected by Computer Aided Dispatch is used to balance workload among troopers. CROs use crash data to determine communities where education campaigns may help decrease collision and fatality rates. STP uses its SafetyNet database and crash reporting system to identify trends, problem areas and resource allocation. OHS places emphasis on statistical traffic collision data, which is key to justifying program attention and related financial support.

4.5   How do you ensure data integrity, timeliness, security, and availability for decision making?

- The Statistical Analysis Center (SAC) in OHS is the core of data collection/validation. SAC prepares the annual S.C. Traffic Collision Fact Book with over 130 pages of data on traffic crashes, deaths/injuries. Professional statisticians prepare this valuable tool—widely used by law enforcement, legislators, and traffic safety advocates striving to improve highway safety. This data is used to develop safety campaigns, such as those aimed at seatbelt usage and driving under the influence (e.g., Chart 7.2C).
- Troopers enter data daily through the HP Console. It is reviewed regularly and ensures integrity and availability for decision making. CREP enables supervisors to target specific violations on certain roads at specified times, itemize resources, and evaluate Troop/Post performance qualitatively. Initiatives and grant funding are based on research ensuring the most cost effective use of funds and personnel. A system of checks and balances, required entries and monitoring tools enables STP to ensure data quality, reliability, completeness and availability. Along with expertise and leadership of the Agency Director and senior management, OFS assures accurate financial/operational data by using internal controls and reports, as well as audit reviews, to verify data is accurate and managed effectively.

4.6   How do you use org. performance review findings to prioritize for continuous improvement?

- National law enforcement, motor vehicle and police training statistics are cornerstone resources for comparative data. HP compares salaries and studies retention and crash data. Additionally, HP, STP and BPS assess workloads and address supervisors' feedback to identify training needs. BPS is using a Training Assessment Committee to evaluate additional training needs and demands. HP has conducted manpower assessments and developed a personnel allocation model to ensure proper supervisor-to-subordinate ratios. Data from state and national sources are maintained.
- B&CB's OHR and other Offices perform salary studies, assess EEO and other indicators. This data provides state, regional and national comparisons. HR has established policies and practices based on nondiscriminatory factors. An Affirmative Action Plan is in place to promote equal opportunity and guide managers. Based on these guidelines, DPS strives to recruit, hire, train and promote in all job classifications without discrimination; ensure employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation. Promotion decisions are based on equal employment principles

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by imposing valid criteria. Personnel actions, such as compensation, transfers, benefits, layoffs and training, are administered without discrimination (Chart 7.2M).

4.7   How do you collect/maintain org/employee knowledge & identify/share best practices?

- A key strategic goal is Workforce Planning, and initiatives are being developed to train and better prepare employees in effective methods to transfer knowledge, as well as identify best practices. HP compares salaries and studies retention and crash data. HP, STP and BPS assess workloads and address supervisors' feedback to identify training needs. HP conducts manpower assessments and has developed a personnel allocation model to ensure proper supervisor-to-subordinate ratios. Data from state and national sources are maintained. OHS posts data on a shared drive and maintains a public calendar of events and information pertinent to the entire staff, as well as stakeholders. OIT continues IT documentation, informal knowledge transfer, and establishment of a knowledge database from work orders and problem solving. Cross training, desk manuals, mentoring, training and in-service programs are among methods used to collect, maintain and transfer knowledge, enhance emergency response and build a foundational network of experienced, cooperative-minded employees. As part of a network of state and national organizations that search for best practices, DPS shares knowledge and reviews programs on an ongoing basis.

5. Human Resources

5.1   How do you organize and manage work to enable employees to develop and use their full potential, aligned with the organization's objectives, strategies, and action plans; promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

- Director Schweitzer has emphasized the need for training, particularly in law enforcement leadership and supervisory skills. Career paths are established for law enforcement and telecommunications officers. Grant opportunities are explored to support training needs and partnerships are promoted. One way innovation is created is through the "Ask the Colonel" link on the SCHP Intranet allowing the exchange of questions/ideas from troopers to the Colonel. Distribution of the DPS Strategic Plan pamphlet to all employees enhanced involvement in and commitment to agency and division goals.
- Enhanced internal communication has improved teamwork. Along with informal recognition, Director Schweitzer's Quarterly Recognition Ceremony gives senior leaders the opportunity to acknowledge the efforts and service of their employees—fostering an environment where employees feel appreciated and valued.

5.2   How do you evaluate and improve your organization's human resource related processes?

- Changing needs and funding limitations continue to present new challenges. Under the direction of Mr. Schweitzer, employees experience the positive effects of hands-on leadership and empowerment, organizational restructuring to improve internal customer service, opportunities for growth and enhanced communication and recognition efforts. The new strategic planning process resulted in a major focus for 2007 on HR related issues/processes (including providing all employees with professional development opportunities, workforce planning, as well as enhanced use of technology (addressing technical competencies/training).

5.3   How do you identify key training needs (job skills, performance excellence, diversity training, leadership development, new employee orientation/safety training? How do you evaluate effectiveness and encourage on-the-job use of new skills?

- Through evaluation of an Agency-wide S.W.O.T. analysis and needs assessment, as well as feedback from supervisors/employees, DPS works to address skills and training—deemed a critical need throughout the Agency. Some programs have been implemented to improve effectiveness (including Hispanic outreach), law enforcement leadership program (in conjunction with CJA), new employee orientation, and safety initiatives. **HP** uses national databases established by law enforcement professionals to obtain trends in highway safety and determine additional training needed. Efforts span the country to assess relevant, timely training and include sending officers to nationally recognized training (Chart 7.2L). Effectiveness is determined through success of enforcement programs, as well as turnover rates, preparedness for promotions and supervisory positions and ongoing comparisons with other HP programs nationwide. Along with monitoring performance and CMV activity, the frequent changes in federal regulations require **STP** officers to attend annual in-service training. Daily use of computer systems and online training encourage development of new skills. The **BPS** Training Officer uses feedback from supervisors and officers to take a proactive approach to training and monitoring effectiveness. The **IT** Director is working to address technical training. **OFS** provides user training in DPS systems. The **HR** Administrator and key staff participate in the B&CB's OHR initiatives and Advisory Council, which aid in identifying training needs. The DPS Affirmative Action Plan continues addressing underutilized groups.   Additional training opportunities are offered throughout the State Agency Training Consortium and links on the HR web site.

5.4   How does your employee training contribute to achievement of action plans?
- One of the four strategic issues in the new DPS Strategic Plan addresses training and employee development. Programs, including individual employee training plans, are being developed to address training needs and enhance training opportunities for all employees.

5.5   How does your performance management system (including employee feedback) support high performance and contribute to the achievement of your action plans?
- The Probationary Quarterly Evaluation is used to evaluate new employees, ensure regular communication and establish clear performance standards. Employees are involved in the annual planning/performance review, and supervisors are also encouraged to communicate expectations through discussion and informal reviews. As the primary tool used to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points out areas for improvement. Supervisors are rated on the completion of performance reviews to ensure they are completed in a fair, impartial, and timely manner. Relevant training in the EPMS process is provided for supervisors.

5.6   How do you motivate your employees to reach their full potential?
- The Director fosters a learning environment where employees are valued and empowered to do their jobs. In addition, employee needs are considered through approval of flexible work schedules, training to improve job skills, and avenues to provide feedback. Strategic planning promotes involvement at all levels, which enhances growth and ownership and prepares employees for progressive roles. Increased employee recognition has had positive effects, and additional efforts are being made to encourage career enhancement.
- **HP** uses a career path in non-supervisory ranks and competitive supervisory vacancies are a future goal. Officer/Trooper of the Year awards further recognize service and performance. HP core values (*Selfless Service, Integrity and Responsibility*) promote uniformity and commitment. Instilling these values into the mindset of the Division ensures troopers understand how they fit into the overall vision of the HP. Along with officer recognition programs, **STP**'s Colonel has a hands-on approach to working with employees and

delegating assignments to foster employee growth. Along with the career path formula, **BPS** uses comment boxes as a barometer of satisfaction. Although used to promote frankness about problems and solicit suggestions, participation in and of itself shows enthusiasm. Additional assignments are encouraged to promote employee growth. **OJP, OHS** and **Administrative** employees are encouraged to improve their skills and find new ways to complete new tasks and meet challenges faced by their Offices and the Agency**.**

5.7   What formal or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation? How do you use other measures, such as employee retention and grievances? How do you determine priorities for improvement?

- HR and other divisions review exit interviews to identify trends, retention concerns, as well as satisfaction. Grievances, as well as root causes, are monitored to ensure appropriate action is taken. Informal and formal reviews, absenteeism, turnover and job performance reflect satisfaction and motivation to some degree. The Intranet enhances communication and encourages employees to provide input. Positive feedback has been received regarding the Quarterly Employee Recognition program initiated by Director Schweitzer. The Benefits Administrator, in conjunction with the B&CB's EIP division, provides regular updates and information, as well as free training, regarding health and wellness. The S.C. Law Enforcement Assistance Program (LEAP) offers free counseling and a resource for supervisors to better identify employee problems that may affect job performance. BPS also uses voluntary assignments, as well as the direct, consistent interaction with its customer base, for firsthand knowledge of satisfaction.

5.8   How do you maintain a safe/secure/healthy environment (and emergency preparedness)?

- The DMV/DPS Safety Manager is responsible for a comprehensive safety and health program for DPS and DMV facilities statewide; assisting in creating, planning, overseeing and monitoring activities related to occupational safety and health; and ensuring compliance with OSHA, ADA and other state/federal safety regulations and labor laws. Facilities are monitored to ensure appropriate safety measures are taken and safety initiatives are coordinated with DMV, including inspecting equipment/facilities, implementing life safety programs, monitoring major support systems (such as fire detection, fire alarms). The Safety Manager ensures operational readiness and efficiency and directs system support during a life safety event. HP's Emergency Preparedness Unit monitors the environment and takes a proactive approach to preventing potential crises and/or disasters.

6. Process Management

6.1   What key processes create/add value for customers/organization & how do you ensure use?

- Efforts to redesign processes and organizational structure are in place to ensure optimal efficiency and effectiveness and ultimately making better use of state dollars. Collaborative efforts involve customers, stakeholders, contractors and others. Focus has been placed on improving communication and technology to increase capacity and enhance service. Program funding for highway safety, established by the S.C. Public Safety Coordinating Council (PSCC), provides funding to eligible recipients and establishes responsibility for ensuring problems are identified and prioritized. Job responsibilities and staffing are regularly evaluated to ensure challenges are met and systems are strengthened.
- HP's Emergency Traffic Management Unit strives to better identify and respond to public safety emergency situations. Hispanic outreach has been implemented through campaign efforts. The Uniform Highway Safety Curriculum aimed at various audiences (particularly Hispanics) has been updated. The HP Victim Services Office offers resources and support to victims and families of victims of collisions. Initiatives advocating victim services is a

key goal for HP who partners with and helps families who have lost loved ones in collisions (FHF); HP also hosts the Annual Memorial Service for troopers killed in the line of duty.

- STP's HazMat Unit is challenged to improve response to incidences and security concerns.

- DPS is accredited by CALEA, which is internationally recognized and raises DPS standing among law enforcement agencies. CALEA accreditation provides a yardstick to measure effectiveness and uniformity and reinforces confidence that DPS is operating with the highest standards. CALEA requirements ensure that policies/procedures are solidly documented, indicate a well-trained and professional staff, assure government leaders and the public of the quality of law enforcement, make South Carolina more attractive to economic and community development and provide a return on liability insurance coverage.

6.2 How do you incorporate knowledge, technology, customer requirements, cost controls & other efficiency/effectiveness factors, such as cycle time, into process design and delivery?

- As stated above, DPS continuously explores new ways to enhance efficiency and effectiveness. Assessing organizational structure, policies/procedures and goals ensures the best use of the Agency's resources and expertise.

- Under Col. Roark's direction, **HP** assesses the "troop concept" to ensure optimal operational efficiency. HP Strategic Planning Unit ensures effective resource allocation through program development, research projects and procedural changes—allowing HP to organize, communicate and implement strategic plans systematically in times of expansion and retrenchment. This Unit ties HP vision/goals to resource needs. TCCs use updated technology to improve efficiency and reduce costs through consolidation. R&D tests and monitors equipment to ensure financial performance is maximized. (Chart 7.2 K)

- Colonel Amos uses a comprehensive program within **STP** to ensure components are working together to meet goals, which are articulated and disseminated to the lowest level to ensure everyone understands expectations and direction. STP has evolved and continues to focus on its mission and how to best achieve it—partly by being willing to change and adapt to an ever-changing environment. Activity is reported in multiple plans/reports and this data is aligned with strategic planning so it becomes part of the fabric of how STP operates.

- **OHS** works with federal, state and local authorities to address critical highway safety needs. As needs are identified, strategies are developed, partnerships are established, and action plans with built-in reviews are implemented (depending on availability of funding).

6.3 How does daily operation of these processes ensure meeting key performance requirements?

- The Office of General Counsel Policy Section, HR, and OFS collaborate to ensure new policies and initiatives are implemented according to legal and regulatory requirements. Divisions follow operational plans, guidelines, and schedules required by state and federal regulatory agencies, as well as funding authorities. Management is responsible for ensuring employees comply with policies and that performance requirements are met.

- **HP** units/functions discussed in 6.2 are tasked with developing, implementing and assessing processes/activities. Results of their efforts ensure goals are attained, technology is identified, plans are carried out, and equipment is tested and purchased at minimum costs.

- **STP** collaborates at every level; therefore, the Division works closely with state, federal and local partners, as well as the industry, to improve processes and procedures—keeping performance goals in the forefront of accomplishments.

- **BPS** interacts daily with its customer base making performance fairly easy to assess.

6.4 How do you systematically evaluate/improve key products and service-related processes?

- The DPS Strategic Plan identifies partnerships as a way to maximize benefits to the public. DPS partners with DOT and other state agencies, the transportation industry, local law enforcement, tax offices, the media, lien holders, driving schools, the medical community, Hospital Association, AAMVA, state technical colleges/universities and many others.

- **HP**'s R&D Unit and IT staff ensure quality equipment is acquired at the lowest cost. CREP Impact Analysis determines troopers' effectiveness in crash reduction. The Emergency Traffic Management Unit strives to improve response to emergencies. After-action reports enable HP to identify problems and initiate change and remedies for the future.

- **STP** submits a Commercial Vehicle Safety Plan annually to the Federal Motor Carrier Safety Administration to address CMV safety concerns. The CVSP provides a framework for continuous improvement by establishing annual goals. The Size and Weight Unit Plan, which includes established goals, is submitted to DOT annually.

- **BPS** evaluates service-related processes through regularly monOITring the number of security incidents and how they are handled, closed and followed up on. These steps are used as measuring tools, as well as feedback and security contract renewals.

- **OHS** special teams work with schools and other law enforcement agencies to promote grant and other funding sources to provide safety events, such as those targeting high-risk drivers. The S.C. Law Enforcement Network (LEN) is a key partnership comprising 16 judicial circuits across the state, each represented by local and state law enforcement. The purpose of LEN is to work proactively to address traffic/highway safety issues, coordinate joint enforcement efforts and develop safety campaigns.

- **OJP** annually reevaluates grant funding priorities in law enforcement, victims of crime direct services and juvenile justice initiatives. This is done through surveys and regional workshops where criminal justice practitioners have an opportunity to provide assessments of program priorities. In addition, significant information and insight is gathered from the field by OJP staff in the course of their on-site visits to hundreds of grant-funded programs throughout the state. The feedback and knowledge gained in this process is translated into funding priorities and grant recommendations to the S. C. Public Safety Coordinating Council. The funded projects, in turn, provide enhanced public safety in communities throughout South Carolina as measured by the quantifiable objectives in each grant project.

- **Administrative Offices**: **OFS** evaluates audit reports and implements recommendations to improve processes, manages vendor relationships to ensure DPS is properly serviced and vendors perform as required; works with other sections in developing complex procurement specifications and proposals to ensure understanding and satisfaction with the end results; conducts training in areas where repeated errors occur to improve efficiency. **OIT** monitors problems and solutions, solicits input, and initiates involvement in project planning.

6.5   What are key support processes/how do you improve processes to better performance?

Key Processes	Requirements	Measures	Standards	Control Strategies
Human Resources (hiring/evaluating/ training/benefits)	HR Knowledge Communication and Interviewing skills Professionalism	Cycle Time Number of Hires EPMS Compliance	State and Federal Regulations Policies and Procedures	State/Federal Laws and Regulations; Feedback
Financial Services (Financial Reporting, Procurement & Supply/Safety)	Knowledge Accuracy Timeliness	Cycle Time Accuracy Employee Complaints	Industry, State and Federal Regulations	Feedback Audits State laws/ Regulations
Information Technology (providing technical assistance)	Knowledge Timeliness Technical Skills	Downtime Calls Handled Response Time	Industry	Certified Technicians; Feedback
Executive Affairs (Communicating with media/reporting news to employees)	Knowledge Timeliness Professionalism	Number of Contacts Response Time	Professional Industry Standards; Agency Policies and Procedures	Feedback
General Counsel (Agency policies/ representation and interpretation of law)	Knowledge of Law Professionalism	Cases Handled Judgments	State/Fed Law Policy/Procedures Professional Canons	Certified Technicians; Feedback

7. Results

7.1 Performance levels/trends for key measures of mission accomplishment and org. effectiveness?

- Because DPS comprises components with distinct functions, performance levels and trends for key measures involve data collected and tracked from each division:
- **HP** uses data tracked through its Trooper Console, Computer Aided Dispatch (CAD) and data tracked by OHS to determine its impact on highway safety. CROs handle requests for testing/exercises by HP's Emergency Traffic Management Unit regarding hurricanes, dams, nuclear facilities, etc. CREP Impact Analyses are used to assess enforcement initiatives to ensure activities are concentrated in problem areas and has resulted in updating the Uniform Highway Safety Curriculum, Hispanic outreach, Families of Highway Fatalities, the PEER Support Team and other services to enhance effectiveness. Quarterly Strategic Planning Progress Reports show accomplishment of strategic goals.
- **STP** relies on data tracked by OHS, as well as CMV inspection activity, including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, and traffic enforcement, Level VI inspections and size/weight enforcement. Training procedures continue to be reviewed. STP was recognized for Best Practice for its Level VI Program and its timeliness in uploading crash and data reports.
- **BPS** tracks security occurrences (Chart 7.2G) and reports regarding number of incidents, trends, potential problems and feedback. Daily interaction with the majority of its customer base allows performance to be evaluated firsthand.
- **OHS** plays a critical role in tracking data. Efforts result in identifying patterns, problems, as well as improvements in fatalities and injury rates, thereby affecting public image, confidence, and customer service. (Charts 7.2 A, B, C, D, E, F)

7.2 <u>What are your performance levels and trends for the key measures of customer satisfaction</u>?

- Agency and division strategic plans identify key measures supporting the DPS mission. Administrative offices strive to enhance operational efficiency/effectiveness. **HP** initiatives include community and civic outreach and education programs, often facilitated through HP's Community Relations Officers. (Chart 7.2 J) Education and victim services are emphasized throughout the state. Establishment of a Victim Services Office provided a direct link between HP and victims of collisions—providing another avenue for HP to receive feedback and gauge customer satisfaction. The HP web site provides an avenue to increase awareness and request feedback from customers and stakeholders.   Because of the mission, it's often difficult to measure customer satisfaction as much depends on public perception. HP's internal website features space for troopers to ask questions and provide feedback to the Colonel, as well as General Counsel. Since their work includes direct contact with the public, troopers can provide a great deal of information on customer satisfaction, as well as suggestions for improving it. **STP** relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils, and feedback are key to assessing customer satisfaction. **BPS** relies heavily on complaints, commendations and feedback from stakeholders and officers. As with many law enforcement efforts, much is done behind the scenes that customers and stakeholders may not witness. Building rapport and confidence becomes the largest component of effecting customer satisfaction in BPS. As long as there are no incidents or if an incident does occur and it is handled well, satisfaction remains high.

- The following tables include many key measures and data related to highway safety, commercial motor vehicle inspections, security contracts, law enforcement training, as well as examples of the community service and charitable involvement. These key measures and other outcomes enable DPS to target law enforcement, highway safety, training, public information and other initiatives based on the greatest need for improvement.

Key Measures of DPS Mission Accomplishment:

1. Mileage Death Rate. Chart 7.2A
2. Traffic Collision Quick Facts Summary. Chart 7.2B
3. Occupant Restraint Usage. Chart 7.2C
4. Traffic Collisions by Primary Contributing Factor. Chart 7.2D
5. South Carolina Traffic Collisions by County. Chart 7.2E
6. Economic Loss for CMV Collisions by County. Chart 7.2F
7. Bureau of Protective Services Statistical Data for Fiscal Year 2006-07. Chart 7.2G
8. Aerial Enforcement with DNR. Chart 7.2H
9. Highway Patrol Grant Project Results. Chart 7.2I
10. Highway Patrol CRO Activities. Chart 7.2J
11. Highway Patrol Research & Development Projects. Chart 7.2K
12. Highway Patrol Training for Mid-Level Management. Chart 7.2L
13. EEO Goal Attainment. Chart 7.2M
14. Progress in Reducing EPMS "Meets by Default" Rating. Chart 7.2N
15. HP Participation in Special Olympics. Chart 7.2O

Chart 7.2A   Mileage Death Rate

MILEAGE DEATH RATE
SOUTH CAROLINA vs. NATIONAL AVERAGE
1981-
2006
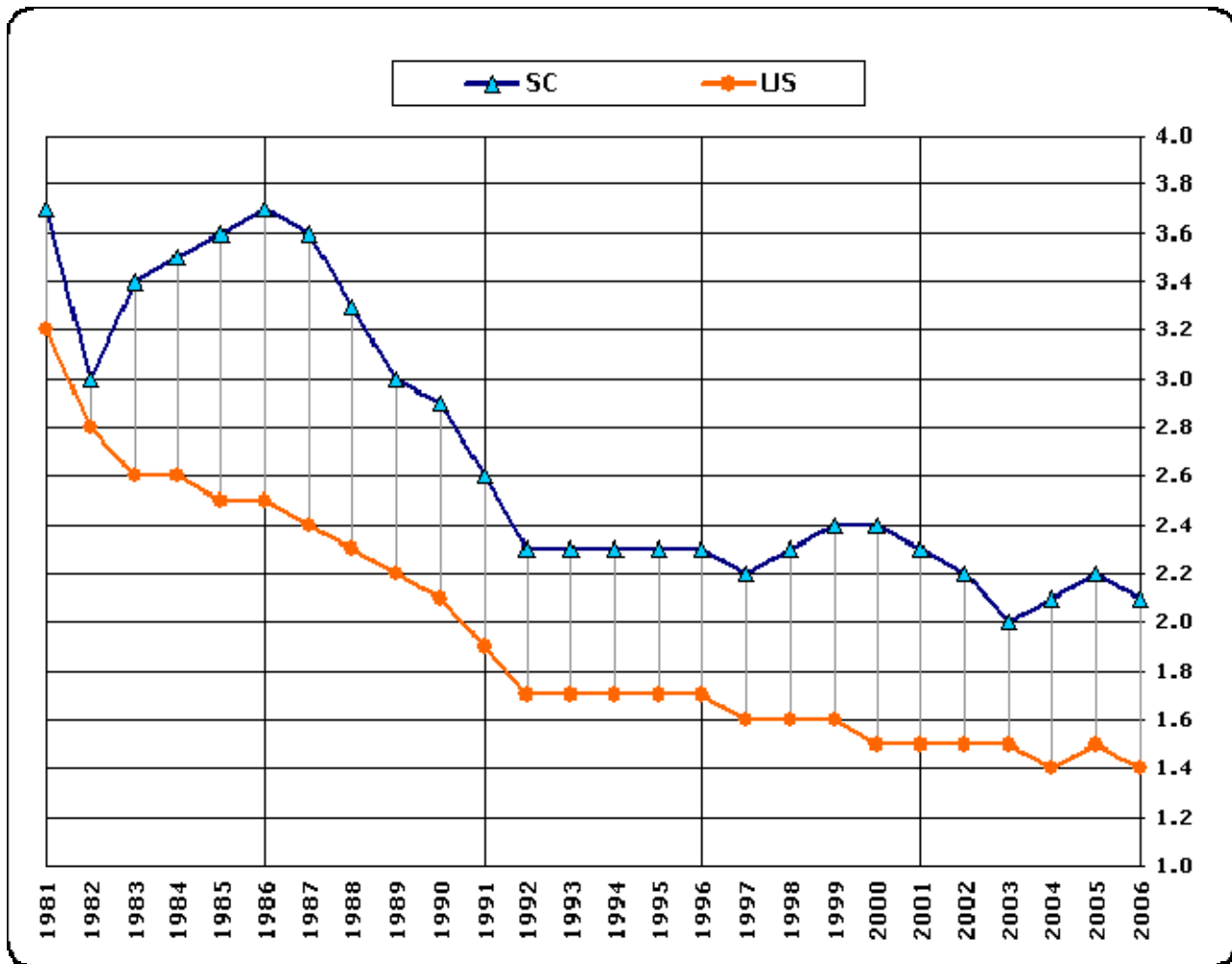
Source for U.S. data: National Highway Traffic Safety Administration. (NHTSA)

South Carolina's mileage death rate, MDR, (defined as the number of traffic fatalities per 100 million vehicle miles of travel) shows an overall declining trend over the past 25 years. Unlike the national trend however, the chart above shows that South Carolina has seen it's MDR increase in 8 of the 26 years represented. The national MDR has been either maintained or shown a decrease from the previous year's MDR for the same 25 year period, except for 2005 when it rose again to 1.5.

In 2003, South Carolina achieved an all time low MDR of 2.0, however it rose to 2.1 in 2004 and to 2.2 in 2005, and then it went back down to 2.1 in 2006.

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Chart 7.2B

TRAFFIC COLLISION QUICK FACTS

	2002	2003	2004	2005	2006	% Change 2002 - 2006	% Change 2005 - 2006
Fatal Collisions	949	905	946	980	970	2.2%	-1.0%
Injury Collisions	32,427	32,383	32,497	31,560	32,321	-0.3%	2.4%
Property Damage Only Collisions	74,904	75,598	76,586	79,443	79,639	6.3%	0.2%
Total Collisions	108,280	108,886	110,029	111,983	112,930	4.3%	0.8%
Fatalities	1,053	969	1,046	1,093	1,044	-0.9%	-4.5%
Non-fatal Injuries	52,095	51,267	51,226	49,841	50,136	-3.8%	0.6%
Fatalities From Collisions Involving:							
Truck Tractor	86	74	85	95	77	-10.5%	-18.9%
Motorcycle	88	88	85	94	104	18.2%	10.6%
Pedalcycle	16	15	21	17	14	-12.5%	-17.6%
Pedestrian	97	79	86	98	121	24.7%	23.5%
Train	6	4	10	5	10	66.7%	100.0%
Motorized Bike	4	3	5	11	5	25.0%	-54.5%
School bus	4	0	4	4	3	-25.0%	-25.0%
SUV	161	184	230	219	226	40.4%	3.2%
VAN	82	86	73	86	87	6.1%	1.2%
Pick Up Trucks	273	266	280	277	248	-9.2%	-10.5%
Economic Loss (billions)	2.41	2.53	2.60	2.73	2.66	10.4%	-2.6%
Vehicle Miles Traveled (billions)	47.07	47.82	48.77	49.20	49.80	5.8%	1.2%
Roadway Miles	66,195	66,231	66,252	66,240	66,242	0.1%	0.00%
Motor Vehicle Registrations	3,275,722	3,394,066	3,703,168	3,967,059	3,704,689	13.1%	-6.6%
Licensed Drivers	2,931,697	2,982,926	3,341,153	3,705,438	3,319,548	13.2%	-10.4%
Mileage Injury Rate*	111	107	102	102	101	-9.3%	-1.3%
Mileage Death Rate**	2.2	2.2	2.2	2.1	2.1	-4.7%	-0.2%

*Traffic Injuries per 100 million vehicle miles of travel
**Traffic Fatalities per 100 million vehicle miles of travel
*** 2006 Figures are preliminary

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
None Used	4,016	1,948	1,596	993	462	9,015
TOTAL - NO RESTRAINT USED	4,016	1,948	1,596	993	462	9,015
Restraint Used						
Shoulder Belt Only	791	145	54	20	8	1,018
Lap Belt Only	2,040	394	148	23	2	2,607
Shoulder & Lap Belt Used	195,911	26,126	8,984	1,975	258	233,254
Child Safety Seat Used	7,040	907	164	27	2	8,140
Other Restraint Used	85	15	6	3	0	109
TOTAL - RESTRAINT USED	205,867	27,587	9,356	2,048	270	245,128
UNKNOWN RESTRAINT USAGE	13,931	1,980	702	245	49	16,907
GRAND TOTAL	223,814	31,515	11,654	3,286	781	271,050

*Includes occupants seated inside the passenger compartment of automobiles, trucks, and vans only.

INJURY SEVERITY BY AIR BAG DEPLOYMENT*

AIR BAG	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
Air Bag Deployed - Front	8,988	4,235	2,484	831	206	16,744
Air Bag Deployed - Side	561	154	74	19	5	813
Air Bag Deployed - Both	4,225	2,154	1,210	463	81	8,133
Not Deployed	163,473	17,882	5,151	1,050	246	187,802
Deployment Unknown	5,313	655	216	83	24	6,291
Not Applicable	41,254	6,435	2,519	840	219	51,267
GRAND TOTAL	223,814	31,515	11,654	3,286	781	271,050

*Includes occupants seated inside the passenger compartment of automobiles, trucks, and vans only.

Chart 7.2D Primary Contributing Factors in S. C. Traffic Collisions (Preliminary - 2006)

CONTRIBUTING FACTOR	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Disregarded Signs, Signals	49	2,308	3,484	5,841	56	4,094
Distracted / Inattention	23	2,662	7,882	10,567	24	4,095
Driving Too Fast for Conditions	220	8,045	20,919	29,184	230	11,916
Exceeded Authorized Speed Limit	56	303	400	759	61	481
Failed to Yield Right-of-Way	116	7,310	15,881	23,307	122	12,497
Ran Off Road	66	523	977	1,566	71	657
Fatigued/Asleep	10	377	549	936	12	542
Followed Too Closely	1	1,893	6,444	8,338	1	2,838
Made an Improper Turn	3	382	1,866	2,251	3	585
Medical Related	8	463	229	700	8	594
Aggressive Operation of Vehicle	25	447	890	1,362	27	693
Over-correcting/Over-steering	5	177	282	464	6	244
Swerving to Avoid Object	1	132	321	454	3	186
Wrong Side or Wrong Way	54	575	927	1,556	63	1,070
Under the Influence	148	2,166	2,056	4,370	161	3,270
Vision Obscured (within Unit)	0	23	148	171	0	33
Improper Lane Usage/Change	18	950	5,563	6,531	19	1,372
Cell Phone	0	29	93	122	0	44
Other Improper Action/Unknown	45	1,571	5,988	7,604	50	2,304
DRIVER SUBTOTAL	**848**	**30,336**	**74,899**	**106,083**	**917**	**47,515**
Debris	1	63	297	361	1	92
Non Highway Work	0	4	1	5	0	4
Obstruction In Road	2	35	139	176	2	56
Road Surface Condition (i.e., Wet)	0	30	100	130	0	42
Rut Holes, Bumps	0	8	12	20	0	9
Shoulders (None, Low, Soft, High)	0	6	10	16	0	6
Traffic Control Device (i.e., Missing)	0	7	18	25	0	7
Work Zone (Constr./Maint./Utility)	0	2	11	13	0	6
Worn Travel-Polished Surface	0	0	5	5	0	0
Other Roadway Factor	1	15	90	106	1	21
ROADWAY SUBTOTAL	**4**	**170**	**683**	**857**	**4**	**243**
Non-motorist Inattentive	4	51	56	111	4	56
Lying &/or Illegally in Roadway	45	95	12	152	46	102
Non-motorist Failed to Yield Right-of-Way	10	79	22	111	10	92
Not Visible (Dark Clothing)	7	31	2	40	7	36
Non-motorist Disregarded Sign/Signal	0	21	12	33	0	28
Improper Crossing	18	108	10	136	18	120
Darting	5	62	11	78	5	72
Wrong Side of Road	1	36	11	48	1	42
Other Non-motorist Factor	1	35	44	80	1	54
Non Motorist Under Influence	5	54	19	78	5	68
Unknown Non-motorist	1	9	22	32	1	11
NON-MOTORIST SUBTOTAL	**97**	**581**	**221**	**899**	**98**	**681**
Animal in Road	8	605	2,061	2,674	8	778
Glare	0	46	77	123	0	65
Obstruction	0	23	99	122	0	27
Weather Condition	1	55	158	214	1	86
Other Environmental Factor/Unknown	1	11	70	82	1	13
ENVIRONMENTAL SUBTOTAL	**10**	**740**	**2,465**	**3,215**	**10**	**969**
Brakes	0	122	265	387	0	170
Steering	0	31	58	89	0	38
Power Plant	0	14	24	38	0	18
Tires/Wheels	9	183	564	756	10	294
Lights	0	27	31	58	0	44
Signals	0	2	7	9	0	2
Windows/Shield	0	2	3	5	0	2
Restraint Systems	0	2	12	14	0	3
Truck Coupling	0	6	30	36	0	9
Cargo	0	23	152	175	0	24
Fuel System	0	6	7	13	0	6
Other Vehicle Defect/Unknown	2	76	218	296	2	114
VEHICLE DEFECT SUBTOTAL	**11**	**494**	**1,371**	**1,876**	**12**	**724**
TOTALS	**970**	**32,321**	**79,639**	**112,930**	**1,041**	**50,132**

*Property Damage Only

Chart 7.2E Motor Vehicle Traffic Collisions by County (June 2006 – July 2007)

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	7	96	181	284	8	147
Aiken	29	1,024	2,340	3,393	31	1,578
Allendale	3	61	73	137	4	93
Anderson	41	1,274	2,732	4,047	44	1,968
Bamberg	3	98	128	229	3	182
Barnwell	1	125	223	349	1	230
Beaufort	18	911	2,488	3,417	19	1,390
Berkeley	43	1,061	2,259	3,363	46	1,643
Calhoun	12	114	283	409	13	158
Charleston	58	3,503	9,772	13,333	62	5,267
Cherokee	8	489	957	1,454	8	776
Chester	7	219	370	596	7	344
Chesterfield	16	272	351	639	17	489
Clarendon	25	227	429	681	29	433
Colleton	11	382	647	1,040	12	630
Darlington	25	485	892	1,402	28	790
Dillon	10	307	613	930	13	562
Dorchester	19	657	1,955	2,631	19	952
Edgefield	6	127	238	371	7	173
Fairfield	3	182	262	447	3	288
Florence	36	981	2,892	3,909	42	1,651
Georgetown	16	431	722	1,169	16	706
Greenville	77	2,771	9,344	12,192	79	3,986
Greenwood	5	497	1,027	1,529	6	751
Hampton	9	135	230	374	10	243
Horry	63	2,464	5,963	8,490	66	3,895
Jasper	21	305	669	995	23	484
Kershaw	12	381	802	1,195	12	595
Lancaster	10	448	842	1,300	10	690
Laurens	15	492	1,057	1,564	15	738
Lee	5	128	217	350	5	210
Lexington	47	1,832	4,886	6,765	52	2,811
McCormick	6	42	80	128	6	64
Marion	10	311	347	668	13	622
Marlboro	16	201	276	493	17	307
Newberry	6	269	613	888	6	427
Oconee	14	442	917	1,373	14	659
Orangeburg	49	806	1,671	2,526	53	1,359
Pickens	20	667	1,551	2,238	21	1,005
Richland	51	2,702	8,195	10,948	56	4,138
Saluda	6	109	170	285	7	160
Spartanburg	54	1,778	4,861	6,693	55	2,651
Sumter	27	798	1,345	2,170	28	1,282
Union	5	202	293	500	5	335
Williamsburg	18	212	314	544	23	360
York	27	1,303	3,162	4,492	27	1,910
TOTAL	**970**	**32,321**	**79,639**	**112,930**	**1,041**	**50,132**

*Property Damage Only

Chart 7.2F

Economic Loss for CMV Collisions by County

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2006	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Collisions
Orangeburg	8	77	60	145	11	127	$15,315,000	1	6
Florence	5	48	73	126	8	84	$11,343,900	2	8
Richland	4	112	126	242	5	186	$ 9,846,400	3	1
Jasper	5	32	38	75	7	60	$ 9,837,100	4	14
Greenville	4	92	116	212	5	150	$ 9,324,500	5	2
Horry	5	62	73	140	5	101	$ 8,855,000	6	7
Berkeley	5	48	36	89	6	61	$ 8,583,400	7	12
Spartanburg	4	83	114	201	4	127	$ 7,807,000	8	3
Charleston	3	102	89	194	3	206	$ 7,772,500	9	4
Dorchester	5	34	33	72	5	53	$ 7,074,500	10	15

Chart 7.2G

Bureau of Protective Services (BPS)
Statistical Data for Fiscal Year 2006 – 2007

	2006						2007					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Arrests (Month to Date)	1	3	4	7	11	4	5	0	7	2	2	1
Criminal Incidents (Month to Date)	14	17	16	13	13	13	13	7	16	14	14	8
Non-Criminal Incidents (Month to Date	8	19	14	6	12	9	5	9	9	10	11	12
Unsecured Doors (Month to Date)	1	2	3	2	1	0	1	2	3	2	2	0
Property Loss* (Month to Date)	550	2,805	16,272	1,259	3,940	13,559	750	1,600	2,873	4,701	8,358	3,145
Property Recovery* (Month to Date)	9,500	- 0 -	- 0 -	1,000	131	-0-	- 0 -	25	50	20	-0-	- 0 -

*NOTE: The Property Loss and Property Recovered Sections are listed as dollar amounts.

Chart 7.2H - Results of Partnership with DNR - Targeted Aerial Traffic Enforcement

HP partnered with other law enforcement agencies to reduce incidents of speed and high-speed related crashes, injuries and fatalities on heavily traveled roadways. Dept. of Natural Resources provided an aircraft and pilot to monitors traffic.

SCHP and SCDNR Aerial Enforcement Partnerships July 1, 2006 – June 30, 2007				
Violation	July 19, 2006 I – 26 Orangeburg County	September 1 – 4, 2006 US – 17 Beaufort County	December 11 & 15, 2006 I – 85 Anderson County	Total Aerial Enforcement Activity FY 06 – 07
Driving Under Suspension	3	1	1	5
Open Container			1	1
Driver's License Violation	3	11	2	16
Vehicle License Violation	3	6	2	11
Seatbelt Law Violation	13	21	2	36
Speeding: Code 21 < 11mph. over	41	77	3	121
Speeding: Code 41 > 11 mph. over	41	29	55	125
Speeding: Code 64 > 25 mph. over		4	8	12
Disregarding Stop Sign		1		1
Shifting Lanes Improperly	2			2
Following Too Closely	1			1
Improper Passing	2	3		5
Other Violations	1			1
Total	**110**	**153**	**74**	**337**

Chart 7.2I - Highway Patrol Grant Project Results (July 2006 – June 2007)

Grant Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
Bulletproof Vest	To purchase protective vests for new troopers	$24,417	April 6 – June 30, 2007
Bulletproof Vest Replacement	To replace defective vests for DPS law enforcement officers	$84,680	March 31 – August 15, 2006
Community Relations Officer (CRO) Enhancement Program	To enhance the Patrol's CRO Safety Program to reach the Hispanic community	$41,400	February 1 – September 30, 2006
Median Barrier Enforcement Plan	To purchase 73 dual and LIDAR radars to enhance traffic laws on designated highways with median barriers	$127,250	February 1 – September 30, 2006
Families of Highway Fatalities	To hire a coordinator for the FHF Program to recruit and train volunteers to educate the public about traffic safety	$87,644	November 11 – September 30, 2007
Speed Display	To purchase 7 display signs to educate the public about driving at safe speeds through problem areas	$105,000	November 1 – September 30, 2007
SCIBRS Grant (Computer Enhancement Project)	To increase efficiency, accuracy, security and availability of criminal justice information for HP	$90,000	July 1, 2005 – June 30, 2007

Chart 7.2J - CRO Activities July 1, 2006 – June 30, 2007

Community Resource Officer Activities July 1, 2006 – June 30, 2007	
Activity	**Overview**
Child Seat Checks	Conducted 88 seat checks with 1,216 checked. 108 one on one appointments.
	The National Automotive Dealers Association (NADA) CPS event was held for the first time in Greenville. This was the largest CPS event in the state.
	The first Orangeburg Regional CPS check was held.
Media Contacts	3,923 contacts were made with 405 personal interviews.
Presentations	617 conducted; 51,970 attendees at events
Fairs	310 fairs; displays, materials, talks with visitors
Material Distribution	64,674 pieces of material were distributed at events. Brochures pertinent to each campaign were developed and printed to be distributed.
Significant Events	**Stewardship of the Car,** a faith based program on traffic safety was modified for patrol use and launched.
	Street Teams were initiated in each troop in partnership with the local LEN. Officers distributed materials door to door to local businesses. The materials contained statistics about local traffic fatalities.
	Children's Health and Safety Fair-SCDPS sponsored the first annual fair for children in the Midlands (Richland, Lexington and Kershaw Counties) at CJA with booths from various area agencies.
	Lexington County Community Teen Safety Forum was conducted in September to address spike in teen deaths in the county.
	Hero Awards - The Highway Patrol presented 4 awards to civilians who came to the aid of people in crashes.
	Trooper Treats-Troopers visited with children in local hospitals within their troops handing out treats and safety materials at Halloween
Town Hall Meetings	Town Hall Meetings were held in Marlboro and Orangeburg Counties in conjunction with local fatality reduction campaigns
Families of Highway Fatalities	**Regional meetings** were begun and three regions were covered this period.
	Blood Drive was held at River Dog Stadium in Charleston in honor of traffic victims in partnership with River Dogs, Red Cross, Channel 2 and the Highway Patrol.
CPS Video	Highway Patrols CPS video showing daily on PRT access channel in Greenwood broadcast area.
School Zone Safety/ School bus stop enforcement.	Distributed safety materials to parents at pick-up lines at schools in each troop throughout the state. CROs spoke to students in school and to parents during PTA meetings. Media interviews statewide were coupled with on school zone safety and school bus enforcement.
Safety Breaks/Holiday travel	Partnered with FHF volunteers and SCDOT to distribute materials at Welcome Centers and Rest Areas in each troop during each holiday period.

Community Resource Officer Activities July 1, 2006 – June 30, 2007	
Activity	**Overview**
	Trooper Every Ten Miles - For Memorial Day troopers were posted every ten miles on Interstate 20 to provide stepped up enforcement for the beginning of the 100 Deadly Days of Summer campaign.
Memorial Services	Assisted with the annual Traffic Victim's Memorial Service directed by the Office of Highway Safety
	Directed the annual Candlelight Service for Fallen SC Troopers
	Assisted with local services for fallen regional law enforcement officers
Hurricanes	Deployment exercise; town hall meetings on the coast
Christmas Events	Operation Christmas Child-Troop 4; Toy Trot; Greenwood Regional Santa's Cause; Greenville County Santa
	Trooper Toy Trot-Entry fees were used to collect and purchase toys for children. Toys were distributed to local children's service organizations in each troop.
	Bears with Bears-Troopers collected and distributed stuffed animals in all Troops to children in local hospitals over Christmas.
Motorcycle Safety	Displays and booths were provided and staffed for the Statewide HOG Rally held in Columbia, the Harley Davidson Week in Myrtle Beach and the Bike Fest in Atlantic Beach. Motorcycle campaign involving safety events with media blitz during months leading up to May bike weeks. Motorcycle Safety Task Force implemented with representatives from various motorcycle associations.
Cadet Camp (at CJA)	Assisted with this annual American Legion sponsored event
African American Events	Participated in the AME Regional Church Conferences in Kingstree and Newberry
	Presentations to the Youth Leaders Conference at Friendship Baptist Church in Columbia.
	Participated in Regional Black Expo in Manning and Statewide Black Expo in Columbia
	Presentation to Black Presbyterians Conference in Ridgeway
	Allen University Community Services Class
	Participated in the Manning Mayfest sponsored by the Ministerial Alliance Mayfest
Hispanic Events	30 Hispanic presentations with new SCHP Hispanic safety video
	Participated in the Minority Affairs Conference at Brooklyn Baptist Church
	Participated in the Lexington County Hispanic Festival in September
	Participated with RITMO In the Park Festival
	HP Minority Coordinator serves on the Midlands Hispanic Council
	Participated in the Hispanic Festival in Columbia
	Provided a tour of the patrol facilities to the Hispanic Media representatives.

Chart 7.2K -   Results of Highway Patrol Research and Development Projects
(July 2006 – June 2007)

HP Research and Development Projects July 2006 – June 2007		
PATROL SUPPLY		
Project	**Activity**	**Results**
Tasers	300 Tasers have been purchased and are in the process of being issued to troopers	Troopers will begin using Tasers in the summer of 2007
Shotguns	200 new shotguns were purchased and will be issued during summer/early fall	Patrol Supply will be replacing old shotguns with new modern ones
Glock .45 GAP Pistol	Weapons testing was conducted and new Glock .45 GAP pistols have been ordered for all DPS Officers	The department will transition all officers to new .45 Caliber pistols from their old .40 caliber weapons.
Traffic Vests	New Traffic Vests have been ordered for all DPS officers and should arrive by the summer 2007.	
Jackets	The department has ordered new, weather resistant duty jackets for all SCHP Troopers.	The new jackets will be issued in fall 2007.
Flashlights	The department is testing new LED flashlight that offer longer battery life and increased illumination	
Body Armor	New Body Armor has been ordered for all troopers	All troopers will be issued new body armor by fall 2007
DPS FLEET SHOP		
Project	**Activity**	**Results**
Vehicles	New Vehicle Purchases	Purchased 599 new Patrol Vehicles including 45 Dodge Chargers and 13 Honda STS 1300 motorcycles.
Radars	New Radar Purchases	269 new Golden Eagle Radars (issued to enforcement officers)
BUILDING PROJECTS		
Remodeling the Greenwood Radio Room		
Completed work on the Central Patrol Office and Foothills MAIT office		
Remodeled the Walterboro Patrol Office		

Chart 7.2L - Highway Patrol Training Efforts for Mid-Management (July 2006 – June 2007)

Col. Roark and his Command Staff continue a strong focus on advanced leadership training, particularly for middle management. Funds are earmarked to provide executive leadership training to mid-level supervisors by participating in the following nationally recognized police/criminal justice training programs, as well as local and state programs.

"Education is not the filling of the pail, but the lighting of the fire."

Institution	Program	Overview	Participation June 2006 – July 2007
Northwestern University Chicago, Illinois	Public Safety School of Police Staff and Command	Provides students with knowledge/skills to assume increased administrative duties in staff or line command positions	Two First Sergeants
North Carolina State University Raleigh, North Carolina	Administrative Officer Management Program (AOMP)	Partnership that brings together theoretical perspective of faculty and practical experience of officers to produce the most effective public management techniques demanded in these complex times	Two Lieutenants
University of Louisville South Police Institute Louisville, Kentucky	Administrative Officers Course	12-week accredited, college-level program designed to develop informed, effective, ethically and technically competent law enforcement managers	One Captain
FBI Academy** Quantico, VA	Course of study for United States and international law enforcement leaders	Premier training facility offering specialized law enforcement training geared to raise the standards, knowledge and cooperation worldwide; to prepare law enforcement leaders for complex, dynamic challenges	One HP Officer
S. C. Budget & Control Board, Columbia, SC	Certified Public Managers Program	Designed to provide applicable state applications and learning experiences for state management and professional staff	Two Captains (currently enrolled)
S. C. Criminal Justice Academy, Columbia, SC	Law Enforcement Leadership Series	Three-part leadership series for all levels of law enforcement supervisory staff; developed in conjunction with and conducted at the Criminal Justice Academy	Lt. Colonel; Two Lieutenants

**DPS also participates in the *FBI Virtual Academy*, a web-based learning system sponsored by the FBI, providing a learning solution to acquire essential knowledge, skills and competencies needed to support the worldwide criminal justice community.

Chart 7.2M -   EEO Level of Goal Attainment

SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY
LEVEL OF GOAL ATTAINMENT
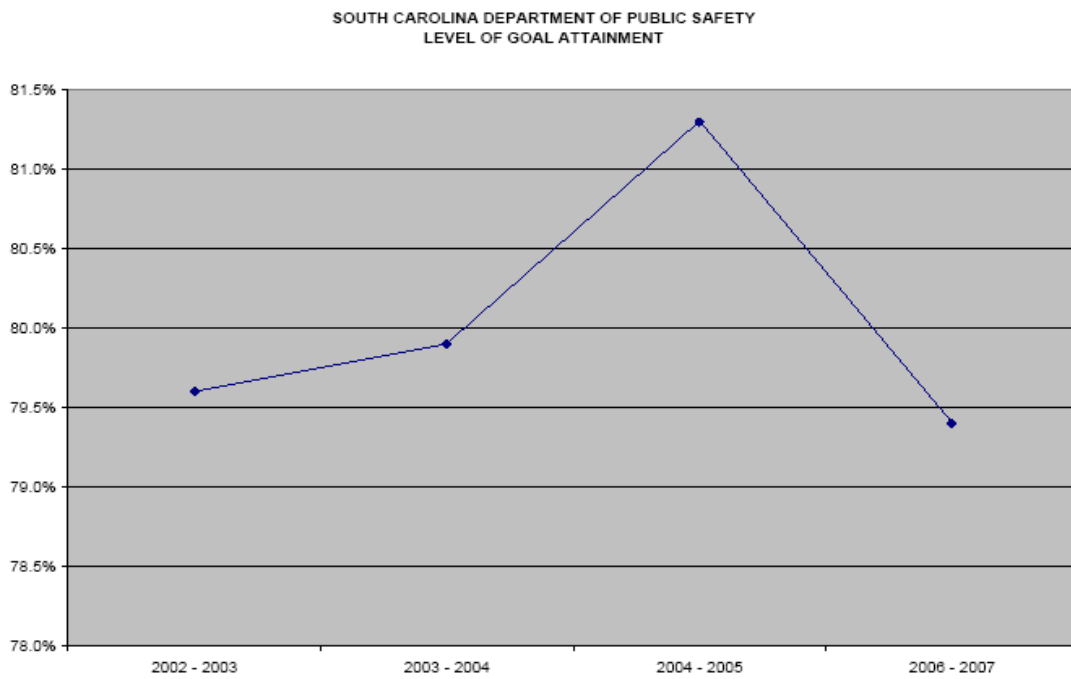
Level of Goal Attainment:

2002-2003:	**79.6%**
2003-2004:	**79.9%**
2004-2005:	**81.3%**
2006-2007:	**79.4%**

Chart 7.2N   Progress in Reducing "Meets by Default" EPMS Rating:

Comparison to Statewide Percentages
of EPMS "Meets-by-Default" Ratings

Year	Agency "Meets by Default" Rating	State-Wide "Meets by Default" Rating
2001-2002	29.34%	12.77%
2002-2003	7.81%	15.25%
2003-2004	12.82%	13.14%
2004-2005	6.36%	12.07%
2005-2007	6.62%	12.15%
2006-2007	6.18%	15.18%

Chart 7.2O -   Results from Participation in Special Olympics

Special Olympics Participation	
Troop 1	$ 2,445
Troop 2	951
Troop 3	8,726
Troop 4	4,912
Troop 5	1,270
Troop 6	1,202
Troop 7	446
Troop 9	11,567
Softball Tournament	180
Total Donations Collected	**$ 31,799**

7.3   What are your performance levels for the key measures of financial performance?

- DPS uses an activity-driven, zero-based budgeting process. The challenge remains to allocate resources according to urgency and priority as deemed by the Agency Director, his staff and the Governor's Office. Organizational restructuring and the rapid changes in technology involve tremendous fiscal planning by the Director, law enforcement divisions, Office of Financial Services, Office of Information Technology and others to allocate and monitor funding to effect optimal operational performance and support the DPS Mission. OFS continues to streamline budgeting and reporting procedures to enhance efficiency. Cost containment measures, including using a new database for fleet maintenance, automating the supply ordering process, and emphasizing use of the procurement card, has enhanced efficiency. IT purchases over $50,000 are submitted and approved by the OIT.

- HP's R&D Unit researches, tests and analyzes projects, equipment and gear needs for HP. Decisions are made after data is analyzed and justification is obtained (Chart 7.2K). Grant projects are assessed, including costs, effect on performance and timeframes (Chart 7.2I).

- OHS evaluates program effectiveness and thereby measures financial performance by tracking statistics regarding traffic collisions, fatalities, etc., allowing comparison and measurement of performance from month to month, year to year, etc. (Charts 7.2A, B, C, D, E, F).

- OJP has multiple measures of financial performance. At a basic level, OJP must apply for federal formula funds as the State Administrative Agency. These funds are subject to audit and monitoring by the appropriate federal funding authority within the U.S. Dept. of Justice and the Comptroller's Office, as well as the Inspector General's Office. This is achieved through electronic and on-site monitoring visits and audits. Further, financial performance is monitored by accounting offices within DPS and outside state auditors. Because grants are reimbursable, it is a relatively straightforward matter to track and analyze grant expenditures to insure that financial performance standards are achieved or exceeded.

7.4   What are your performance levels/trends for key measures of Human Resources Results (i.e., work system performance, employee learning and development, employee well being, employee satisfaction, diversity, and retention)?

(a) work system performance?
- Emphasis is being placed on improving work flow, ensuring knowledge/skills are retained and enhancing training opportunities all employees. Organizational development is a key element of addressing work system performance and includes restructuring and redesign of IT functions throughout the Agency, consolidation of telecommunications centers, and transitioning through the separation of CJA.

(b) employee learning and development?
- **HP** is committed to professional development of law enforcement officers. Along with the Career Path Plan, the HP Command Center addresses the need for advanced officer training. Funds have been earmarked to provide executive leadership training through the University of Louisville, North Carolina State University and Northwestern University (Chart 7.2O). In addition, other supervisors have attended the FBI Academy and the B&CB's CPM Program. A three-level leadership program for law enforcement has been implemented in conjunction with CJA. Along with encouraging professional development and participating in specialized programs, **STP** and **BPS** provide in-service training, advanced training, field training and other workshops and in-house training to augment officer experience.

- HR provides a new-employee orientation program. Training and development has been provided on a limited basis and the SATC continues to be a resource in fulfilling special training requests (at no additional cost).

(c) employee well being and satisfaction?

- Career paths are set up for the following: Law Enforcement Officers, Telecommunications Officers, MAIT Team and CJA Instructors. Mandatory training is conducted in EEO/Affirmative Action and preventing harassment and discrimination, thus, fostering a healthy work environment. Joint efforts with DMV have included an on-site health screening program (positively received) and basic employee wellness sessions addressing health issues and a weight management program.

(d) employee diversity and retention?

- The EEO Manual and Applicant Tracking System monitors and ensures equal employment and advancement opportunities for all employees based on job-related qualifications and ability to perform the job without regard to race, color, ancestry, religion, sex, physical/mental disability, veteran status, sexual orientation, age, or marital status according to applicable state and federal laws, directives and regulations. DPS, especially the law enforcement components, continues establishing recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator and training manager represent DPS in committees and teams to collect data and provide input to formulate the statewide workforce plan.

7.5   What are performance trends for key measures of regulatory/legal compliance and community support (compliance with laws/regulations other than agency's central legal mandate)? (Results of Agency's legal mandate or mission should be addressed in 7.1.)

- DPS works to enhance partnerships at the local, state, regional and national levels to provide optimum benefit to the public. DPS collaborates with state agencies, law enforcement organizations, the media, financial institutions, AAMVA, schools/colleges, and the medical community (including the Hospital Association) to expand service and enhance performance through joint initiatives. DPS participates in the South Carolina Public Safety Coordinating Council by partnering with state and local law enforcement, victims of crime organizations and juvenile delinquency prevention groups to enhance service to the public.

- The Agency is heavily regulated in both the law enforcement and highway safety arena, as well as grants administration. CJA complies with numerous educational standards, including CALEA requirements, in training law enforcement students statewide. Highly visible and involved in the community, DPS not only supports communities through charitable efforts donating both time and monetary contributions (See Section 1.9) but also through public awareness and educational initiatives. Special efforts to increase public safety are tracked to identify patterns and performance trends, and are often benchmarked against data developed by national law enforcement organizations and regulatory entities.

- Working closely with and monitoring activities of suppliers, contractors and vendors ensure efficient service, quality products, and timely information, as well as compliance with state procurement regulations.