STATE OF
SOUTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

Agency Accountability Report

Fiscal Year 2008-09

December 31, 2009

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

Date of Submission: December 31, 2009

Agency Director: Mark A. Keel

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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 three major operating divisions: **Highway Patrol (HP)**, **State Transport Police (STP)**, **Bureau of Protective Services (BPS)**, as well as the **Office of Highway Safety (OHS)**, **Office of Justice Programs (OJP)**, and the S. C. Law Enforcement Hall of Fame.

> *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 2008 to June 2009** (reported by Division or Office):

    Highway Patrol (HP):

    - The Highway Patrol received a total of $958,187 in grant awards in 2009.
    - The Highway Patrol received a total of $441,416 in grant awards in 2008.
    - Reduction in fatalities for the second year in a row. Fatalities decreased by 14.93% in FY 08/09.
    - From the beginning of the FY 08/09 through December 2008, the Highway Patrol budget was cut by a total of 20%. While many state agencies were forced to furlough employees to bridge budget shortfalls, through the leadership of the Highway Patrol command staff, the division was able to preserve the jobs of all full-time employees and avoid furloughs.
    - 2009 ACE seizures:
        - 171 pounds marijuana
        - 21 pounds cocaine
        - 30 grams crack cocaine
        - 7 grams methamphetamine
        - 10 pounds heroine
        - 85 pills stimulants/depressants
        - 8,541 pills ecstasy
    - 2008 ACE seizures:
        - 149 pounds marijuana
        - 25 pounds cocaine
        - 10 ounces crack cocaine
        - 2 ounces methamphetamine
        - 1,654 pills stimulants/depressants
        - 102 pills ecstasy
    - Joint enforcement efforts with SCDOT with the Safety Improvement Team, a three year, grant funded work zone enforcement initiative.
    - SCHP awarded third place in its category for the IACP National Law Enforcement Challenge in 2008 and 2009.
    - Used the grant-purchased roll-over simulator at the SC State Fair and other locations throughout the state.
    - Launched a 31-member, statewide DUI team exclusively dedicated to combating impaired driving in South Carolina.

- Children's Health and Safety Fair was held at DPS Headquarters in Blythewood.
- MAIT provided material assistance to the National Transportation Safety Board in the investigation of a September 2008 plane crash. The crash scene, 2.2 miles, was the largest forensic mapping in MAIT history. MAIT's findings allowed the NTSP to develop a to-scale two dimensional drawing of the scene as well as provided data to render a three dimensional diagram of the runway, crash scene and the remains of the aircraft.
- 36 troopers graduated from Patrol School between July 2008 and June 2009.
- Troop 5 hosted Make-A-Wish Foundation charity golf tournaments in Florence in the fall of 2008 and 2009.
- Highway Patrol hosted the Service of Remembrance for Fallen Troopers in 2008 and 2009.
- Troopers participated in Troopers with Treats at area hospitals, delivering candy and goodie bags to children who were hospitalized during Halloween.
- Highway Patrol Community Relations Office conducted safety breaks at 8 Interstate rest areas during the 2008 Thanksgiving holiday.
- Major F. K. Lancaster, Jr. was promoted to Colonel of the Highway Patrol on January 16, 2009.
- Director M. A. Keel and Colonel F. K. Lancaster, Jr. announced promotions to the Highway Patrol command staff: Michael Oliver to Lt. Colonel, Leroy Taylor to Region One Major, Melvin Warren to Region Two Major, and Christopher Madden to Special Operations Major.
- Highway Patrol ACE Team participated in the Florence County Sheriff's Office Operation Strike Force, an event that focuses on drug interdiction along the I-20 and I-95 corridors in Florence County.
- Highway Patrol hosted the Victims Memorial Service honoring victims of collisions in South Carolina.
- Highway Patrol participated in the Buckle Up, South Carolina! Mobilization from May 18 – May 31.
- During a routine traffic stop, troopers arrested a Massachusetts man who was wanted for murder. The man was also charged with possession of marijuana and the driver of the vehicle was driving under suspension and was wanted on drug trafficking charges.
- Highway Patrol troopers apprehended two suspects wanted in connection with a murder in Paducah, Kentucky in response to a notification to be on the look out for the suspects in Aiken County.
- Senior Trooper Wilson Owens Horton, Jr. was named Highway Patrol Trooper of the Year.
- Corporal Q. M. Brown received the Director's Award for Valor for demonstrating courage under fire during a May 2008 traffic stop that resulted in his being shot three times.
- Ms. Iris Stroble of the Greenville TCC was named Telecommunications Officer of the Year.
- Highway Patrol personnel participated in media events throughout the state announcing the passage of the state's new "Move Over" law.
- Highway Patrol hosted the 9th annual Trooper E. F. Nicholson Blood Drive. 120 units were collected.
- Continued efforts to improve motorcycle safety in the state through the Motorcycle Safety Campaign Ride Smart.
- Received grant funding to purchase one rollover simulator for the SCHP Occupant Protection Education and Outreach Program in Florence, Lexington and Berkeley Counties.
- Partnered with other state and local public safety agencies to produce a public service announcement regarding the State's Move Over law.
- Continued expansion of Families of Highway Fatalities (FHF) program. The group now holds monthly bereavement support events and members give monthly presentations with SCHP Community Relations Officers at pretrial intervention programs in various counties throughout the state. FHF held a grief seminar on coping with grief during the holidays in November. It also held a blood drive at the Riverdogs Stadium in Charleston where 49 units were collected.

FHF also held a second annual blood drive at Fuddruckers in Columbia where 81 units were collected.
- Created a Back to School video on school bus safety.
- More than 30 mid-level law enforcement supervisors went through a 12 week management course covering a variety of management topics.

State Transport Police (STP):

- STP conducted 52,425 Commercial Motor Vehicle (CMV) inspections for FY09.
- STP saw 2,918,765 Commercial Motor Vehicles pass through its weigh stations during FY09.
- CMV collisions decreased 18.7% in FY09.
- CMV fatalities decreased 18.9% in FY09.
- STP Sgt. L. K. Smalls attended the 2008 Summer Transportation Institute sponsored by SCDOT and FHWA
- L/Cpl. E. Parnell attended the "Santee Wateree RTA Safety Committee Meeting"
- Sgt. T. A. Walker attended and spoke at the Glasscock Trucking Co. Safety Meeting
- Cpl. A. A. Johnson attended the "National Weather Service (NWS) All-Hazards Conference"
- STP attended the SC Trucking Education Action Meeting
- Sgt. Rhodes attended and presented at the "South Carolina Occupational Safety Council's Fall Conference".
- L/Cpl. E. Parnell attended the "Motorcoach Association of South Carolina Annual Meeting".
- Assisted Spartanburg County Sheriff's Office with the "Operation Rolling Thunder 2008 Multi-Jurisdictional Interstate Enforcement" Oct. 5-10, 2008 on I-85 and I-26.
- Participated in the "7th Circuit Law Enforcement Network Meeting".
- Assisted the Clemson City Police Department with Road Check on US76 in Clemson.
- STP completed an educational presentation at the "Southeastern Division of the International Society of Weighing and Measurement Annual Conference".
- Completed safety discussion at the Carolina By-Products Safety Meeting
- Conducted an education contact by attending the "Safety Talk for the Coca-Cola Plant".
- Participated in the "Transit Bus Maintenance and Van Rodeo".
- STP participated with "Fifth Annual Operation Strike Force 2009".
- STP assisted with the "C&S/Bi-Lo Truck Driving Championship".
- STP participated with the "Safety Meeting for ISE America".
- STP assisted with "Operation Southern Heat 2009 – Interstate Enforcement" on I-95 & I-20 in the Florence region.
- Assisted NCSHP with the "48 Hour Border Check" on I-95.
- Inspected 1058 commercial motor vehicles during the "2009 Tank Check".
- Twelve STP officers completed the STP Basic (5 week) training program Dec. 18, 2008 – January 16, 2009.
- Ten STP officers completed the SC CJA 9 week course (12/08/08 – 2/13/09)
- 103 STP officers completed the DPS In-Service training (2 day sessions, 08/08/08 – 04/09/09).
- Fifteen STP officers obtained Radar operator certification (Nov. 17-19, 2008).
- Forty STP officers completed the Datamaster Recertification (Oct. 20-22, 2008).
- Thirteen STP officers completed the North American Standard Part A (March 16-20, 2009).
- Twelve STP officers completed the North American Standard Part B (March 23-27, 2009).
- Eleven STP officers completed the General Hazardous Material training (April 2024, 2009).
- Twenty two STP officers completed the Cargo Tank/Bulk Package training (May 4-7 and 13-16, 2009).

- Twelve STP officers completed the Radioactive Detection training (Aug. 19-21-, 2008).
- Two STP officers completed the Specific Skills Instructor courses (Jan. 27-29, 2009).
- One STP officer completed the Defensive Tactics Instructor course (June 1-12, 2009).
- One STP officer completed the Ground Defense Instructor course (June 22-26, 2009).
- One STP officer completed The Defensive Driving Instructor course (Sept. 9-11, 2008).
- Four STP officers attended the SC CJA First Line Leadership course (Nov. 17-21, 2008).
- Seven STP employees completed the DPS Leadership Series (March, April and June 2009).

Bureau of Protective Services (BPS):

- Coordinated and partnered with the United States Secret Service to provide training for BPS training staff ("Train the Trainer").
- Developed an individual strategic plan specific to BPS.
- Completed upgrades to 800mz radio system.
- Realigned BPS organizational structure to further allocate resources to field activity.
- Continued participation of 5th and 11th Circuit Law Enforcement Network (LEN), to include participation in LEN Checkpoints.
- Coordinated security operations for several high-profiled State House events, to include MLK Day at the Dome, National Tea Party, and the Pro-Israel and Pro-Palestinian Rallies.
- Coordinated with DHEC to provide security for the coal burning protest held at the Sims Aycock Building.
- Provided several different leadership training courses for first-line and mid-level management, such as the "Certified Public Managers Course" and the "Law Enforcement Leadership Series".
- Provided In-Dash Video Training to all sworn personnel.
- Participated in the annual Law Enforcement Torch Run, Cops and Lobsters, Cops on Top of Donut Shop, and raised $4,360.00 for the 2009 "Hero's Helping Hero's Campaign" for Special Olympics.
- Developing a program to train line officers how to respond to active shooters.

Office of Highway Safety (OHS):
- Contributed, through oversight of programs and campaigns which combined educational and enforcement efforts, to a significant reduction (14.6%) in highway fatalities (from 1,077 in calendar year 2007 to 920 in calendar year 2008).
- Contributed, through multiple campaigns, enforcement and grant project efforts, to achieving the highest recorded safety belt usage rate ever reached in the State (81.5%).
- Managed 64 highway safety grant projects covering emphasis areas including occupant protection, police traffic services, impaired driving, traffic records, youth alcohol/youth traffic safety, and Law Enforcement Network mini-grants.
- Conducted a statewide Occupant Protection Assessment with the assistance of the National Highway Traffic Safety Administration resulting in 63 recommendations for improving occupant protection programs and systems in the State.
- Conducted a statewide Impaired Driving Assessment with the assistance of the National Highway Traffic Safety Administration resulting in 74 recommendations for improving programs and systems that will reduce the impaired driving problems in the State.
- Completed the development of software that, when appropriately utilized and implemented, will allow for the electronic transmission of traffic collision and citation reports by law enforcement officers statewide.

- Developed, with the assistance of the Traffic Records Coordinating Committee, a Traffic Records Strategic Plan for the State of South Carolina combining project priorities from a variety of traffic records stakeholder agencies.
- Launched an advertising campaign to alert the general public about increased DUI enforcement and the effective date (February 10, 2009) of the State's new and tougher DUI law.
- Launched a series of paid media ads relating to occupant protection and impaired driving based on the Apter Research study of high risk drivers conducted in 2007.
- Continued high visibility enforcement campaigns, such as "Buckle up, South Carolina. It's the Law and It's Enforced," complementing the national "Click It or Ticket" campaign to increase safety belt use and "Sober or Slammer!" targeting impaired drivers and complementing the national "Drunk Driving. Over the Limit. Under Arrest." campaign effort.
- Continued the development and maintenance of the SC Law Enforcement Network system comprised of more than 200 law enforcement agencies in the 16 Judicial Circuits in the State and gathering together in their respective Judicial Circuits to address highway safety problems and combine enforcement efforts.
- Coordinated the 2008 Highway Safety Conference in Columbia, with approximately 380 attendees, to discuss strategies and solutions for improving highway safety issues in the State.
- Conducted the Annual Memorial Service for 2008 highway fatality victims.
- Expanded advertising strategies for the dissemination of highway safety messaging to include billboard campaigns, movie theater advertising, a high school event ticket campaign, and the continued use of "Highways or Dieways" as an "umbrella" or overarching message for all highway safety initiatives.
- Expanded participation in the State's Law Enforcement DUI Challenge to 210 local law enforcement agencies agreeing to conduct monthly specialized DUI enforcement activity (saturation patrols, checkpoints) and additional nights of specialized DUI enforcement activity during two major DUI enforcement blitzes (Christmas/New Year's and Labor Day).
- Campaigned statewide to promote school bus safety and to promote safety in and around school zones.
- Continued motorcycle safety campaigns during major bike rallies.
- Continued the work of the SC Impaired Driving Prevention Council to address DUI issues in the State.
- Continued the work of the Statewide Motorcycle Safety Task Force to address motorcycle safety issues in the State.
- Negotiated for millions of dollars in federal funding for highway safety programs.
- Conducted a DUI Awards Ceremony honoring law enforcement officers and agencies from around the state for outstanding efforts in DUI enforcement and educational efforts.
- Conducted an awards ceremony for law enforcement agencies that participated in the Law Enforcement DUI Challenge in 2007-2008, which included the awarding of eight equipped police vehicles to agencies achieving certain benchmarks in DUI enforcement and the reduction of DUI crashes, injuries and fatalities within respective jurisdictions.
- The South Carolina Collision and Ticket Tracking System (SCCATTS) was one step closer to completion. Contract awarded to Visual Statement. The software is called ReportBeam. The system will capture, store, and report collision and critical data electronically. The software was put in place in early 2009. A train-the-trainer session was conducted for key personnel in the summer of 2009. A pilot test is set to begin in the fall of 2009.
- The South Carolina Law Enforcement Network (SCLEN) saw a 25% increase in participation in 2009. In 2009, SCLEN saw 212 agencies out of a possible 260 agencies submit participation statements in the program. This compares to 169 agencies in 2008. The 212 agencies participating in 2009 represents an 81% participation rate for this year.

Office of Justice Programs (OJP)

- Continual improvement of the Grants Management Information System (GMIS), an internet based grant application system that has replaced thousands of paper submissions. The GMIS has resulted in reductions in time and paperwork for county, city, non-profit and state applicants. The office is now using the GMIS to automate legislative notices of awards in each district where emails will supplant postal mail, saving postage, paper, copying, and staff time.
- Co-sponsored the statewide Fifth Annual Drugs of Abuse Conference. Attended by 400 practitioners, the conference remains the most important venue in the state to address solutions to drug abuse. The conference brought together law enforcement, the medical community and social service personnel to work on these important common problems.
- The office successfully managed approximately 300 separate grant projects. The Office of Justice Programs also successfully applied for approximately $26 million in Recovery Act funds in addition to the FFY09 award applications, while also assisting police departments and sheriff's offices with their direct grant applications to the Department of Justice.

Administrative Offices

- OIT continued initiatives intended to improve services. Included is preparation for hosting of a solution for electronic collision reporting and uniform traffic tickets that will be available for use to all state, county and municipal law enforcement agencies, a collaborative effort of SCDPS, SCDOT, SCDMV, SCJD, and others. SCDPS, SCDOT, and others have collaborated to update and improve mapping products for emergency evacuation routes.
- Office of Human Resources (OHR) continues EEO "Balance AAP" reporting system and computerized monitoring of full-time positions resulting in balanced FTEs; enhanced training and workforce planning initiatives aligned with the new DPS Strategic Plan; developed and distributed an Individualized Employee Development Plan (IEDP) which is an employee driven tool for career planning and development; created and issued to each Division a Workbook providing tools for workforce assessment, implementation of knowledge transfer strategies, development of a workforce plan as well as tools for communication and evaluation; trained Division Heads and key workforce planning staff from each Division in the use of the Workbook.
- OHR training staff provided 4,488 internal training hours to 527 employees and facilitated 431 external training hours to 93 employees. HR training staff, in conjunction with law enforcement liaisons, coordinated a pilot program for law enforcement supervisors that focused on leadership skills for new supervisors. The pilot program was offered to current supervisors and was well received by attendees. The Director has given his full support to the program which will be offered at least annually to all new law enforcement supervisors.
- Office of Financial Services (OFS) started the process of preparing for the switch over to the new statewide SCEIS/SAP accounting system; continued to emphasize enhanced response time resulting in an increase in revenue funding; continued emphasizing training courses required for GFOA certification in accounting; continued early planning and design work for construction of new weigh station on I-95, and a new PrePass facility on I-85. OFS continued supervising the maintenance responsibilities for DPS's statewide field offices formally covered by the Budget & Control Board.

2. **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

3. **Opportunities/Barriers:**

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

4. **How Accountability Report is Used:**

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 (See Below).*

- **Highway Patrol**: SC motorists (violators and those motorists requiring assistance); public schools: individuals involved in motor vehicle collisions; other law enforcement agencies; local, state and federal government.

- *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, the First Family and staff; Legislature; visitors to state buildings; contracted agencies; Court personnel.

- *Office of Highway Safety*: – Law enforcement; K-12 public schools; colleges and universities; highway safety advocates; Safe Communities participants; Coroner's and Solicitor's offices; traffic records stakeholders; Federal partners; National Highway Traffic Safety Administration [NHTSA], Federal Highway Administration [FHWA], Federal Motor Carrier Safety Administration [FMCSA].

- *Office of Justice Programs*: Subgrantees (300 projects totaling $26 million); local government (police, sheriff's offices, solicitors offices); criminal justice agencies; non-profit organizations specializing in juvenile justice and delinquency prevention; victims of crime direct service providers.

- *Administrative Offices:* DPS employees; the public; bidders; suppliers; contractors; applicants; other Federal, State, and Local government agencies/organizations.

- Some requirements are mandated by relevant laws. The Commission on Accreditation for Law Enforcement Agencies (CALEA) standards is 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; sheriff's, chief's of police, and the law enforcement community of South Carolina; 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; Federal, State and Local 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: 1387 (Filled) 334 (Vacant); Unclassified: 4; Temporary Grant: 4; Temporary 80 (as of June 30, 2009).

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):
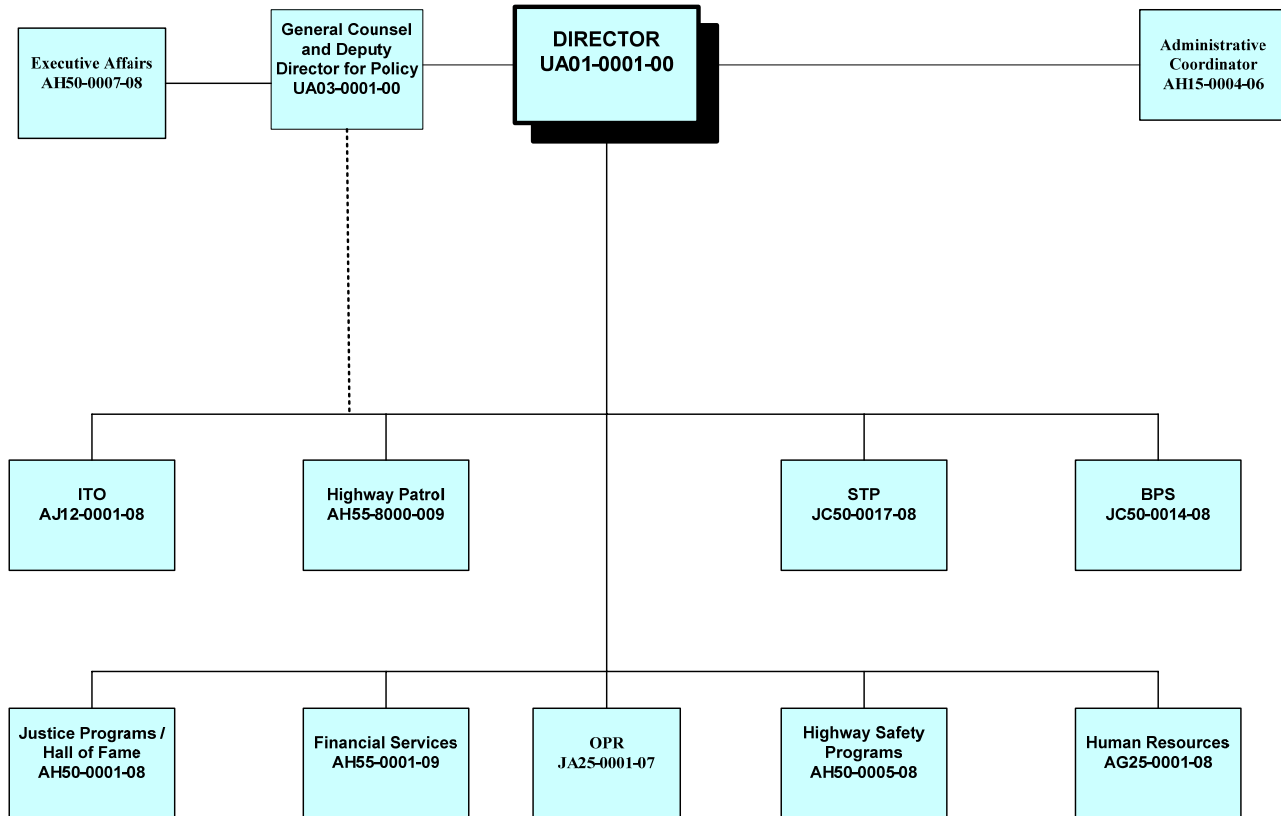
- funding for campaigns/programs to benefit citizens, as well as IT global services/operating costs
- agency-wide project (including IT) coordination
- making use of available technology and maintaining equipment and replacement cycles
- increasing training opportunities for all DPS employees, including executive training for Unit Commanders and mid-level leadership training for commissioned supervisors
- aligning employee classification and compensation
- realigning job functions and consolidating resources in preparation for SCEIS
- development of a supervisory training program for law enforcement
- 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 regarding operating on highways around Commercial Motor Vehicles (CMVs)

9. Performance improvement system(s):

The Director continues to emphasize continuous improvement. Developed after an Agency- wide SWOT (Strength, Weaknesses, Opportunities and Threats) 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, quarterly probationary reviews, along with regular feedback, to evaluate job performance and identify need for improvement. In addition, the Individualized Employee Development (IED) Plan is available to address career planning and development. Tools from the Workforce Planning Workbook can be utilized to identify skill gaps and training needs (See Chart 7.2N). HP command staff regularly analyzes collision, enforcement and patrol activity data to determine the effectiveness of campaigns and enforcement activities. Command staff also uses this data to analyze individual Troops' effectiveness. HP uses computer-aided dispatch (CAD) to track patrol activity and ensure the efficient use of time. Strategic, short, and long-term planning are all used to ensure constant performance improvement.

10. DPS Organizational Chart

SC DEPARTMENT OF PUBLIC SAFETY

Executive Affairs AH50-0007-08	General Counsel and Deputy Director for Policy UA03-0001-00	DIRECTOR UA01-0001-00		Administrative Coordinator AH15-0004-06

ITO AJ12-0001-08	Highway Patrol AH55-8000-009	STP JC50-0017-08	BPS JC50-0014-08

Justice Programs / Hall of Fame AH50-0001-08	Financial Services AH55-0001-09	OPR JA25-0001-07	Highway Safety Programs AH50-0005-08	Human Resources AG25-0001-08

11. Expenditures/Appropriations Chart:

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 07-08 Actual Expenditures		FY 08-09 Actual Expenditures		FY 09-10 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	63,634,090	56,544,111	65,433,705	49,840,343	54,388,341	41,595,676
Other Operating	44,201,148	10,587,814	22,472,739	1,983,692	34,666,295	2,401,214
Special Items	2,303,125	176,754	2,334,275	-	2,257,400	-
Permanent Improvements	257,894	-	412,664	-	-	-
Case Services	-	-		-	-	-
Distributions to Subdivisions	15,551,970	-	16,239,810	-	21,478,522	-
Fringe Benefits	23,906,591	21,425,528	25,695,505	19,120,019	19,750,942	15,280,898
Non-recurring		12,123,595	5,541,103	5,541,103	-	-
Total	149,854,818	100,857,802	138,129,801	76,485,157	132,541,500	59,277,788

Other Expenditures

Sources of Funds	FY 07-08 Actual Expenditures	FY 08-09 Actual Expenditures
Supplemental Bills	-	6,255,697
Capital Reserve Funds	1,637,260	23,720
Bonds	-	

12. Major Program Areas

		Major Program Areas		

Program Number and Title	Major Program Area Purpose (Brief)	FY 07-08 Budget Expenditures	FY 08-09 Budget Expenditures	Key Cross References for Financial Results*
01000000	Administrative Operations	State: 6,381,098 Federal: 19,125,232 Other: 3,226,440 Total: 28,732,770 % of Total Budget: 19.2%	State: 5,029,628 Federal: 20,091,469 Other: 3,744,833 Total: 28,865,930 % of Total Budget: 20.9%	
10100000	S.C. Highway Patrol	State: 55,441,074 Federal: 275,629 Other: 15,539,899 Total: 71,256,602 % of Total Budget: 47.6%	State: 42,051,383 Federal: 347,042 Other: 22,735,915 Total: 65,134,340 % of Total Budget: 47.2%	
10300000	S.C. State Transport Police	State: 3,234,630 Federal: 2,413,508 Other: 2,982,287 Total: 8,630,425 % of Total Budget: 5.8%	State: 2,676,750 Federal: 2,303,694 Other: 3,187,807 Total: 8,168,251 % of Total Budget: 5.9%	
10500000	S.C. Bureau of Protective Services	State: 2,075,123 Federal: 5,611 Other: 1,797,666 Total: 3,878,400 % of Total Budget: 2.6%	State: 1,662,314 Federal: 1,311 Other: 1,979,805 Total: 3,643,430 % of Total Budget: 2.6%	
10500500	The Hunley Project	State: 176,754 Federal: - Other: - Total: 176,754 % of Total Budget: 0.1%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	
10700000	S.C. Hall of Fame	State: - Federal: - Other: 203,336 Total: 203,336 % of Total Budget: 0.1%	State: - Federal: - Other: 240,898 Total: 240,898 % of Total Budget: 0.2%	
95050000	S.C. Employer Contributions	State: 21,425,528 Federal: - Other: 1,532,251 Total: 22,957,779 % of Total Budget: 15.3%	State: 19,120,019 Federal: 944,295 Other: 5,631,191 Total: 25,695,505 % of Total Budget: 18.6%	
98130000	Hunley Secuity FY07	State: 623 Federal: Other:	State: 293 Federal: Other:	

Code	Project					
		Total:	623	**Total:**	293	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98140000	Replace High Mileage Patrol Vehicles FY07	**State:**	1,296,353	**State:**	-	
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:	1,296,353	**Total:**	-	
		% of Total Budget:	0.9%	**% of Total Budget:**	0.0%	
98160000	New Trooper Vehicles & Equipment FY 07	**State:**		**State:**		
		Federal:		**Federal:**		
		Other:	22,104	**Other:**	-	
		Total:	22,104	**Total:**	-	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98180000	Vehicles FY 07	**State:**		**State:**		
		Federal:		**Federal:**		
		Other:	11,097	**Other:**	-	
		Total:	11,097	**Total:**	-	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98190000	High Mileage Parol Car Replacement PV72.105 FY 07	**State:**		**State:**		
		Federal:		**Federal:**		
		Other:	1,604,059.00	**Other:**	23,720.00	
		Total:	1,604,059.00	**Total:**	23,720.00	
		% of Total Budget:	1.1%	**% of Total Budget:**	0.0%	
98200000	Highway Traffic Enforcement - New Patrol LEO Equipment	**State:**	3,853,846.00	**State:**	53,477.00	
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:	3,853,846.00	**Total:**	53,477.00	
		% of Total Budget:	2.6%	**% of Total Budget:**	0.0%	
98210000	BPS Officers' Equipment	**State:**	51,520.00	**State:**	-	
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:	51,520.00	**Total:**	-	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98220000	Fleet Rotation Highway Patrol Officers	**State:**	6,206,658.00	**State:**	276,303.00	
		Federal:		**Federal:**		
		Other:		**Other:**		
		Total:	6,206,658.00	**Total:**	276,303.00	
		% of Total Budget:	4.1%	**% of Total Budget:**	0.2%	
98230000	Fleet Rotation State Transport Police Officers	**State:**	714,597.05	**State:**	73,887.00	
		Federal:		**Federal:**	-	
		Other:		**Other:**	-	
		Total:	714,597.05	**Total:**	73,887.00	
		% of Total Budget:	0.5%	**% of Total Budget:**	0.1%	
98240000	Reopen I-95 Weigh Station	**State:**		**State:**	5,541,103	
		Federal:		**Federal:**	-	
		Other:		**Other:**	-	

		Total:	-	**Total:**	5,541,103
		% of Total Budget:	0.0%	**% of Total Budget:**	4.0%
99000000	Capital Projects	**State:**		**State:**	-
		Federal:		**Federal:**	-
		Other:	257,894	**Other:**	412,664
		Total:	257,894	**Total:**	412,664
		% of Total Budget:	0.2%	**% of Total Budget:**	0.3%
	Summary	**State:**	100,857,805	**State:**	76,485,157
		Federal:	21,819,980	**Federal:**	23,687,811
		Other:	27,177,033	**Other:**	37,956,833
		Total:	149,854,818	**Total:**	138,129,801.00
		% of Total Budget:	100%	**% of Total Budget:**	100%

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	**State:**	**State:**
	Federal:	**Federal:**
	Other:	**Other:**
	Total:	**Total:**
	% of Total Budget:	**% of Total Budget:**

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

 Leadership. The Director heads DPS with a team of Deputy Directors and Administrators. He leads by example and his leadership style continues to promote employee development and empowerment. He regularly recognizes employees and demonstrates a high regard for employees and their contributions.

1.1 How do senior leaders set, deploy and ensure two-way communication:
- (a) ***direction/ organizational priorities***? The strategic plan sets priorities and directions; 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. The Director consistently and continually communicates his priorities to employees. 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 affects 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***? The Director, along with Division heads, traveled statewide hosting a series of town hall meetings with DPS law enforcement officers to convey his expectations of employees and officers. 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 command staff analyzes collision, enforcement and patrol activity data to determine performance and effectiveness. This information is discussed during command staff meetings to ensure division-wide performance expectations are met.

- (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. The Director hosted several meetings with officers and employees in headquarters and in the field to communicate a consistent message of organizational values to every employee.

- (d) ***empowerment/innovation***? The Director continues empowering employees and welcomes new ideas. The Director has frequently invited employees to contact him directly and to express their ideas or concerns without fear of retribution. He has provided his cell number and e-mail to all employees encouraging them to share their ideas. Various 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, including the use of available technology, as well as workforce planning. Internal training has been limited, therefore, initiatives are being created to enhance employee development in all locations.

During FY09, the DPS offered Element K a cost efficient online training resources to employees. DPS also offered the "Ethics and Public Service" Seminar by Ed Thomas for all Supervisory Staff. Cutting-edge training resources, including web-based training, are being tested to identify how DPS can better meet its training needs, reduce time away from the office, and travel expenses incurred with training. The State Agency Training Consortium (SATC) continues to be a valuable resource for special requests. The Office of Information Technology (OIT) continues to work toward re-establishing technical training, including law enforcement applications to increase productivity, efficiency and accuracy. HR, in conjunction with law enforcement, developed and implemented a Law Enforcement Leadership Series pilot program which is a three-week training program for law enforcement supervisors focusing on developing and/or enhancing skills.

(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 liaisons are in each division and provide a direct link to employees to report violations and questionable behavior. 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. During FY 09, all employees attended mandatory Ethics training which will be required every two years. All employees were also required to review an online presentation on Ethics which incorporated the Director's expectations to employees regarding ethical behavior. Troopers attend mandatory ethics training during in service. The HP Core Values of Selfless Service, Integrity, and Responsibility are posted prominently throughout HP locations. They are emphasized throughout the hiring and training process to instill their importance.

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

- HP's Community Relations Office promotes pubic education and community involvement in spreading the highway safety message. Community Relations Officers serve as media spokespersons for the division as well as safety educators in schools, churches and other community organizations. They hold public forums and educational events to address safety issues throughout the state. HP troops are encouraged to use their local Community Relations Officer to supplement their enforcement plans with complimentary community education activities and campaigns. The HP command staff holds press conferences during peak travel holidays to ensure that the public is made aware of common driving hazards in the state and of HP enforcement plans for the holiday period.
- 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 concerning security improvements.
- 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 continues to monitor and adjust resources and tools for maintenance and improvement of customer service performance.

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

- HP monitors safety campaigns and initiatives for effectiveness. Computer-aided dispatch ensures accurate, detailed data collection, and retention. Grant-funded initiatives are monitored for results.
- 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. BPS compiles data through site surveys to identify security needs.

- OHS Statistical Analysis Center generates data to assess if campaigns and countermeasures positively impact highway safety. OHS conducts observational and telephone surveys to determine the impact of campaigns and countermeasures. OHS is also subject to federal and state review and audits.
- OJP is subject to review and audit at the state and federal levels. Crime data, demographics and economic data are compared to determine the correlations of grant program objectives to areas of greatest need.
- OHR uses PEWS (Personnel Early Warning System) to identify employees involved in multiple incidents for corrective active. HR also mandates that employees and supervisors receive training in ethics and harassment/discrimination prevention in the work environment.
- OFS divisions participate in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.
- DPS also offers a "How are we doing?" survey on its Internet website to allow the public to comment in order to assess the impact of services provided to the public. In addition, the Department regularly publishes statistical indicators available to the public and other stakeholders to assist in identifying public safety trends.

1.4   How do senior leaders maintain fiscal, legal and regulatory accountability?
- DPS follows B&CB guidelines, legislative mandates, DPS policies and CALEA requirements (monitored by General Counsel). Reporting structure promotes accountability.
- Additionally, Computer-Aided Dispatch and the HP console record and store activity are making it possible for supervisors to ensure efficient use of time and human resources. Assisted by DPS General Counsel and the HP Training and Strategic Planning Units, HP command staff tracks legal issues to ensure the division is prepared for changes in the legal environment. HP Training ensures troopers are equipped with legal updates and training as necessary.
- DPS maintains a solid fiscal reputation and goes through an annual independent financial audit. Grant operations are subject to audits by federal and state regulatory agencies.
- OIT reviews and approves technical purchases to ensure compliance. 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.

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 organizational 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 exit interview form helps identify problem trends, especially among supervisory staff. Strength, Weaknesses, Opportunities and Threats (S.W.O.T.) analyses are used in planning. Feedback and performance reviews are used to inform HP Training's curriculum development to ensure that employees are provided adequate supervisory training. Involvement in activities such as Families of Highway Fatalities, the Traffic Victims Memorial Service, Service of Remembrance for Fallen Troopers and Community Relations Office initiatives demonstrate HP command staff 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?

- A key strategic goal is workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders. Tools provided in Workforce Planning Workbook assist in identifying and developing the skills of candidates for leadership positions and the Individualized Employee Development Plan provides a means for every employee to develop a detailed training and development plan for career development. 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. BPS uses employee surveys to identify concerns and suggested recommendations. Specialized training and other leadership programs are available to highly motivated officers. (See Chart 7.2K)

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. 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 create an environment for organizational and workforce learning?

- Highway Patrol commits and maintains a strong Training Unit and includes it in the Strategic Plan, a strategic issue, Professional Development.
- STP holds meetings every Monday with the district sergeants to discuss any procedures or regulations. This also allows the sergeants to discuss any concerns or issues they may be facing. Informal meetings as needed on Mondays, the formal supervisor meetings are held once a quarter.
- BPS command staff has a "hands on" approach in fostering an atmosphere of learning by seeking out and affording training opportunities for staff at all levels. A quarterly training series was also created to address training and the learning process. We also afford our staff and officers opportunities to attend outside training courses focused on leadership and advanced law enforcement skills. BPS is also heavily involved in networking with other law enforcement agencies to acquire the knowledge of best practices.

1.10   How do senior leaders communicate with, engage, empower and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition?

- HP participates in regular DPS employee recognition ceremonies and holds an annual Trooper of the Year and Telecommunications Officer of the Year ceremony.
- HP Communication is also generated through recently held Troop meetings with the Director, the Colonel and his senior command staff. Minutes from Command Staff Meetings are provided to all HP personnel. Expectations are outlined from the Colonel through Troop/Unit Commanders.
- STP district supervisors are encouraged to take part in the decision making process concerning enforcement procedures and goals. The enforcement Captain sends out two letters monthly to the top activity officer from the lower and upper regions to commend him/her for their dedication to duty.
- BPS senior leaders utilize time spent in the field conducting site visits to address and encourage the line officers and staff. A newsletter was created to circulate information to the officers and staff on the happenings within BPS.
- Special recognition awards or letters of commendation are given to the BPS officers and staff by senior leadership to motivate a continued level of excellent work performance. An annual appreciation luncheon was also created to reward the officers, staff and their families on a job well done.

1.11   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 the following activities:
  Special Olympics
  Fatality Victims Memorial
  Families of Highway Fatalities Blood Drive
  Assisted with local services for fallen law enforcement officers
  Continued participation in a Motorcycle Safety Taskforce made up of various motorcycle associations.
  Nathan Wolfe Cadet Academy at SCCJA
  Black Expo in Columbia
  Minority Affairs Conference
  Hispanic Conference
  Presentations of "Stewardship of the Car" program for churches and youth groups.
  Trooper Treats: visits with children in hospitals and youth homes during October.
  Children's Health and Safety Fair
  Joint Harvest Hope Food Bank food drive with DMV and CSC
  Summer Transportation Institute
  Traffic Victims Memorial Service
  Minority Outreach programs
  ESC Workforce Internship Program
  Safety Literature and Information Distribution at Welcome Center and Rest Area Events during holiday travel times

Category 2 - Strategic Planning

2.1 <u>What is your strategic planning process, including key participants?</u>

The initial step was a two-day retreat for the former 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 organizational 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) 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 still actively involved in the design and implementation of the State's new financial management system. OIT is continuing its efforts in upgrading its existing applications to the newest software development platform in an effort to reduce support and maintenance costs. OIT is continuing its efforts to introduce a content management solution for the Agency's internal and external websites that will facilitate the various program areas with publishing their own information without the necessary intervention of OIT staff. OIT, in conjunction with DPS' law enforcement divisions, has researched the requirements for ruggedized and semi-ruggedized laptops in anticipation of electronic reporting from the vehicles.

(d) *Human resource capabilities and needs*: A core value of the Agency is that 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. Sustained training opportunities and workforce planning initiatives are expected to provide great benefit in recruiting, developing and retaining qualified employees through employee career development, identification of skills gaps, offering training, application of knowledge transfer skills and succession planning. 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.   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.

2.2 <u>What are your key strategic objectives and challenges</u>?

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: <u>The Professional Development of DPS Employees</u> **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**	<u>**Objectives**</u> **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	<u>**Strategies/Activities**</u> **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.** **3. Technology is continually renewed and training is sustained.**	<u>**Objectives**</u> **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. **Goal 3:** 1. IT equipment & systems will not be used beyond 3% of scheduled lifecycle by December 2009.	<u>**Strategies/Activities**</u> **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 **Goal 3.1** --Establish and adhere to schedules for technology lifecycle management	

	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 3.2** --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. 2. Provide new supervisory training for employees aspiring to become supervisors by 2009. 3. Established methods are used by all divisions to successfully transfer	**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 **Goal 2.2** --Facilitate new supervisor training program **Goal 2.3** --Create SOPs, desk manuals, and other methods to transfer employee knowledge and expertise	

	knowledge.		
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	

*Key Cross References refer to Category 7 – Business Results. These References provide a chart number that is included in Section 7 of this document.

2.3 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.

2.4 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.

2.5 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.

2.6   How do you evaluate and improve your strategic planning process?

- An ongoing strategic objective is to provide all employees opportunities for professional development with an emphasis on leadership and supervisory skills. 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.
- A two-year report card was requested by agency planning leaders and the University of South Carolina's Institute of USC Institute for Public Service and Policy Research in February 2009. The result was an approved proposal in 2009 to become more division focused with our goals v. agency focus.
- By the use of statistical information in comparison to previous years. STP also creates an annual Commercial Vehicle Safety Plan that projects next current year goals. Each district also generates Unit Enforcement Plans which the CVSP is drafted from.
- BPS command staff and strategic planning coordinator meet throughout the year to discuss and evaluate overall progress and then recommend updated strategies once objectives have been achieved.

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

Category 3 - Customer Focus

3.1 How do you determine who your customers are, as well as their key requirements?

- DPS has more contact with citizens than many other agencies. Key customers/stakeholders are listed in Section II – 4 and 5. Along with efforts and 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.(Strength, Weaknesses, Opportunities, and Threats) analysis conducted as part of the strategic planning process was significant in determining challenges and expectations. Evaluating inquiries and feedback, including Exit Interview forms, and conducting various employee surveys helps identify internal problems, as well as what is done well. Collaborative committees (e.g. Training Advisory Committee) also exist among several divisions/offices to share ideas, problems and solutions. 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.

- An HP Law Enforcement Network Coordinator, a SCHP Lieutenant is assigned to OHS to partner with law enforcement agencies to identify and combat problems in judicial circuits. An HP officer serves as liaison among HP, OHS and local law enforcement agencies. HP units actively participate in the International Associations of Chiefs of Police State and Provincial Police Planning Officers Section and Academy Directors Section. These sections provide valuable opportunities for information and best practices sharing between states.

3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

- Contact number for HP headquarters, regional troop headquarters and posts are listed in local phone books and easily located on the HP website. Email and telephone contact information for each region's Community Relations Officer is easily accessible on the HP website as well. The HP website offers a variety of customers' information such as SCHP Wrecker Regulations, Driving Tips, Frequently Asked Questions, and DMV Accident Report Information.

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

- 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, and citizen's complaints. Commendations and letters of appreciation reinforce professionalism and exemplary service.

- OHS uses workshop and conference evaluations to determine customer satisfaction. Highway safety data and the results of surveys are also used to plan proactive measures and countermeasures, thereby increasing public awareness of highway safety issues.
- 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. Managers and Supervisors also have access to workforce planning tools and strategies through the Workforce Planning and Performance Management Workbook as well as consultations with Workforce Planning staff in HR. 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 <u>How do you use information and feedback from customers to keep services and programs relevant and provide for continuous feedback?</u>

- Feedback from customers are reviewed and researched to make sure it was an isolated problem or issue. We do this to also validate the problem is not a system, process or training issue. If it falls into one of those categories, STP takes corrective action to alleviate the problem.
- BPS also uses feedback help to determine whether their programs are effective or not. Based on the responses, we are able to correct or enhance our operation. We also make sure that we encourage continued feedback for the purpose of providing better services to our clients.

3.6 <u>How do you build positive relationships with customers/stakeholders and make distinctions</u>?

A key distinction is whether interaction is <u>voluntary</u> or <u>involuntary</u>:

- HP has daily involuntary contact with motorists who violate traffic laws or are involved in collisions. Troopers build public confidence by serving the public with professionalism and courtesy during these times. HP builds positive relationships with stakeholders such as other law enforcement, local and state government agencies with voluntary contact during hurricane evacuation exercises, safety campaigns and other collaborative activities. HP troopers who are considered experts in their unique fields teach classes to other troopers and to officers with other law enforcement agencies throughout the state, building positive relationships with these agencies. HP is involved in numerous victim services activities and community education activities such as an annual Children's Health and Safety Fair, child safety seat checks, public forums to address specific driver safety issues, and involvement in the DPS Traffic Victims Memorial Service. The HP Victim Advocate provides crisis intervention and support services to the victims of motor vehicle collision-related crimes.
- DPS Families of Highway Fatalities provides resources for families who lost a loved one in a motor vehicle-related collision. Its goal is to provide peer support for grieving families, facilitate forums and opportunities for grieving families to provide support for one another, and prevent additional highway fatalities through education and information. The group works diligently alongside law enforcement, first responders and government officials to mold public policy regarding highway safety and surviving family members' rights.

- 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.
- David Findlay is a member of the International Registration Plan (IRP), Inc. Board of Directors; AAMVA Driver Standing Committee; AAMVA Credentials Data and Enforcement Access (CDEA) Task Force; National Conference of State Transportation Specialists Executive Committee; and the SC Traffic Records Coordinating Committee (TRCC) Working Group.
- Col. Nick Moore, Captain Rick Shell, Sgt. Don Rhodes and David Findlay are members of the SC Trucking Industry Task Force.
- L/Cpl. E. Parnell represents STP on the FMCSA Motor Coach Technical Assistance Group (TAG).
- Lt. B.L. Bailey represents STP on the CVSA Training Committee and is a Part A and PVI Instructor.
- Cpl. T.B. Jacobs represents STP on the CVSA RAM sub-committee and is a Level VI Instructor.
- STP is active in the American Association of Motor Vehicle Safety Alliance. This organization fosters 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/industry and the medical community to promote highway safety education and awareness in an effort to reduce traffic-related crashes, injuries and deaths. OHS leadership also serves on a variety of committees and boards, such as the National Safety Council, Safe Kids, MADD, the SCDAODAS Underage Drinking Action Group, and the EMS Advisory Council in an effort to share highway safety information through a variety of disciplines. The SCDPS web site proves useful in informing focus audiences about highway safety, including statistics on safety belt and child safety seat use.
- OJP continues to build positive relationships with local governments, law enforcement agencies and victims of crime agencies through our administration of grant awards to meritorious projects on the local and state levels. This office provides technical assistance on a sustained basis, much of which is in the field. This technical assistance includes program improvement, paperwork reductions and efficiencies, as well as grant writing. Staff is viewed as subject experts and has up to 1,000 face to face contacts per year with customers and stakeholders. Input on funding priorities and state strategies are solicited via website, by letter and at statewide workshops and conferences.
- OIT is engaged with SCDOT, SCDMV, SCJD, DSIT, and other state and local agencies for improvement of the technical foundation for support of numerous collaborative efforts, including electronic collision reporting and ticketing, emergency evacuation routing, and advancement of state IT strategic planning efforts for consolidation of telephony and data networking, GIS and mapping, etc.
- 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. Measurement, Analysis and Knowledge Management

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

- Key measures/activities related to the DPS mission and strategic goals are tracked to assess performance. HP's Research and Development Unit tests and monitors equipment before and after purchase to ensure the best use of financial resources. 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 (See Charts 7.2A to 7.2E). OHS utilizes a variety of data to measure and track financial and operational performance, including national benchmark data provided by the National Highway Traffic Safety Administration (e.g. Mileage Death Rate – Chart 7.2A), statistical data focusing on crashes, injuries and fatalities occurring in South Carolina, and evaluation of program goals and specific objectives relative to internal highway safety grants.
- 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. 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.

4.2 How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

- For HP, 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. Data/research/processes as it relates to employment are studied to ensure the goals of hiring, and retaining, the most qualified applicants are met.
- HP uses data tracked through its HP Console, computer-aided dispatch and data tracked by OHS to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations. Strategic planning progress is reported on a regular basis.
- STP has a full time statistician that collects information and inserts into a database for analysis. The statistician provides information to the field enforcement captain and district sergeants on the high crash, high injury and high fatality corridors of the state. This allows the district sergeants to place enforcement personnel in the areas requiring high enforcement visibility.
- BPS collects man-hour data which is then used to formulate the number of officers needed to staff posts adequately. We also collect data from the Police Central database, officer console database and others. These databases provide numerous reports that give us insight into what's going on operationally. From an administrative standpoint, expenditure reports and budget summary reports provide a means for the Chief and senior leaders to make sound operational decisions.

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

- Along with education, prevention and enforcement activities, cost analyses are done before initiatives are enacted or equipment is purchased. HP conducts various cost analyses before programs/initiatives are enacted or equipment is purchased. Thorough research and testing is done to provide measureable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops.
- 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 7.2 G). 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). Success is measured by examining and analyzing statistical data regarding traffic collisions, enforcement reports and survey results.
- Administrative Offices: HR uses law enforcement termination analysis to identify why an officer leaves. Tools for measurement, recruitment and retention can also be found in the Workforce Planning and Performance Management Workbook that has been widely distributed throughout the Agency. A tracking system monitors the applicant status by job code and vacancy thereby reducing administrative/processing time. EEO reports monitor 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 decision?

- The Director and management use the resources 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 is collected and interpreted by HP's Research and Development and Strategic Planning Units to assist in decision-making and planning. Troop commanders use Computer-Aided Dispatch and the HP Console to maintain a balanced workload among troopers. The HP Community Relations Office uses collision data to identify those communities where education campaigns may help to 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 (Chart 7.2C - example of this data collection.)

Having the data entry process housed within OHS allows for closer monitoring of data quality, integrity and timeliness. Since receiving this function back from SCDMV there have been no backlogs. Business rules that assess and identify data errors and inconsistencies are continually formulated. Proper changes or fixes are identified and implemented in a timely manner.

- Troopers enter data daily in the HP Console. Supervisors review this data regularly to ensure its integrity and availability for decision-making. HP ensures the most effective use of funds and personnel by basing initiatives and grant funding on sound research.
- 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 translate organizational performance review findings into priorities for continuous improvement?

- National law enforcement, motor vehicle and police training statistics are cornerstone resources for comparative 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 conducts internal unit and division analyses and assessments to ensure that HP activities match with the division's highest priorities, needs and challenges. HP has conducted manpower assessments and developed a personnel allocation model that ensures proper supervisor to subordinate ratios. Data from state and national sources are maintained and the personnel allocation model is adjusted regularly to account for changes in manpower levels.
- 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 by imposing valid criteria. Personnel actions, such as compensation, reassignments, benefits, reductions-in-force and training, are administered without discrimination.

4.7   How do you collect, transfer, and maintain organizational and workforce knowledge? How do you identify, share and implement best practices, as appropriate?

- A key strategic goal is Workforce Planning, and the Agency is involved with initiatives to train and better prepare employees in the development of effective methods to transfer and maintain knowledge, as well as identifies best practices.

- 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 span of control. HP maintains data from state and national sources such as the National Highway Traffic Safety Administration and Federal Highway Administration, and identifies and shares best practices through regular communication with and participation in the International Association of Chiefs of Police State and Provincial Police Planning and Academy Directors sections. These sections allow personnel in the HP Strategic Planning and Training units to collaborate and share information on a nation-wide basis.

- 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. Workforce Focus

5.1　How does management organize and measure work to enable your workforce to:
　　　　a) develop their full potential, aligned with agency's objectives, strategies, and action plans.
　　　　b) promote cooperation, initiative, empowerment, teamwork, innovation, and organizational culture.

- The Director has continued to emphasize 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. Distribution of the DPS Strategic Plan pamphlet to all employees enhanced involvement in and commitment to agency and division goals.
- Employees are encouraged to explore their knowledge, skills and abilities by utilizing provided career assessment tools and by completing an Employee Development Plan (EDP) annually. The EDP is completed by the employee with input from Supervisors, Coaches and/or Mentors who assist is assuring that the employees' developed goals are in line with Agency's Strategic Plan, the goals, objectives and action plans. It is evaluated annually along with the Employee Performance Management System (EPMS).
- Employees are also encouraged to develop and conduct training in areas of expertise that may benefit the workforce (e.g. accounting and budgeting skills, basic computer skills).
- Enhanced internal communication has made it easier for employees to be involved and has improved teamwork.

5.2　How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples**.**

- Employees participate in Community of Practice meetings such as the SC Workforce Champions or the Troopers Association in order to learn and share with co-workers the best practice models being used in agencies across the State(s).
- Multi-disciplinary task forces and committees, such as the Training Advisory Committee, are formed with a staff representative from all interested Divisions. The cooperative effort of staff members from different Divisions working toward a common goal increases the knowledge base of the participants and their skill as a member of a team. Information can then be shared by way of the Division representative thus enhancing communication.
- HP Training ensures that all troopers are able to perform their duties at the highest standards by providing uniform, standardized training to all troopers. All troopers attend annual in-service training where they are educated on best practices for new trends facing law enforcement. Online training is used to decrease travel time for troopers while still distributing vital training updates.
- Incident Command System is used during emergency responses to ensure proper chain of command, inter-agency communication, and an integrated and effective response effort. The HP command staff holds regular meetings to share information and the results of enforcement initiatives throughout the state.

- An executive summary of the division's strategic plan progress report is submitted to the HP Colonel and Lt. Colonel following each reporting period to communicate the progress being made toward strategic goals and obstacles to achieving them.

- Minutes from the HP Colonel's command staff meeting are distributed to all HP employees.

5.3   How does management recruit, hire, place and retain new employees? Describe
       any barriers encountered?

- Management recruits, hires, places, and retains new employees by providing flexible hours and scheduling; offering challenging positions; offering tuition reimbursement and other personal growth opportunities; implementing employee recognition programs; and developing career paths for career progression.
- The agency also faces many barriers. One of our biggest challenges lies in the public's general misunderstanding about the image of law enforcement officers. The Director has taken deliberate measures to restore the public's confidence in DPS by actively promoting honesty, fairness, and ethics that will positively impact recruitment and retention.
- Competition from other criminal justice agencies is also problematic since DPS law enforcement salary and benefits are not competitive and there is limited opportunity for career advancement. Our studies indicate that two of the primary reasons employees leave the agency are for a salary increase and for career advancement. As a result, DPS often loses new employees quickly to other law enforcement agencies once the employee has obtained experience and training.
- Finding qualified candidates is quite a challenge as well. Few college students want to enter a career in law enforcement after college. Agency budget restrictions make attracting college graduates even more challenging. Many of the candidates who do apply present with poor credit histories and even criminal histories.
- Most young adults beginning a career today are extremely technologically savvy and expect an employer to provide up to date technological tools to assist them in their jobs. Unfortunately, budget restrictions make that a difficult task. New employees are often disappointed and report feeling that they have not been provided adequate tools to perform their jobs.
- Significant budget cuts during this fiscal year have severely limited the agency's ability to replace employees who have left the agency or to hire new staff.
- HP's Workforce Planning Unit is dedicated to recruiting and hiring only the most highly qualified candidates for employment. Unit personnel frequently evaluate their methods and practices for effectiveness. They also consult with other states for best practices in recruiting and hiring.

- The HP Regional Recruiting Team is composed of ten troopers who carry out normal patrol duties but have also received specialized training in recruiting tactics and strategies and dedicate two days per month exclusively to recruiting. The team members also serve as a local point of contact for applicants and as a mentor to the applicant throughout the hiring process.

- HP Workforce Planning studies have found that one of the keys to trooper retention is to provide a thorough explanation of duties and expectations prior to hiring. Budgetary constraints are a barrier to retention as they prevent HP from paying its employees salaries competitive with those of other state police and patrol agencies in the southeast and other law enforcement agencies in the state.

5.4   How do you assess your workforce capability and capacity needs, including skills,
       competencies and staffing levels?

- Workforce capability and capacity needs are addressed through ongoing reports and queries from the Human Resources Information System and Balance AAP System. These two systems generate information on each employee, such as location, age, gender, ethnicity, length of service, title, grade, education, job class, etc. Ongoing reports ensure that any deficiencies are

addressed as soon as possible and that staffing levels are adequate to address all work processes needed to provide routine services to S.C citizens as well as meet any emergent demands.

▪ Skills and competencies are assessed by utilization of the DPS Workforce Planning and Performance Management Workbook. A wide variety of assessment tools can be found in this workbook to evaluate the skills and competencies of the DPS workforce. Tools include self-assessment instruments, instruments for receiving feedback from peers and supervisors, skill assessment instruments and online tools for assessment. Any skill gaps noted are then addressed by using the Individualized Employee Development Plan (IEDP). Law enforcement officers are also required to participate in a psychological assessment, a polygraph exam, a basic reading skills assessment and a physical fitness exam.

5.5.   How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

▪ The Probationary Quarterly Evaluation Form is used to evaluate new employees, ensure regular communication and establish clear performance standards. Employees are involved in the annual planning/performance review and provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion and informal reviews, as well as through the EPMS. As the primary tool used to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points out areas for improvement. To further acknowledge the significance of the EPMS process, supervisors are rated on the completion of performance reviews to ensure they are completed in a fair, impartial, and timely manner. EPMS training is offered to educate supervisors in using the EPMS as a management, coaching and communication tool. In addition, the department has added a new component called the "Individual Employee Development Plan (IEDP)" which is a career development tool used to identify employee training and development goals in conjunction with performance standards.

5.6.   How does your development and learning system for leaders address the following:
           a) development of personal leadership attributes;
           b) development of organizational knowledge;
           c) ethical practices;
           d) core competencies, strategic challenges, and accomplishment of action plans?

▪ The Law Enforcement divisions collaborated to provide in-service training designed for not only line officers and mid-level management but also executive staff. Several upper level supervisors have participated in leadership classes offered by the Criminal Justice Academy. These classes focus on leadership attributes in law enforcement. Currently, law enforcement and non-law enforcement leaders have collaborated on a joint leadership training program that will begin with a pre-supervisory program focusing on supervisory skills, communication skills, and team building. This program was tailored for employees seeking to advance to leadership positions. It will also included a leadership assessment to help employees understand the way they process and communicate information and how to develop or enhance those skills. The first sixteen-day series was presented in spring 2009. The program is being improved upon based on the feedback received in the evaluations received. Plans are in place to present another session in spring 2010. Additionally, the Agency encourages leaders to participate in professional associations that promote the development of leadership attributes.

- Organizational knowledge for leaders is developed through regular meetings with the Agency head who encourages discussion and facilitates interaction among division leaders and mid-level leaders. Division leaders are encouraged to establish partnerships with other organizations offering new perspectives and information. Division leaders, in turn, served as coaches to managers and supervisors sharing organizational knowledge to broaden perspectives. The strategic plan provides a solid foundation for organizational development through workforce planning initiatives.
- The Agency has a Code of Ethics policy that applies to all employees stressing the importance of integrity, truthfulness, honesty, courtesy and fortitude. The policy is addressed in new hire orientation. All employees are required to receive classroom training in Ethics at least every two years. On-line training in Ethics is also available as a supplementary tool. Additionally, law enforcement officers receive Ethics training as a component of their annual in-service training requirement.
- The department's strategic plan was developed from all levels of the Agency with input from employees, supervisors and upper management. The plan identified four core competencies necessary to accomplish the mission and values set forth. These four areas are professional development, technology, branding and workforce planning. Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership. Each division reports on strategies, activities or accomplishments, and follow-up action (including barriers or challenges) towards meeting these goals. A Goal Tender (deputy director or administrator) is assigned to oversee the areas of professional development and workforce planning. The Goal Tender, who is viewed as the subject matter expert, provides leadership and guidance to each division ensuring that strategic initiatives are effectively implemented. Communication and updates are posted regularly on the Agency Intranet site to keep all employees informed of accomplishments.

5.7   How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

- Through evaluation of S.W.O.T. (Strength, Weaknesses, Opportunities, and Threats) analyses and needs assessment surveys, as well as feedback from supervisors and employees, DPS works to address needed skills and training, which has been deemed a critical need throughout the Agency. Some programs have already been implemented to improve effectiveness, including Hispanic outreach programs, a comprehensive leadership program for law enforcement, a new employee orientation program, and safety initiatives.
- HP Training uses national databases and virtual communities such as the International Association of Chiefs of Police State and Provincial Police Academy Directors Section to remain up-to-date on highway safety trends and additional law enforcement skills and training needs. The effectiveness of training programs and classes is determined by the success of enforcement initiatives, retention rates, competitiveness of promotions, and by on-going comparisons with other states' police and patrol programs.
- Along with monitoring performance and CMV activity, the frequent changes in federal regulations require STP officers to attend annual in-service training.
- The BPS Training Officer uses feedback from supervisors and officers to take a proactive approach to training and monitoring effectiveness. OFS provides user training in DPS systems.
- Managers promote training by encouraging employees to complete and follow an Individualized Employee Development Plan (IEDP) annually. Effectiveness of training is

measured by use of new skills on the job, training evaluation forms and assessments available with online training opportunities.

- The HR Administrator and key staff participate in the B&CB's OHR initiatives, Advisory Council and Workforce Planning Champions meetings 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, Element K Online training, in-house training opportunities, outside training opportunities and links on the HR web site.

5.8   How do you encourage on the job use of new knowledge and skills?

- One result of implementing the Individualized Employee Development (IED) Plan is that training is selected very thoughtfully and carefully by both the employee and supervisor. Training programs are specifically selected based on employee needs, interests, abilities and the usefulness of the training on the job.   Intrinsic to this process of training selection is a high level of employee motivation to acquire and utilize the chosen skills.   Daily use of computer equipment and technology encourage the use of new technological skills as well as the availability of job aids.

5.9   How does employee training contribute to the achievement of your action plans?

- One of the four strategic issues in the new DPS Strategic Plan addresses training and employee development. Programs including Individual Employee Development Plans (IEDP) and Workforce Planning have been developed and implemented to address training needs and enhance training opportunities for all employees.
- Training in a variety of forms to include in-house and outside training opportunities, online courses, mentoring, coaching and cross training are often the strategies employed to achieve individual career development goals which in turn assist in meeting the goals of the Agency by adding valuable knowledge, skills and abilities through our greatest resource, our employees.
- Currently, employee training is crucial to continue providing the highest quality service to the public.

5.10   How do you evaluate the effectiveness of your workforce and leader training and development systems?

- The success of leadership training and development systems is evidenced by the increased number of qualified internal candidates. Candidates are better prepared for promotional opportunities based on demonstrated skills and abilities achieved through training and development programs. Employees have been educated on the value of continuing training and education through workforce planning and career planning tools provided by the department. With increased support from management and supervisors, the interest and attendance in training programs has increased significantly within the department.
- Training liaisons/coordinators are assigned to each division within the department. The liaisons/coordinators seek the input of managers and supervisors in identifying training and development programs that promote general leadership skills as well as those specific to a particular job classification. Additionally, a Training Advisory Committee comprised of management and training liaisons meets regularly to address training issues Agency-wide. The Training Advisory Committee centralizes training ensuring that the goals of all three law

enforcement divisions and administration are addressed in a unified manner. Training and development programs are also evaluated by participants to ensure that programs are meeting individual goals. Overall, the effectiveness of these programs is measured by the successful career progression of employees within the department.

- HP uses performance evaluations to ensure that objectives are being met. The HP command staff monitors the level and nature of complaints from the public, indicators of workforce and management effectiveness. An additional indicator of effective leadership training and development systems is the competitiveness of promotion applicants.

5.11   How do you motivate your workforce to develop and utilize their full potential?

- The Director fosters a learning environment where employees are also 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. This involvement enhances growth and ownership and prepares employees for progressive roles. Increased employee recognition has positive effects, and additional efforts are being made to encourage career enhancement.
- Along with officer recognition programs, STP's Colonel has a hands-on approach to working with employees and delegating appropriate assignments to foster employee growth. Along with the career path formula, BPS uses comment boxes as a barometer of satisfaction. Although used to promote candidness about problems and encourage suggestions, participation, in and of itself, shows enthusiasm. Additional assignments are encouraged and offered to promote employee growth. OJP and OHS employees are encouraged to seek opportunities that challenge them and improve their skills, as well as find new ways to address tasks and offer new strategies to address challenges faced by their Offices and the Agency.
- HP has established a career path for non-supervisory ranks and a competitive promotional process for supervisory vacancies. Trooper of the Year and Telecommunications Officer of the Year awards recognize employee service and performance. HP Core values promoted uniformity and commitment to the division mission. Strategic planning goals are communicated throughout all levels of HP to ensure that all employees understand the vital role they play in the division's success.
- Additional assignments and training opportunities are encouraged and offered to promote employee growth. OJP and OHS employees are encouraged to seek opportunities that are challenging and which improve skill levels. OJP and OHS employees are encouraged to find innovative ways to address tasks and offer new strategies to address challenges faced by their Offices and the Agency. OHS employees are given assignments that serve to cross train them in various areas of highway safety concerns.

5.12   What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

- HR and other divisions review exit interview forms to identify retention concerns, as well as satisfaction. The numbers of grievances and EEO complaints, as well as root problems, 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. 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 to gauge employee satisfaction. Direct, consistent interaction with the majority of its customer base provides BPS firsthand knowledge of satisfaction.

5. 13.   <u>How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?</u>

- Due to the diverse nature in our work groups, DPS has chosen to address succession planning and career progression by Division/Unit. Succession planning and career progression is addressed by key Workforce Planning staff in each Division/Unit. Law enforcement officers follow a carefully outlined career path. HR Workforce Planning staff provides statistical data for each Division/Unit, a *Workforce Planning and Performance Management Workbook,* training and consultation in workforce planning. All DPS managers and supervisors have attended a three hour Workforce Planning Overview session to familiarize management with Workforce Planning concepts. Identified, key Workforce Planning personnel in each Division have received Division specific training in workforce assessment, knowledge transfer strategies, developing a Division plan and evaluation. Division heads are strongly encouraged to assess the workforce in their Division, develop and implement a plan to address Division specific workforce planning needs to include succession planning and career progression.

5.14   <u>How do you maintain a safe, secure and healthy work environment? Include your workplace preparedness for emergencies and disasters.</u>

- The DMV/DPS Safety Manager located at Blythewood Headquarters 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 Traffic Management Unit monitors the environment and assumes a proactive approach to handling crises or potential disasters.

Category 6 - Process Management

6.1   How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

- The department's strategic plan was developed from all levels of the Agency with input from employees, supervisors and upper management. A SWOT analysis was conducted in 2006 and reassessed in 2009. This keeps our agency competitive in the job market. Action Plans outline steps and strategies to be completed to meet our goals.

- The State Transport Police is primarily responsible for enforcing state and federal laws governing commercial motor vehicles. The major objectives are to protect the motoring public by (1) preventing accidents,(2) removing unsafe drivers and vehicles from our roads, (3) protecting our environment from hazardous materials being transported on our roadways and (4) preventing the premature deterioration of our roads and bridges through the STP Size and Weight Enforcement Program. This is accomplished by the use of statistical information and correct placement of roadside enforcement.
- BPS determines its core competencies largely through feedback from supervisors, staff, and customer complaints/appreciation. BPS applies the feedback and overall performance by staff to better serve the mission of the agency. Our core competencies are based on our mission as it relates to providing a law enforcement service to the General Assembly, Governor & First Family, and the Constitutional Officers on the Capitol Complex Grounds. BPS ensures that a safe environment is afforded to all that visit or work in and around state facilities.

6.2   How do you determine what are your key processes that produce, create or add value for customers/organization and how do you ensure these processes are used?

- 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.
- 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.
The HP Emergency Traffic Management Unit is dedicated to coordinating safe and orderly evacuations for South Carolinians and visitors in the event of a natural or man-made disaster.
- HP frequently partners with OHS, SCDOT, SCDMV, and other state agencies to address public safety concerns. Examples of this include motorcycle and pedestrian safety campaigns. HP in conjunction with OHS continues a Motorcycle Safety campaign in strategic areas of the state to address high motorcycle fatality rates.

- The HP Victim Services Office offers resources and support to victims and families of collision victims.

6.3   How do you incorporate organizational knowledge, new technology, cost controls and other efficiency and 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.

- The HP command staff assesses the troop concept to ensure optimal operational efficiency. The HP Strategic Planning Unit ensures effective resource allocation through program development, research projects and procedural changes, allowing HP to organize, communicate and implement strategies during times of expansion or retrenchment. HP Research and Development tests and monitors equipment to ensure that financial resources are used appropriately.

- The Colonel 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.

- BPS is working to allocate more resources to patrol state properties in order to increase visibility and reduce response times by having response units already in the field.

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

6.4   How does day-to-day 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 develop, implement and assess processes/activities.

- 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.

- The daily operations of these processes has allowed BPS to develop a consistency of the patrol function, thus response time for calls for service has been reduced

6.5   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 Research and Development Unit, the Procurement Office and IT staff ensure that quality equipment is purchased at the lowest cost. Data analysis is used as a tool for determining troopers' effectiveness in collision and fatality reduction. The Emergency Traffic Management Unit focuses its efforts on constant improvement in its response to emergencies. HP uses After Action Reports to identify problems and implement the necessary changes. HP's Strategic Planning Unit consistently evaluates processes and service delivery for inefficiencies or process improvement needs.

- 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 monitoring the number of criminal and non-criminal incidents and how they are handled, followed up on, and closed. These steps are used as measuring tools, as well as for feedback and security contract renewals.

- OHS seeks input from highway safety stakeholders and agency partners (schools, law enforcement agencies, federal partners, safety advocacy groups) in developing grant and other funding resources to implement a variety of highway safety programs and initiatives. The SC Law Enforcement Network (LEN) is a key partnership involving the sixteen (16) judicial circuits across the state, each represented by local and state law enforcement. The LEN works proactively to address highway safety issues, coordinate joint enforcement efforts and develop safety campaigns. A survey regarding grant solicitation through the OHS was submitted to Network leadership in 2008 to glean input for improving/modifying grant application requirements and processes. Quarterly LEN Coordinator meetings are held to disseminate information and secure ongoing feedback and input regarding campaign efforts and mini-grant processes/budgets. Law Enforcement Liaison staff attend regularly scheduled LEN meetings to share information with Networks and to secure feedback regarding various efforts and programs of the OHS. Awareness and observational surveys are also used in evaluation processes of the OHS.

- OJP annually re-evaluates 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.

6.6 <u>What are your key support processes and how do you evaluate, improve and update these processes to achieve better performance</u>?

Key Processes	Requirements	Measures	Standards	Control Strategies
Human Resources (hiring/evaluating)	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)	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	Knowledge Timeliness Professionalism	Number of contacts Response Time	Professional industry standards; Agency Policies and Procedures	Feedback
General Counsel (Agency representation and interpretation of law)	Knowledge of law Professionalism	Cases handled Judgments	State/Fed Law Policy/Procedures Professional Canons	Certified Technicians; Feedback

6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

- For HP, processes were developed which determine agency budgets and expenses based on the number of active permanent officers/troopers employed by the agency. The plan accounts for all recurring costs such as salary, fuel, radio fees and administrative support staff. It also accounts for fixed cost such as data networks, facilities and other expenses. All of these costs are

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proportional to the number of troopers employed in the agency and may be controlled and managed by adjusting the number of uniformed personnel.

- STP depends on Motor Carrier Safety Assistance Program (MCSAP) grant and this is determined on an annual basis for the core of the services provided. STP also used high priority grants to administer and/or install new technology and programs and also try to keep the officers focused on STP core objectives.
- BPS needs are based on the number of posts that are either contracted or mandated for each division location. The number of man-hours needed for a given posts is factored in order to assess the number of officers needed to staff that post.

Category 7 - Results

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

- Because DPS comprises components with distinct functions and performance levels trends for key measures involve data collection and tracking from all divisions.

- HP uses data tracked through its HP Console, Computer-Aided Dispatch and data tracked by OHS to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations. Strategic planning progress is reported on a regular basis.

- STP relies on data tracked by OHS, as well as CMV inspection activity (Chart 7.2F) 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 criminal and non-criminal 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 crash data, DUI statistics, and geographic trends. 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, and F.)

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

- Agency and division strategic plans identify key measures related to highway and public safety, which focuses on increasing safety for citizens and visitors of the state through education, prevention and enforcement. Administrative offices work to enhance operational efficiency/effectiveness and support law enforcement.

- HP Community Relations Office maintains a consistent level of HP-initiated community education and outreach activities while still meeting requests for appearances and speaking engagements (Chart 7.2I). HP uses computer-aided dispatch to determine trooper response times to collisions and seeks to decrease this number whenever possible. HP Command Staff monitors formal complaints from the public and also relies on Community Relations Officers and troopers to provide information on customer service and satisfaction levels and advice on areas for improvement.

- STP relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils and feedback are key to assessing customer satisfaction. BPS strives to provide professional and prompt feedback on all criminal and non-criminal incidents and complaints in order to maintain customer satisfaction. The following tables include many key measures and data related to highway safety, commercial motor vehicle inspections, security contracts, training of law enforcement officers, as well as examples of the Agency's community service and charitable involvement. Data collected on 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.

▪ The agency has a online public survey program that the public can at any time complete a list of questions on how they feel the DPS is operating. In calendar year 2008, 287 surveys were completed. Out of the 287 surveys, 228 participants had dealings with a DPS officer. An example of the response was:

> 68% thought the officer was professional and treated them with respect.

> 57% felt their situation was handled properly and fairly.

> 59% rated the Department's performance average or above average.

Key Measures of DPS Mission Accomplishment:

1. Mileage Death Rate. Chart 7.2A
2. Traffic Collision Quick Facts Summary. Chart 7.2B
3. Injury Severity by Occupant Restraint Usage 2008. Chart 7.2C
4. Primary Contributing Factors in SC Traffic Collisions. Chart 7.2D
5. Motor Vehicle Traffic Collisions by County   Chart 7.2E
6. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2F
7. Economic Loss for CMV Collisions by County. Chart 7.2F
8. Bureau of Protective Services Statistical Data for Fiscal Year 2007-2008 Chart 7.2G
9. Highway Patrol Grant Project Results. Chart 7.2H
10. HP Community Relations' Officer Activities. Chart 7.2I
11. Results of Highway Patrol Research and Development Projects. Charts 7.2J
12. Highway Patrol Training Efforts for Mid-Management. Chart 7.2K

Chart 7.2A   Mileage Death Rate

MILEAGE DEATH RATES
SOUTH CAROLINA vs. NATIONAL AVERAGE
1981-2008

PLOT ●●● National Average   ◊ ◊ ◊ South Carolina Average
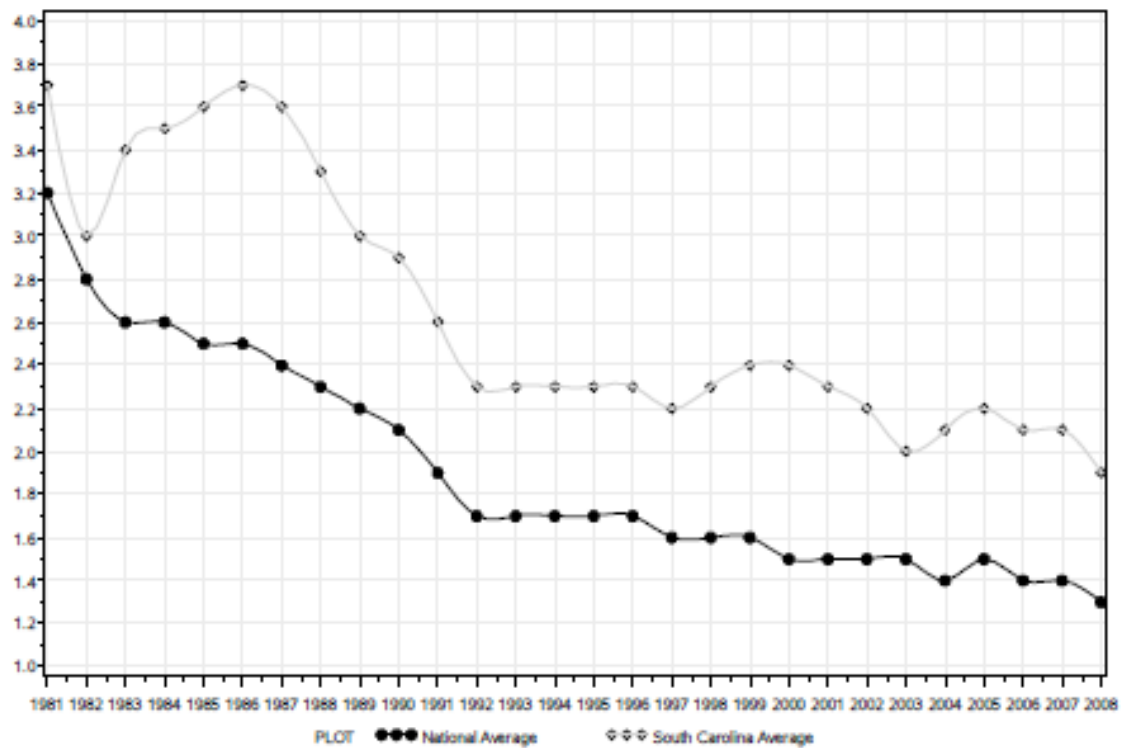
Source for U.S. data: National Highway Traffic Safety Administration (NHTSA)

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 year. Unlike the national trend however, the chart shows that South Carolina has seen it's MDR increase in 8 of the 28 years represented. The national MDR as been maintained or shown a decrease from the previous year's MDR for the same 28 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 then then to 2.2 in 2005.

Chart 7.2B

TRAFFIC COLLISION QUICK FACTS

	2004	2005	2006	2007	2008	% Change 2004 - 2008	% Change 2007 - 2008
Fatal Collisions	946	980	973	985	842	-11.0%	-14.5%
Injury Collisions	32,497	31,560	32,328	32,079	31,044	-4.5%	-3.2%
Property Damage Only Collisions	76,586	79,443	79,648	79,003	75,367	-1.6%	-4.6%
Total Collisions	110,029	111,983	112,949	112,067	107,253	-2.5%	-4.3%
Fatalities	1,046	1,093	1,044	1,077	922	-11.9%	-14.4%
Non-fatal Injuries	51,226	49,841	50,144	49,262	46,913	-8.4%	-4.8%
Fatalities From Collisions Involving:							
Truck Tractor	85	95	79	73	55	-35.3%	-24.7%
Motorcycle	85	94	108	123	110	29.4%	-10.6%
Pedalcycle	21	17	13	21	14	-33.3%	-33.3%
Pedestrian	86	98	125	109	101	17.4%	-7.3%
Train	10	5	10	4	46	360.0%	1050.0%
Motorized Bike	5	11	5	9	14	180.0%	55.6%
School bus	4	4	3	2	3	NA	50.0%
SUV	230	219	225	271	197	-14.3%	-27.3%
Van	73	86	87	70	57	-21.9%	-18.6%
Pick Up Trucks	280	277	247	310	216	-22.9%	-30.3%
Economic Loss (billions)	2.6	2.73	2.82	2.84	2.80	7.7%	-1.4%
Vehicle Miles Traveled (billions)	48.77	49.20	49.80	50.60	49.06	0.6%	-3.0%
Roadway Miles	66,252	66,240	66,242	66,248	66,248	0.0%	0.00%
Motor Vehicle Registrations	3,541,043	3,585,879	3,704,689	3,829,448	3,901,718	10.2%	1.9%
Licensed Drivers	3,025,009	3,038,238	9,099,033	3,146,979	3,312,200	9.5%	5.3%
Mileage Injury Rate*	105	101	101	97	96	-9.0%	-1.8%
Mileage Death Rate**	2.1	2.2	2.1	2.1	1.9	-12.4%	-11.7%
Registration Fatality Rate^	295.4	304.8	281.8	281.2	236.3	-20.0%	-16.0%

*Traffic Injuries per 100 million vehicle miles of travel
**Traffic Fatalities per 100 million vehicle miles of travel
^Fatalities per million registered vehicles

Chart 7.2C   Injury Severity by Occupant Restraint Usage 2008

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USEAGE AIRBAGS	INJURY TYPE					VICTIMS	
	FATAL	INCAPACITATING	NON-INCAPACITATING	POSSIBLY INJURED	NOT INJURED	TOTAL	PERCENT
TOTAL OCCUPANTS	673	2,713	10,564	29,401	209,247	250,607	100.0%
Restraint Usage							
None Used	419	825	1,292	1,465	2,623	6,625	2.6%
Shoulder Belt Only	5	3	33	90	526	658	0.3%
Lap Belt Only	4	13	75	240	1,290	1,622	0.6%
Shoulder and Lap Belt	203	1,621	8,434	24,915	181,633	216,815	86.5%
Child Safety Seat	2	20	139	851	6,789	7,802	3.1%
Helmet		2	2	5	18	27	0.0%
Protective Pads					2	2	0.0%
Reflective Clothing					1	1	0.0%
Other		3	3	6	65	77	0.0%
Unknown	37	223	580	1,794	14,296	16,930	6.8%
Air Bag							
Deployed Front	190	817	2,500	4,648	9,219	17,375	6.9%
Deployed Side	5	34	138	247	671	1,095	0.4%
Deployed Both	110	357	1,123	2,040	3,810	7,445	3.0%
Not Deployed	189	938	5,003	17,650	161,913	185,696	74.1%
Not Applicable	155	502	1,604	4,209	26,380	32,852	13.1%
Deployment Unk.	24	64	193	603	5,254	6,138	2.4%

*Inclueds occupants seated inside the passenger compartment of automobiles, trucks, SUVs and vans.

Chart 7.2D

PROBABLE CAUSE	COLLISION TYPE			TOTALS	PERSONS KILLED	PERSONS INJURED
	Fatal	Injury	Property Damage Only			
	0	0	6	6	0	0
Disregarded Sign/Signal	29	2064	3105	5198	33	3582
Distracted/Inattention	16	2422	7239	9677	17	3552
Too Fast for Conditions	116	8106	20607	28829	126	11782
Exceeded Speed Limit	31	211	275	517	34	300
Failed To Yield Row	67	6664	14458	21189	72	11265
Run Off Road	32	583	937	1552	33	742
Fatigued/Asleep	12	330	462	804	16	419
Followed Too Closely	0	1767	5868	7635	0	2603
Improper Turn	0	370	1695	2065	0	537
Medical Related	12	500	219	731	13	614
Aggressive Driving	9	449	723	1181	9	669
Over-Correcting/Over-Steering	8	141	310	459	8	207
Swerving To Avoid Object	1	115	292	408	1	146
Wrong Side/Wrong Way	29	534	817	1380	34	1002
Under The Influence	344	2411	2453	5208	378	3515
Vision Obscured (W/In Unit)	0	30	214	244	0	40
Improper Lane Usage/Change	6	919	5038	5963	7	1273
Cell Phone	0	34	61	95	0	46
Other Improper Action (Driver)	8	770	3681	4459	10	1082
Unknown	17	611	1710	2338	22	866
Debris	0	51	311	362	0	66
Non-Hwy Work	0	2	1	3	0	3
Obstruction In Rdwy	1	37	183	221	1	50
Road Surface Condtion (ie. Wet)	1	38	137	176	1	50
Rut, Hole, Bump	0	15	21	36	0	18
Shoulders(Non,Low,Soft,High)	0	1	7	8	0	1
Traffic Control Device(ie Missing)	0	4	14	18	0	9
Work Zone(Constr/Maintenance/Util	0	2	12	14	0	2
Worn, Travel Polished Surface	0	1	2	3	0	2
Other Roadway Factor	0	16	49	65	0	20
Non-Motorist Inattentive	0	45	25	70	0	46
Lying &/Or Illegally In Rdwy	18	103	15	136	18	119
Non-Motorist Failed To Yield Row	4	62	20	86	4	68
Not Visible(Dark Clothing)	4	34	0	38	4	35
Non-Motorist Disregarded Sign/Signal/Etc	1	23	10	34	1	28

PROBABLE CAUSE	COLLISION TYPE			TOTALS	PERSONS KILLED	PERSONS INJURED
	Fatal	Injury	Property Damage Only			
Improper Crossing	5	134	10	149	5	141
Darting	3	56	11	70	3	61
Non-Motorist Wrong Side Of Road	1	35	9	45	1	43
Other Non-Motorist Factor	2	26	20	48	2	31
Non-Motorist Unknown	1	12	9	22	1	15
Animal In Road	1	684	2542	3227	1	928
Glare	0	34	60	94	0	50
Obstruction	0	16	122	138	0	25
Weather Condition	0	49	197	245	0	72
Non-Motorist Under Infl	56	47	37	140	56	60
Other Person Under Infl	0	7	3	10	0	8
Other Environmental Factor	0	30	52	82	0	33
Environmental Unknown	0	5	7	12	0	7
Brakes	0	109	254	363	0	185
Steering	1	33	82	116	1	48
Power Plant	0	20	33	53	0	28
Tires/Wheels	5	189	532	726	9	304
Lights	0	18	27	45	0	23
Signals	0	0	3	3	0	0
Windows/Shield	0	2	3	5	0	2
Restraint Systems	0	1	9	10	0	1
Truck Coupling	0	5	36	41	0	5
Cargo	0	15	169	184	0	21
Fuel System	0	2	3	5	0	3
Other Vehicle Defect	1	35	126	162	1	41
Unknown Vehicle Defect	0	15	34	49	0	19
TOTALS	842	31044	75367	107253	922	46913

Chart 72.E   Motor Vehicle Traffic Collisions by County

SOUTH CAROLINA ALL TRAFFIC COLLISIONS BY COUNTY - 2008
PRELIMINARY

County	COLLISION TYPE Fatal N	Injury N	Property Damage Only N	All N	PERSONS KILLED Sum	PERSONS INJURED Sum
Abbeville	1	111	179	291	1	182
Aiken	29	1026	2265	3320	30	1487
Allendale	6	47	55	108	7	78
Anderson	27	1230	2728	3985	27	1768
Bamberg	2	86	111	199	2	139
Barnwell	8	126	197	331	9	197
Beaufort	19	762	1904	2685	20	1130
Berkeley	37	992	2408	3437	41	1536
Calhoun	1	85	275	361	1	120
Charleston	55	3229	8588	11872	59	4686
Cherokee	13	438	905	1356	16	696
Chester	13	213	404	630	14	361
Chesterfield	17	240	315	572	18	382
Clarendon	12	200	397	609	13	329
Colleton	19	341	723	1083	21	514
Darlington	20	501	922	1443	22	829
Dillon	11	276	549	836	11	439
Dorchester	23	700	1922	2645	25	1040
Edgefield	7	128	216	351	7	204
Fairfield	9	177	255	441	11	294
Florence	37	1051	2726	3814	43	1681
Georgetown	13	408	723	1144	14	616
Greenville	63	2699	8663	11425	70	3837
Greenwood	7	490	909	1406	7	736
Hampton	3	127	205	335	3	214
Horry	45	2300	5407	7752	48	3542
Jasper	13	226	666	905	14	345
Kershaw	9	386	842	1237	11	568
Lancaster	14	483	910	1407	18	781
Laurens	15	518	978	1511	15	784
Lee	4	128	234	366	6	208
Lexington	50	1668	4646	6364	60	2456
McCormick	1	50	64	115	1	72
Marion	11	236	343	590	14	472
Marlboro	7	196	268	471	8	329
Newberry	7	256	559	822	7	399

County	COLLISION TYPE			All	PERSONS KILLED	PERSONS INJURED
	Fatal	Injury	Property Damage Only			
	N	N	N	N	Sum	Sum
Oconee	12	424	893	1329	14	632
Orangeburg	28	753	1543	2324	28	1233
Pickens	16	704	1674	2394	17	1050
Richland	39	2771	8095	10905	43	4153
Saluda	6	98	163	267	7	160
Spartanburg	45	1806	4353	6204	46	2645
Sumter	23	744	1402	2169	27	1215
Union	6	212	271	489	6	318
Williamsburg	8	246	323	577	9	416
York	31	1156	3189	4376	31	1640
All	842	31044	75367	107253	922	46913

Chart 7.2F

CMV Traffic Collision Quick Facts

	2007	2008**	% CHANGE
FATAL COLLISIONS	87	80	-8.0%
INJURY COLLISIONS	1,431	1,187	-17.1%
PROPERTY DAMAGE ONLY COLLISIONS	1,468	1,313	-10.6%
TOTAL COLLISIONS	2,986	2,580	-13.6%
FATALITIES	102	92	-9.8%
NON-FATAL INJURIES	2,300	2,010	-12.6%
ECONOMIC LOSS*	$176,732,200	$151,522,000	-14.3%

Economic Loss for CMV Collisions by County

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2008	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Collisions
Greenville	7	77	118	202	8	136	$12,047,100	1	1
Charleston	5	87	83	175	7	143	$11,466,000	2	3
Horry	5	49	34	88	6	96	$8,802,400	3	11
Florence	4	50	56	110	6	85	$8,736,400	4	8
Lexington	4	85	71	160	5	155	$8,510,900	5	5
Berkeley	6	46	34	86	6	77	$8,424,600	6	12
Dorchester	5	37	30	72	5	63	$8,423,700	7	13
Aiken	4	40	56	100	4	52	$6,024,500	8	9
Richland	2	94	93	189	2	157	$5,575,200	9	2
Sumter	3	27	24	54	4	45	$5,476,700	10	15

Chart 7.2G

Bureau of Protective Services
Statistical Data for Fiscal Year 2008-2009
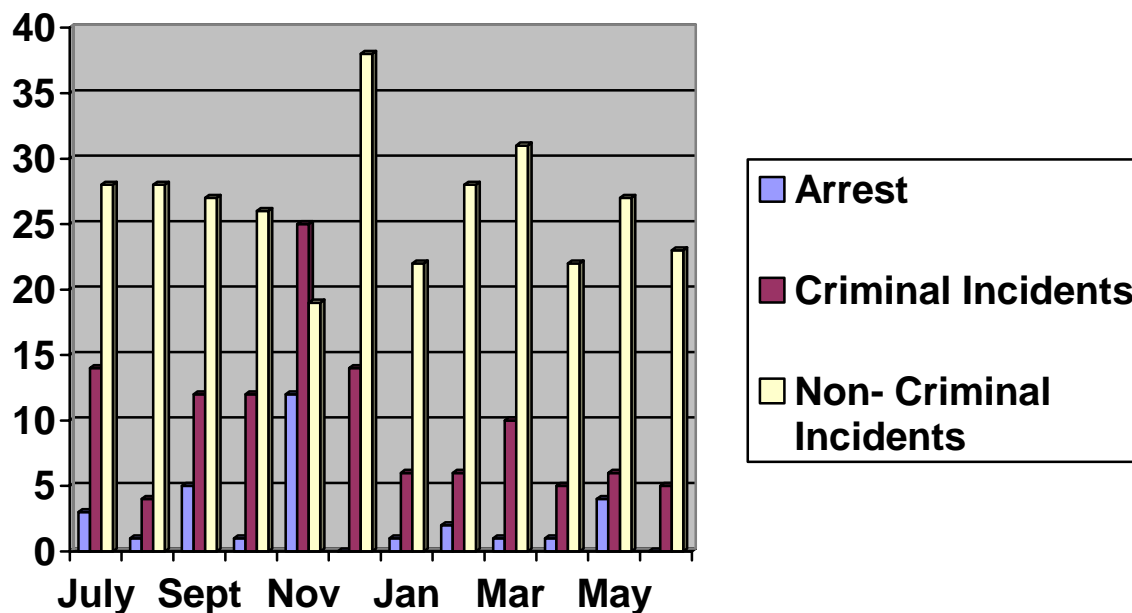
	Totals
Arrests (Month to Date)	**31**
Criminal Incidents (Month to Date)	**119**
Non Criminal Incidents (Month to Date)	**319**

Bureau of Protective Services (BPS)
Statistical Data for Fiscal Year 2008-2009

	2008						2009					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Arrests (Month to Date)	3	1	5	1	12	0	1	2	1	1	4	0
Criminal Incidents (Month to Date)	14	4	12	12	25	14	6	6	10	5	6	5
Non-Criminal Incidents (Month to Date	28	28	27	26	19	38	22	28	31	22	27	23
Property Loss* (Month to Date)	8829	100	1180	5000	1850	14125	2811	1000	3124	9000	1510	1415
Property Recovery* (Month to Date)	0	0	0	0	0	0	0	0	0	0	0	0

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

Chart 7.2H - Highway Patrol Grants Projects

Highway Patrol Grant Projects Results			
July 1, 2008 – June 30, 2009			
Project	**Effect on Performance, Safety and/or Service**	**Funding**	**Timeframe**
SCHP Occupant Protection Education and Outreach Program	Used grant funds to purchase one rollover simulator unit to educate the public about seatbelt use. Will be used in Florence, Lexington and Berkeley counties.	$34,764	October 1, 2008 – September 30, 2009
SCHP Horry County DUI Enforcement Team	Grant funds provided two troopers and equipment (car, radar, camera, computer, printer and salary) for DUI enforcement in Horry County.	$230,170	October 1, 2008 – September 30, 2009
Families of Highway Fatalities	Grant funds provided support to the Families of Highway Fatalities program by funding the salary of the program coordinator.	$49,301	October 1, 2008 – September 30, 2009
Bullet Proof Vest Funding	Funds provide vests for DPS officers.	$19,204	July 1, 2007 – June 30, 2008
DPS Communications Upgrade	Funds made it possible to upgrade the flashcode and firmware of 448 agency digital radios to be compatible with Motorola 7X and Omni Link accessible.	$107,520	June 1, 2008 – August 31, 2009

Chart 7.2I - Highway Patrol Community Relations Officers Activities

CRO Activities July 1, 2008 - June 30, 2009	
Activity	Overview
Law Enforcement	100 Deadly Days of Summer emphasis from Memorial Day - Labor Day.
Memorial Services	Assisted with the annual Traffic Victim's Memorial Service directed by the Office of Highway Safety-April 25, 2009.
	Assisted with local services for fallen regional law enforcement officers.
Hurricanes	Deployment Exercise-June 11; Town Hall Meetings on the coast
Motorcycle Safety	Displays and booths were provided and staffed for the Harley Davidson Week in Myrtle Beach, the Urban Bike Fest in Atlantic Beach, and the State Fair in Columbia. Motorcycle Campaign involving safety events with media blitz during months leading up to May bike weeks.
	Motorcycle Campaign Ride Smart DVDs and Posters continue to be provided to dealerships and motorcycle clubs across the state.
Cadet Camp (at CJA)	Participated in the Nathan Wolfe Cadet Academy at Criminal Justice Academy.
African American Events	Participated in Statewide CME Unity Fair in Charleston on November 1.
	Allen University Presentations to all campus students-Stewardship of the Car
	Participated in the statewide Black Expo in Columbia.
	Participated in fairs and conducted talks at various churches across the state
	Talks to Black Pastors/Leadership groups and conferences
	Participation in events for 140 African American groups
Hispanic Events	HP Minority coordinator serves on the Midlands Hispanic Council.
Child Seat Checks	Conducted 52 seat checks with 521 seats checked. 46 one on one appointments.
Media Contacts	4,734 contacts were made with 973 personal interviews and 94 PSAs recorded.
	398 events were placed on the Media Message Board for Media Use
Presentations	1,005 Talks conducted; 80,559 attendees at events
Fairs	317 fairs; displays, materials, talks with visitors. Fairs include local school fairs, regional festivals such as Watermelon Festival, Columbia Greek Festival, Coastal Carolina Regional Fair, Fishing Rodeo, State Fair and corporate fairs such as Michelin Safety Day and Milliken and Savannah River Plant. Small displays were set up at Wal-Marts, grocery stores and Dollar Generals.
Significant Events	Stewardship of the Car, the faith based program continues to be presented to churches and youth groups..
	LEN - Activities continue with partnerships between troops and their local LEN.
	Upstate Film Project - Troop 3 participated again in the Upstate Film Project sponsored by Oconee EUDL (Enforcing Underage Drinking Laws). Local High School groups were paired with a sponsoring agency to produce a video that encouraged teens not to drink.
	Trooper Treats - Troopers visited with children in local hospitals within their troops handing out treats and safety materials in October.
	A Move Over Law PSA was produced and a press conference was held with EMS, DNR and Fire Academy.
	Participated in the NHTSA Occupant Protection Review Panel for South Carolina
	A rollover simulator vehicle was purchased from grant funds for Seat Belt presentations in high fatality counties.
	Press Conferences statewide were coordinated for the inauguration of the statewide 31-member DUI Team.

	L/Cpl. Robert Beres received national award in Washington, D.C.
	Presentation for Welcome Aboard Events for Marine Bases in Parris Island and Beaufort
	Darlington Raceway Events
	International Auto Show in Greenville
	SC Highway Safety Conference in Columbia. - Highway Patrol participated in the conference as attendees and presenters.
Teen Driving	Wren High School Teen Fatals Intervention Event,
	Prince of Orange Mall Youth Day in Orangeburg
	Prom Assemblies and Talks-50 High Schools including a Prom Bash which included 5 high schools
Special Olympics	Torch Run-Law Enforcement Officers, including Highway Patrol carried the special Olympics torch throughout the state to the State Capital.
	Chick-Filet Special Olympics Drive-Through event in Greenwood.
	Colonel's Cup Softball Tournament
	Cops and Lobster events across the state.
	Troop 4 Golf Tournament
	Troop 1 Bowling Tournament
	Troops 1 and 3 held Cops on Top of Shops at Krispy Kreme
Families of Highway Fatalities	Presented monthly victim's talks with CROs to pre-trial intervention programs (PTI) and Alcohol Education Programs (AEP) for offenders in Richland, Horry, Greenwood, and Greenville Counties.
	Hope and Healing Seminar – Arts as Medicine for traffic victim survivors.
	Blood Drive was held at River Dog Stadium in Charleston in honor of traffic victims in partnership with River Dogs, Red Cross, and the Highway Patrol.
	Fort Jackson (all-base personnel) Traffic Safety Presentations
	Presentation to Mid-Carolina Cooperative Employee (all employees) Traffic Safety Presentations
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 school zone safety and school bus enforcement.
	Recorded a Back to School PSA/Video on School Bus Safety.
	Revised the Highway Patrol Website to include Back to School section
Holiday Travel Awareness	Partnered with FHF volunteers and SCDOT to distribute materials at Welcome Centers and Rest Areas in each troop during each holiday period. Michelin provide tire checks for travelers.

Chart 7.2J -   Results of Highway Patrol Research and Development Projects

Project	Activity
Tire Deflation Devices	Test and evaluation was conducted and the project is currently out for solicitation.
Digital DVD in-car Camera System	Test and evaluation was conducted for all state agencies.
Emergency Warning Vehicle Equipment	Test and evaluation was conducted. A new state contract for all law enforcement was put into place.

Chart 7.2K - Highway Patrol Training Efforts for Mid-Management (July 2008 – June 2009)

Institution	Program	Participation
S.C. Criminal Justice Academy	First-Line Supervisors' Training	3 Troopers, Corporal and Sergeant
S.C. Criminal Justice Academy	Mid-Level Management Training	16 Troopers, Lance Corporal through Lieutenant
SCHP Training	SCHP First-Line Supervisor's Training	18 Troopers, Lance Corporal and Corporal
S.C. Criminal Justice Academy	Master Instructor	1 Trooper, Sergeant
S.C. Department of Public Safety	Law Enforcement Leadership Series	28 Troopers, Corporal
S.C. Budget and Control Board	Certified Public Managers Program	2 Troopers, Lieutenant

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, as well as the rapid changes in technology, including using existing technology to its fullest potential, involve tremendous fiscal planning and logistics carried out by the Director, law enforcement divisions, OFS, OIT, and others to allot and monitor funding to effect optimal operational performance, as well as support law enforcement in education, prevention and enforcement. 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 the DPS. The HP Strategic Planning Unit assesses the costs, performance and timeframes associated with grant initiatives.

- 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. (See Charts 7.2A, B, C, D, E, F, G.)

- 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. Department of Justice and the Comptroller's Office, as well as the Inspector General's Office. This is achieved through on-site visits to the SC Department of Public Safety, on-site visits to SCDPS subgrantees, on-site and desk audits and electronic monitoring via the Grants Management System. Further, financial performance is monitored by accounting offices within SCDPS, outside firms, and the State Auditor's Office. Because virtually all the OJP subgrants are reimbursable, it is a relatively straightforward matter to track and analyze subgrant expenditures to ensure that financial performance standards are achieved or exceeded.

7.4   What are your performance levels/trends for key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

(a) work system performance?
- Emphasis is being placed on improving work flow, consolidating resources, 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, and consolidation of telecommunications centers is still a goal of the agency.

(b) employee learning and development?
- HP is committed to professional development of law enforcement officers. Along with the Career Path Plan, the HP Command Staff addresses the need for advanced officer training. Troopers attended first-line and mid-level supervisory training courses, the new SC Department of Public Safety Law Enforcement Leadership series, and the Budget and Control Board's Law Enforcement Leadership Series.

- 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. HR has assisted in the development of the pilot program Law Enforcement Leadership Series which is anticipated to be a continuing program. The SATC (State Agency Training Consortium) is a resource that fulfills special training requests (at no additional cost). Element K online training has been implemented and is being utilized by over 100 DPS employees while plans are being made to develop custom ELearning courses which will also be available online. The Workforce Planning Initiative encourages the assessment and development of workforce skills.

(c) employee well being and satisfaction?

- Career paths are set up for the following: Law Enforcement Officers, Telecommunications Officers, and MAIT Team. Mandatory training is conducted in EEO/Affirmative Action, ethics, workforce planning and preventing harassment and discrimination, thus, fostering a healthy work environment. Employees are encouraged to discuss their career goals and interests with their supervisors in conjunction with the annual Individualized Employee Development Plan (IEDP).   Joint efforts with Prevention Partners 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 to establish recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator and training manager represent DPS in committee and teams to collect data and provide input to formulate the statewide workforce plan.

7.5   <u>What are your performance levels and trends for your key measures or organizational effectiveness/operational efficiency, and work system performance</u>?

- The Emergency Traffic Management Unit focuses its efforts on constant improvement in its response to emergencies. HP uses After Action Reports to identify problems and implement the necessary changes.
- Feedback and performance reviews are used to inform HP Training's curriculum development to ensure that employees are provided adequate supervisory training. Involvement in activities such as Families of Highway Fatalities, the Traffic Victims Memorial Service, Service of Remembrance for Fallen Troopers and Community Relations Office initiatives demonstrate HP command staff commitment to organizational values.
- HP conducts various cost analyses before programs/initiatives are enacted or equipment is purchased. Thorough research and testing is done to provide measureable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops.

- STP conducts an annual Commercial Vehicle Safety Plan (CVSP) and district Enforcement Plans that includes the required performance levels for enforcement personnel along with the required headquarters support personnel.
- BPS performance levels are measured largely by security contract renewals. A renewed contract agreement is one measure that determines customer satisfaction. Additionally, the contract renewal time period is often a good opportunity to receive feedback on customer satisfaction.

7.6   What are performance levels trends for key measures of regulatory/legal compliance and community support? (Compliance with laws/regulations other than agency's central legal mandate)?

- 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, churches, 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.
- DPS is heavily regulated in both the law enforcement and highway safety arena, as well as grants administration. It also continues to meet all of the national requirements needed to maintain its CALEA certification. 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.