STATE OF
SOUTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

Agency Accountability Report

Fiscal Year 2009 – 2010

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

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Section I – Executive Summary

The SC Department of Public Safety (DPS) is a distinct law enforcement agency focusing on highway and public safety. DPS has three major operating divisions: the Highway Patrol (HP), State Transport Police (STP), and Bureau of Protective Services (BPS), as well as the Office of Highway Safety (OHS), Office of Justice Programs (OJP), and S. C. Law Enforcement Hall of Fame. As indicated by the charts below, DPS has experienced a decline in available resources during the last several fiscal years.

DPS Actual Expenditures

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
	$136,764,909	$150,420,069	$150,420,069	$149,854,818	$138,129,801
					$131,008,843

DPS Filled FTEs

| FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
1448	1443	1495	1391	1376
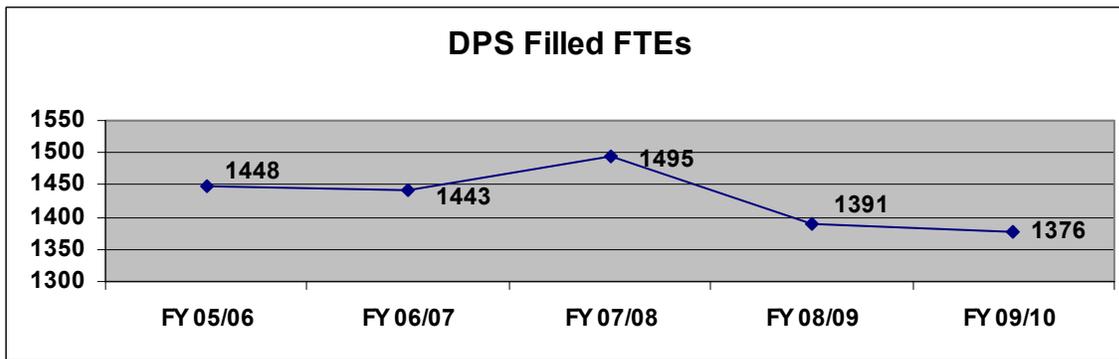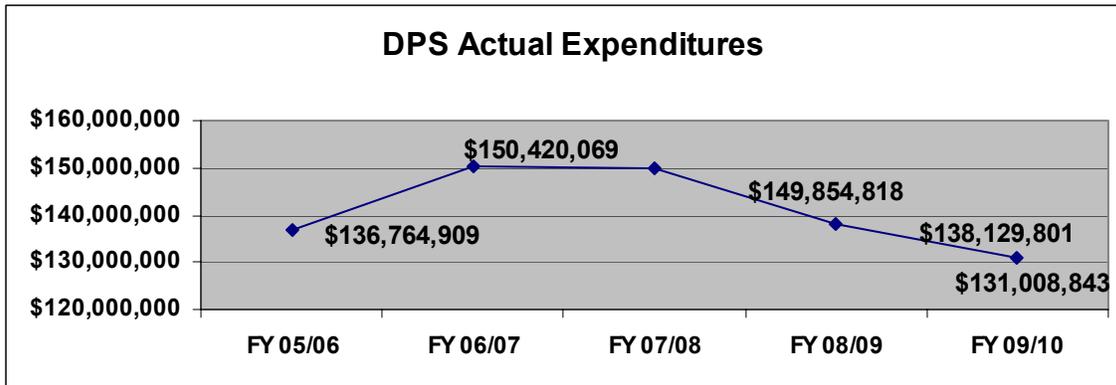
In spite of resource challenges, DPS has continued to achieve positive results in the advancement of its mission to protect and save lives through enforcement and education. Some significant achievements for fiscal year 2009-2010 are listed below.

1. ***Statistical evidence indicates that South Carolina's roads are safer than they were a year ago.*** This is attributed to: 1) targeting impaired or distracted drivers, DUI drivers, and drivers without seatbelts; and 2) a host of advertising campaigns aimed at raising public awareness to increase safety.
    a. South Carolina highway fatalities were reduced from 921 in calendar year 2008 to 894 in calendar year 2009 (2.9% reduction).
    b. The highest recorded safety belt usage rate ever reached in South Carolina was achieved (85.4%).
    c. Commercial Motor Vehicle (CMV) collisions decreased 8.9% and CMV fatalities decreased 22.1%.

2. In April 2010, DPS successfully received recommendation for re-accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA provides a yardstick to measure effectiveness and reinforces confidence that DPS is operating with the highest standards of professionalism. CALEA is internationally recognized and raises DPS standing among law enforcement agencies. *Additionally, DPS was awarded CALEA Flagship status for the first time. The CALEA Flagship Agency Program was created by CALEA to acknowledge the achievement and expertise of some of the most successful CALEA accredited public safety agencies, and also to provide "flagship examples" to assist other agencies.*

3. The SC Law Enforcement Network (SCLEN) was created by DPS and includes 225 law enforcement agencies across the 16 SC Judicial Circuits. The purpose of this network is to gather, share, and disseminate information among members, coordinate joint traffic enforcement and media events, identify and provide training for members, and support statewide traffic safety campaigns. The network is comprised of local and state traffic enforcement officers, members of Federal law enforcement agencies, and prosecutors from each region of the state. As is indicated by the chart below, participation in SCLEN has increased steadily over the last several years and now has 225 of the possible 260 agencies participating (87%). *This unprecedented level of cooperation among SC law enforcement agencies is a key element of success in making SC highways safer, particularly in this era of escalating resource challenges.*

SC Law Enforcment Network Particpation

	FY 07/08	FY 08/09	FY 09/10
Value	169	212	225
Percent	65%	82%	87%
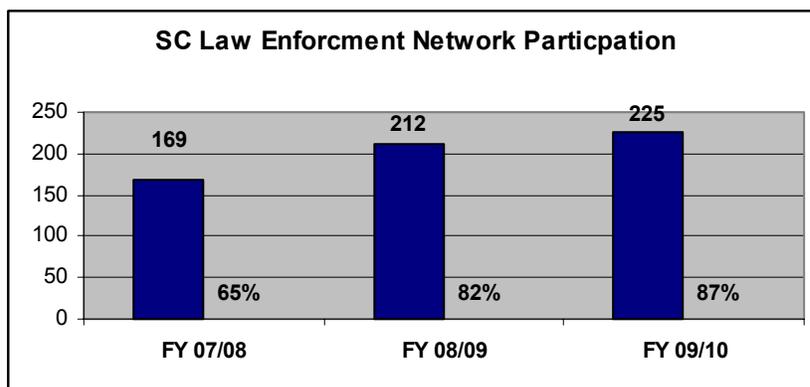
4. The South Carolina Collision and Ticket Tracking System (SCCATTS) was procured using federal grants funds and is in limited operational use within DPS and local law enforcement. SCATTS enables DPS, county and municipal law enforcement officers to electronically prepare and submit collision reports. *Electronic preparation of collision reports significantly reduces time required for on scene collision management and after-action time for completion and submittal of the reports.* The system components procured so far include 500 laptop computers, mobile printers, and barcode readers. These components are being deployed to Highway Patrol (HP) troopers for wireless use in and out of patrol vehicles. SCCATTS is a collaborative effort of DPS, Department of Transportation (DOT), Department of Motor Vehicles (DMV), SC Judicial Department (SCJD), and others.

5. STP, in conjunction with Oak Ridge National Laboratory, installed a License Plate Reader (LPR) at the Dorchester I-26 West weigh station. The system was purchased using federal grant funds and allows STP to screen all CMVs against the STP compliance database, Commercial

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Vehicle Information Exchange Window (CVIEW). ***The LPR allows STP to concentrate on the non-compliant motor carriers and allows the compliant carriers to continue to operate.***

6. ***DPS has worked very hard to improve its reputation as a professional law enforcement agency.*** Receiving the CALEA Flagship Status Award is a strong indicator that DPS is a professional organization and is perceived as one. An increasing willingness by other law enforcement agencies to collaborate with DPS through the SCLEN is another notable indicator of a greater confidence in DPS as a professional organization. Examples of methods used to improve professionalism are listed below.
   a. Law Enforcement training and professional development are DPS priorities. The Law Enforcement Leadership Training, which focuses on mid-level training for supervisors, is an example of this type of training.
   b. DPS has adopted a high standard of professional conduct for agency personnel. The *DPS Code of Ethics* policy applies to all employees and stresses the importance of integrity, truthfulness, honesty, courtesy, and fortitude. The policy is addressed in new hire orientation, and all employees are required to receive classroom training in ethics at least every two years.
   c. Advertising campaigns aimed at increasing highway safety afford numerous opportunities for DPS to present a professional image to the public.
   d. DPS employees routinely participate in a wide range of community service activities across the state, which also provide numerous opportunities to project a positive and professional image.
   e. DPS has adopted the use of law enforcement technologies such as LPR and SCATTS to improve operational efficiency and reduce road time delays for motorists, which enhances the reputation of DPS as a professional organization.

7. ***DPS successfully transitioned to the new SCEIS Financial/Materials Management system on November 3, 2009 and to the SCEIS Human Resources/Payroll system on June 2, 2010.*** Nearly all DPS employees participated in job appropriate SCEIS training and are now using these systems.

1.1 Purpose, Mission, Vision, and Values

Mission: The mission of DPS 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, Leadership*

1.2 Major Achievements from July 2009 to June 2010 Reported by Division or Office:

Highway Patrol (HP):

- Funding/Grants
  - HP received a total of $1,003,311 in grant awards in FY 2010.
  - For the 4th consecutive year, DOT has funded (through a federal grant) a work zone enforcement initiative staffed by HP Troopers.
- Public Safety
  - South Carolina road deaths declined from 921 to 894 and seatbelt usage rose to an all-time high of 85.4%. These numbers are attributed to targeting impaired drivers and drivers without seatbelts.
  - In July, a 31 member DUI Team was formed to target DUI drivers, and the Team made 1,187 DUI cases between July and December 23, 2009. Each troop has a team dedicated solely to proactive DUI Enforcement. An introduction of all the team members was conducted on July 1st to local media in all troops.
  - HP continued to step up their highway enforcement efforts to ensure the safety of the South Carolina public and its visitors. Partnerships with other law enforcements agencies continued on DUI crackdowns.
  - On February 12th, snow fell in the Midlands and throughout the state, with a total of over 8 inches reported at the Columbia Metro Airport. DPS and *Agency Support Deployment for Winter Weather Plan* were implemented during this time. Media agencies throughout the region (Troops One through Four) were contacted and kept up-to-date on winter driving tips and other information.
  - The Hell's Angels Motorcycle Rally was held in the Midlands on March 6th. The bikers held a ride from Lexington to Columbia. HP partnered with several area law enforcement agencies to ensure this was a safe event for the riders and the general public.
  - HP coordinated traffic control for the Carolina Cup Horse Race in Kershaw County held on March 27th.
  - During the second week in April, HP provided crowd and traffic control assistance during the Masters Golf Tournament as well as Radar/DUI Saturation on I-20 on April 9th and 10th during Masters Weekend.
  - On April 10th, HP assisted with traffic control and pedestrian crossings during the University of South Carolina (USC) football team's annual Spring Football game.
  - During the third week in April, HP provided crowd and traffic control assistance during the Heritage Golf Tournament in Hilton Head.

- On May 25, 2010, HP, in conjunction with the Department of Natural Resources (DNR) and OHS, announced the beginning of the *Memorial Day Mobilization Enforcement*. This also began the *100 Deadly Days of Summer Campaign*.
- On May 31, 2010, all South Carolina Chick-fil-A restaurants joined HP and DPS in the statewide *Clickin' for Chicken* campaign. This campaign promotes seatbelt use and spans the *100 Deadly Days of Summer* until September 6th.

- Searches and Seizures
  - Aggressive Criminal Enforcement **(**ACE) seizures:
    - 951 grams of marijuana
    - 105 pounds of hydro marijuana
    - 38 grams of cocaine
    - 7 grams of methamphetamine
    - 120 grams of heroine
    - 19,563 pills stimulants/depressants
    - 25 doses of Steroids
    - 12 illegal driver license
    - 140 pair of counterfeit shoes
    - 719 counterfeit DVDs
  - On July 22nd, a member of the Up-State ACE Interdiction Team conducted a traffic stop on I-385 in Greenville County on a 2003 Nissan Murano for a tag violation. After a consensual search and K-9 alert, $13,005 in U. S. Currency was located on the backseat of the vehicle. DEA was called to the scene and seized the currency.
  - On July 23rd, a member of the Mid-State ACE Interdiction Team conducted a traffic stop for an improper lane change violation on a 2005 Chevy Tahoe. After a probable cause search and K-9 alert, six pounds of marijuana was located in the rear of the vehicle. The vehicle was traveling from Atlanta to Sumter.
  - On January 12, 2010, a member of the ACE Team from the Mid-State Interdiction Unit stopped a vehicle on I - 95 in Clarendon County. The lone driver was traveling from North Carolina to Georgia. A consensual search revealed that the suspect was a felon in possession of a firearm - a .22 caliber Ruger semi-automatic handgun.
  - On May 5, 2010, as a result of a traffic stop in Calhoun County by the HP, a father and son who cruised South Carolina's highways in their pick-up truck in search of broken-down cars they could quickly load onto their makeshift towing dolly and sell at local scrap metal shops for $300 - $600 were charged as a team with grand larceny. A Trooper pulled them over after spotting the odd-looking dolly on the pair's pick-up as it hauled a vehicle the Trooper had tagged as disabled just moments earlier.
  - On June 15th, an ACE Team Interdiction Supervisor stopped a vehicle on I-77 in York County. The driver and his male passenger were traveling from Charlotte, North Carolina to Columbia, South Carolina. A K-9 search revealed $40,210 in U.S. Currency. In addition, $13,000 in U.S. Currency was seized by U.S. Immigration and Customs Enforcement (ICE) in North Carolina at the driver's residence.
- Leadership and Training
  - HP's Emergency Management Traffic Unit held a full-scale exercise initial planning conference on February 10, 2010.
  - On February 10, 2010, HP's Troop Six held a Leadership Retreat for its supervisors to discuss commitment, attitude, and set goals for 2010.
  - HP graduated 44 new Troopers of Basic Class # 88 on May 28, 2010. The ceremony was held at the South Carolina Criminal Justice Academy (CJA).
- Community Service

- Minority Outreach: Lance Corporal Beres conducted a safety talk at Mount Moriah Church in North Charleston which is an African-American church. Reverend Ben Colley contacted 26 churches via telephone and mail outs to others in the Troop Seven area. Reverend Colley also worked in Orangeburg distributing information to the Head Start offices. He set up a table outside the three Piggly Wiggly locations in Orangeburg and delivered safety materials to three daycare centers and two barber shops.
- On June 4, 2010, HP's Families of Highway Fatalities Program held its' 4th Annual Blood Drive in partnership with the American Red Cross and the Charleston Riverdogs Baseball Team. The drive was held at the Joseph P. Riley, Jr. Baseball Park. A total number of 18 units were collected. A free car seat installation was also held during this time.
- On June 30th, HP's Families of Highway Fatalities Program held its' 4th Annual Blood Drive at Fuddruckers' located on Bush River Road in Columbia; 85 units of blood were collected.
- On June 23rd during a press conference held in Florence, members of HP, Florence Police Department and Florence County Sheriffs' Department announced *Operation Safe Summer*. This combines efforts to increase community awareness, neighborhood patrols and crime reporting organizations. Agencies involved also honed in on gang-related activities throughout Florence County.
- On February 3, 2010, DPS, along with DMV and Computer Sciences Corporation (CSC), participated in a *no cost* H1N1 Vaccine Clinic that was sponsored by the Richland County Health Department at the Blythewood Business Complex.
- The Law Enforcement Torch Run Kick-Off at The Zone at the USC Football Stadium for Special Olympics on March 17th.
- Collaborating with various other law enforcement agencies in an effort to give needy kids a special Christmas in 2009. A program, expanding on the idea of the popular *Shop with a Hero* program, began the process of gaining 501(C)3 status in order to spur donations. Donations are used to purchase Christmas presents from local businesses, and provide a boost to both the spirit of the children and the economy.
- The annual *Cops and Lobster* campaign on March 27th and on May 21st, benefitting the Special Olympics.
- On April 3rd and 4th, participated along with the Greenville Sheriff's Department and Greenville Police Department in the annual *Cops on Top of a Donut Shop* campaign, and spent 30 hours on the roof top of the Krispy Kreme Restaurant.
- Troop Four hosted the fourth annual Frank Bobo Memorial Golf Tournament benefiting Special Olympics. This event was held at the Pinetuck Country Club in Rock Hill, South Carolina on Monday, April 27th ;
- Participated in the 15th Annual Make-A-Wish Foundation Charity Golf Tournament at the Traces' Golf Club in Florence, SC on September 16, 2009, with proceeds benefitting the Make-A-Wish Foundation.
- On January 31, 2010, HP's Troop Six concluded their "Clicken for Chicken" Campaign with the tri-county area Chic-Fil-A's; 5000 coupons were handed out.
- The Palmetto State O-Run Team Challenge was held on March 20th in Lynchburg, SC. This is 4-miles of obstacles and challenges that require running, jumping, pushing, pulling and a lot more. The course is spread over 1,000 acres of uneven terrain and wooded trails requiring teams of four to work together to endure, overcome, and survive to completion. Del Boykin owner of Competitive Edge of Florence, and HP's Troop Five Captain Jo Nell hosted this event, with a portion of the proceeds going towards South Carolina Law Enforcement Assistance Programs (SCLEAP).

- The annual Colonel's Cup Softball Tournament was held on May 12, 2010, with over 100 personnel participating. Each troop from HP as well as STP had a team participate in the tournament to raise money for both the Special Olympics and the memorial wall in memory of our fallen troopers. Approximately $8,000 was raised with HP's Troop Two prevailing as the overall winner.
- Awards
  - Trooper First Class Kevin M. Caldwell was named HP Trooper of the year.
  - Ms. Mary K. Wooden was named Telecommunications Officer of the Year.
  - Corporal David T. Knox, Lance Corporal Robert Strickland and Trooper Michael D. Earnest received the Director's Award for Valor.
  - On August 20th, Corporal (Cpl.) David T. Knox was working his assigned shift in Chester County when he was alerted to a house fire by a passing motorist. Cpl. Knox entered the burning structure and assisted a 71 year old lady from the structure with no regard to his personal safety. A letter of commendation was received from Richburg Fire Department Chief John Agee.
- Remembrances
  - On September 19th, HP lost one of its' own in a line-of-duty death. Lance Corporal J. S. Nash died while escorting a charity ride in honor of Trooper Hardy M. Godbold who was killed in the line of duty in 1992. L/Cpl. Nash served in the United States Marine Corps from 1986-1993 and joined the Patrol in 1994; he had served on the ACE Team since 2004. L/Cpl. Nash was laid to rest on September 23rd, in Anderson County.
  - HP's Families of Highway Fatalities Program held a Peer Support Meeting on January 23, 2010. This meeting was facilitated by Erik Skidmore of SCLEAP.
  - On October 10th, HP held its' Sixth Annual Service of Remembrance in honor of our fallen comrades who were lost in the line of duty. Services were held at Virginia Wingard Memorial United Methodist Church on Broad River Road at 3:00 p.m.
  - The annual Fatality Memorial Services remembering those who were lost on South Carolina Highways in 2009 was held April 24th at Riverlands Baptist Church in Irmo, South Carolina.
  - On May 10th and 14th, HP's Sergeant M. Dennis Johnson of Troop Four participated in the 13th Annual "Police Unity Tour" bicycle tour in Chesapeake, Virginia. The purpose of this tour is to bring public awareness to Law Enforcement Officers who have died in the line of duty and honor their sacrifices. Sergeant Johnson rode in honor of Lance Corporal Jonathon Nash who was killed in the line of duty on September 1, 2009.

State Transport Police (STP):

- Funding and Grants
  - STP acquired a new Chevy Tahoe with a $36,000 grant to be used for the Waste Isolation Pilot Project (WIPP) program.
  - STP received a $90,000 grant and acquired 7 Radio Isotope Identifinder Devises (RIDD).
  - STP received a $550,000 Performance and Registration Information Systems Management (PRISM) grant to purchase and install License Plate Readers at weigh stations and a mobile unit.
  - STP purchased 30 Radioactive Detector (RAD) EYE dash mounted radiation detection pagers using a $65,000 grant.
- Public Safety
  - CMV collisions decreased 8.9% in FY10.

- CMV fatalities decreased 22.1% in FY10.
- STP conducted 51,397 CMV inspections during FY10.
- STP conducted 1,189 Bus/Motor Coach inspections during FY10.
- STP conducted 5,227 HazMat inspections during FT10
- STP Conducted 99 WIPP inspections at the Savannah River Site; 86 were contact handled and 13 were remote handled.
- STP inspected and/or escorted 33 Spent Fuel Shipments; 28 originated domestically and 5 originated over seas.
- STP conducted 99 inspections on WIPP shipments during FY 2010. STP uses radiological survey equipment to include dosimeters, Ludlum meters, and radiation detectors to detect release of and/or exposure of radiation.
- STP saw 2,918,765 Commercial Motor Vehicles pass through its weigh stations during FY10.
- Sgt. Rhodes conducted 4 compliance seminars with Federal Motor Carrier Safety Administration (FMCSA) and SC Truckers Association (SCTA) during FY10.
- STP conducted "Roadcheck 2010" on June 8-10, 2010 inspecting a total of 723 commercial motor vehicles and drivers. 177 vehicles and 22 drivers were cited with out-of-service violations.
- STP conducted "Operation Airbrake" on May 5, 2010 and inspected 322 commercial motor vehicles.
- STP participated in "Brake Safety Week" September 15-17, 2009 checking 763 vehicles with 107 being placed out-of-service for brake violations.
- STP conducted a joint "Operation Roadwatch" with North Carolina on July 2009.
- STP participated in "Operation Safe Drive 2009" on October 26, 2009 conducting 675 Level 1, 2 & 3 inspections, placing 68 vehicles and 22 drivers out-of-service.
- STP District Three participated in "Clemson Traffic Checkpoint" on August 28, 2009.
- STP participated in "Rolling Thunder Interdiction Special" on Aug. 30 – September 4, 2009.
- STP conducted "Operation Strike Force Interdiction Special" on May 26-30, 2010.
- STP participated in the "York County Interdiction Special" on June 14-18, 2010.
- STP and SCTA held the "South Carolina Challenge 2010" on April 16 and 17, 2010
  - ➢ Level One Vehicle Inspection Champion – Sr. Officer Ronald D. Heitzenrater
  - ➢ Hazardous Material Inspection Champion – Officer Teresa l. Miller
  - ➢ Bus Inspection Champion – Offer First Class Greg b. Wiles
  - ➢ Grand Champion award was presented to Sr. Officer Ronald D. Heitzenrater
- STP, in conjunction with Oak Ridge National Laboratory, installed a License Plate Reader at the Dorchester I-26 West weigh station. This allows STP to screen all CMVs against the STP compliance database Commercial Vehicle Information Exchange Window (CVIEW).
- The CJA Traffic Safety Unit along with STP hosted and participated in acceleration test on CMVs and conspicuity (reflective) tape on the trailers of the commercial motor vehicles. The research was conducted on April 16, 2010 at the westbound weight station (I-26 mile marker 174) in Dorchester County.
- July 3-5, 2009, STP conducted 4th of July Special with 57 inspections.
- November 26-29, 2009, STP conducted Thanksgiving Special with 70 inspections.
- December 24-28, 2009, STP conducted Christmas Special with 29 inspections.
- January 1-3, 2010, STP conducted First of the Year Special with 60 inspections.
- STP conducted ""Friday Night Lights Level III Special" with 32 inspections on March 26, 2010.

- o May 28-31, 2010, STP conducted the Memorial Day Weekend Special with 47 inspections.
- o STP has awarded the I-95 Weigh Station proposal to McCreary/Snow Architects, PA & Associates. The project is on schedule with an estimated date of December 1, 2010 start of construction.
- Leadership and Training
  - o Eight STP officers completed Level VI certification course.
  - o One STP officer completed level VI Train-the-Trainer course in Phoenix, AZ.
  - o Eighteen STP officers competed eight hours of Level VI refresher course training in Columbia, SC.
  - o One STP officer attended two Radioactive Material (RAM) Subcommittee meetings in Baltimore, MD and San Antonio, TX.
  - o Two STP Officers attended Southern States Energy Board meeting in Savannah, GA.
  - o STP Motor Coach coordinator participated in 5 Tag Team conference calls and 2 Tag Team meetings, one in Orlando, FL and the second in Sterling, VA.
  - o An STP Officer attended the Southern States Energy Board meeting in Chicago, IL.
  - o 12 Level VI STP officers completed the Modular Emergency Response Radiological Transportation Training (MERRTT).
  - o L/Cpl. E. Parnell attended the "Motorcoach Association of South Carolina Annual Meeting".
  - o One STP officer attended three Homeland Security Stake Holders meetings in San Diego, CA, Dallas, TX and Seattle, WA.
  - o Two STP Officers participated in the Homeland Security (ELAND) mobile radiation detection campaign in Las Vegas, NV.
  - o 103 STP officers attended an eight hour Personal Radiation Detection (PRD) course.
  - o 13 Level VI STP officers attended a sixteen hour Radio Isotope Identification Detection (RIID) course.
- Community Service
  - o Transportation Training: Waccamaw EOC, Inc. Head Start: L/Cpl. E. Parnell
  - o Safety Talk with SCHP: Ofc J.D. Watt
  - o 2009 SCPGA Bobtail Truck Rodeo: Cpl. Dukes & Off. Wiles
  - o Safety Meeting: Cpl. Dill
  - o Defensive Driving/ CDL Presentation: Cpl. Dukes
  - o Presentation for Church Group: L/Cpl. V. Rutland
  - o RAD Detection Capabilities Presentation: L/Cpl. D. Duffy & T. Smoak
  - o Speaker for Breakfast Meeting - Gregory Electric Company
  - o DOT Rules and Regulation presentation
  - o Operation Lifesaver Education and Enforcement Train; October 14, 2009: Off. JE Dorroh
  - o Guest Speaker for Criminal Justice: Cpl. D. Dill
  - o PR Event - Langston Charter Middle School: L/Cpl. J. D. Hand
  - o PR Event- Paris Elementary School- L/Cpl. J. D. Hand
  - o Santee Wateree RTA Safety Committee Meeting- Oct. 13: L/Cpl. E. Parnell
  - o Safety Meeting - Chatham Steel Corp: Sgt. T Williams
  - o Transport Police Safety Presentation
  - o Career on Wheels at Thomas Kerns Elementary: L/Cpl. J. Hand
  - o Blanchard CAT Drivers Meeting: L/Cpl. Dorroh
  - o SCHP Expo: Lt. B. Bailey
  - o Triplett-King & Associates Inc: Sgt. J. Brooks

- Roadability Demonstration in Charleston: Sgt. R. Cloud
- Public Speaking - Spartanburg Drivers Meeting: Cpl. D. Dill
- Safety Meeting - Carolina By-Products Safety Meeting: L/Cpl. V. W. Bryan
- Guest Speaker - TriCounty Technical College Criminal Law Class: L/Cpl. J. Hand
- McCrorey - Liston Elementary School Career Fair: Cpl. D. Wilson
- Spartanburg Community College- Career Fair: L/Cpl. Rutland & L. Smith
- Safety Talk - Catoe's Power Equipment
- USC Career Fair- USC 15th Annual Career Fair: Cpl. D. Wilson
- Piggly Wiggly Carolina Company 6th Annual Safety Truck Driving Rodeo:
- White Knoll Middle Career Fair: Sr/Off Heitzenrater
- Upstate Job Fair - Spartanburg, SC: L/Cpl. Rutland
- Newberry County Sheriff's Office - Hwy Enforcement Operation: L/Cpl. Copper & Hand

Bureau of Protective Services (BPS):

- Public Safety
  - Participated in 5th and 11th Circuit Law Enforcement Network (SCLEN), including SCLEN Checkpoints and assisting HP with DUI Checkpoints.
  - Coordinated security operations for several high-profiled State House events, including Martin Luther King Day at the Dome, National Tea Party, and the Pro-Israel and Pro-Palestinian Rallies.
  - Coordinated with DHEC, Lottery Commission, Department of Revenue, SCCJA, and B&CB Division of State Information (DSIT) to provide professional security.
  - BPS provided law enforcement support for the Columbia College Community during their *Through These Gates* 4-Mile Fun Walk held on April 24, 2010 beginning at the SC State House and ending through the gates on the Columbia College campus.
- Leadership and Training
  - Provided In-Dash Video Training to all sworn personnel.
  - Developing a program to train line officers on how to respond to active shooters. State agency briefings were conducted by the BPS trainer regarding active shooter responses.
- Community Service
  - Participated in the annual Law Enforcement Torch Run and the Red Robin Fundraisers which raised $10,915.40 for the 2010 *Hero's Helping Hero's Campaign* for Special Olympics. BPS's *2009 Officer of the Year,* L/Cpl. David L. Spivey, has run a total of seventy-five (75) miles so far with contributions committed for 43 miles.
  - L/Cpl. David L. Spivey was selected by the Special Olympics of South Carolina to be the Law Enforcement Representative for South Carolina at the National Games held in Nebraska for the final leg of the *Law Enforcement Torch Run.*
- Awards
  - L/Cpl. David L. Spivey was recognized by the S. C. Jaycees as the *2009 Outstanding Young Public Servant of the Year*.
  - L/Cpl. David L. Spivey was recognized as the Bureau of Protective Services' *2009 Officer of the Year.*
  - L/Cpl. Christopher S. Kirkpatrick was one of five law enforcement officers from the State of South Carolina placed on the list of Forensic Artists working for Law Enforcement Agencies that will be distributed to the National Sheriff's Association.

Office of Highway Safety (OHS):

- Funding and Grants
  - o National Highway Traffic Safety Administration funding (Section 408) for traffic records initiatives was received for the first time.
  - o National Highway Traffic Safety Administration funding (Section 2010) for motorcycle safety initiatives was received for the first time.
  - o Successfully negotiated for millions of dollars in federal funding for highway safety programs.
- Public Safety
  - o Contributed, through oversight of programs and campaigns which combined educational and enforcement efforts, to a reduction (2.9%) in highway fatalities (from 921 in calendar year 2008 to 894 in calendar year 2009).
  - o Contributed, through multiple campaigns, enforcement and grant project efforts, to achieving the highest recorded safety belt usage rate ever reached in the state (85.4%).
  - o Managed 48 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.
  - o As part of the South Carolina Collision and Ticket Tracking System (SCCATTS), initiated the rollout 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. SCCATTS moved closer to completion, with pilot projects being conducted by HP and selected local law enforcement agencies, to capture, store, and report collision and critical data electronically. SCCATTS is a collaborative effort of DPS, DOT, DMV, SC Judicial Department (SCJD), and others.
  - o Updated, 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.
  - o Continued an advertising campaign to alert the general public about increased DUI enforcement and the state's new and tougher DUI law.
  - o Continued 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.
  - o 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.
  - o Continued the development and maintenance of the SC Law Enforcement Network (SCLEN) 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.
  - o The SCLEN saw a 6% increase in participation in 2010. In 2010, SCLEN saw 225 agencies out of a possible 260 agencies submit participation statements in the program. This compares to 169 agencies in 2008 and 212 agencies in 2009. The 225 participating agencies represent an 86.5% participation rate for this year.
  - o Expanded advertising strategies for the dissemination of highway safety messaging to include billboard campaigns, ice box wraps, Channel One advertising in high schools across the state, a high school event ticket and poster series campaign, and the continued

use of "Highways or Dieways" as an "umbrella" or overarching message for all highway safety initiatives.
  - o Implemented a six-month series of television informational spots in the Midlands of South Carolina, conducted by HP Community Relations Officer (CRO) Sgt. Kelley Hughes, on a variety of highway safety topics on WACH-TV. The contract with the television station also featured web-site advertising and the airing of highway safety commercial spots in significant time slots during the six-month time frame.
  - o Expanded participation in the State's Law Enforcement DUI Challenge to 225 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).
  - o Campaigned statewide to promote school bus safety and to promote safety in and around school zones.
  - o Continued motorcycle safety campaigns during major bike rallies.
  - o Continued the work of the SC Impaired Driving Prevention Council to address DUI issues in the state.
  - o Maintained a display booth at the SC State Fair with an emphasis on impaired driving and distracted driving issues. Also featured HP's rollover simulator at the State Fair.
- ▪ Leadership and Education
  - o Hosted National Highway Traffic Safety Administration's (NHTSA) annual Law Enforcement Liaison Conference in Charleston, SC in March 2010. The event brought together Law Enforcement Liaison personnel from five southeastern states.
  - o Hosted a one-day conference on January 28, 2010 in Columbia, SC, with more than 100 law enforcement officers from around the state in attendance, on night-time safety belt enforcement and Data-Driven Approaches to Crime and Traffic Safety (DDACTS). DDACTS is an emerging model in law enforcement that addresses crime and traffic safety issues, positioning that there is often a link between traffic violations and other crimes.
- ▪ Awards
  - o Conducted a DUI Awards Ceremony honoring law enforcement officers and agencies from around the state for outstanding efforts in DUI enforcement and educational efforts.
  - o Conducted an awards ceremony for law enforcement agencies that participated in the Law Enforcement DUI Challenge in 2008-2009, which included the awarding of eighteen equipped police vehicles to agencies achieving certain benchmarks in DUI enforcement and the reduction of DUI crashes, injuries and fatalities within respective jurisdictions.
- ▪ Remembrances
  - o Conducted the Annual Memorial Service for 2009 highway fatality victims.

Office of Justice Programs (OJP)

- ▪ Public Safety
  - o Continued improvement of the Grants Management Information System (GMIS), an internet based grant application system that has replaced thousands of paper submissions. GMIS has resulted in reductions in time and paperwork for county, city, non-profit and state applicants. OJP uses GMIS to automate legislative notices of

awards in each district where e-mails will supplant postal mail, saving postage, paper, copying, and staff time.

- Funding and Grants
  - o Successfully managed approximately 600 separate grant projects.
  - o Successfully applied for approximately $26 million in Recovery Act funds in addition to the FY09 award applications, while also assisting police departments and sheriff's offices with their direct grant applications to the Department of Justice.
- Leadership and Training
  - o Co-sponsored the statewide Sixth 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.

Administrative Offices

- Improve Equipment and Software
  - o DPS successfully transitioned to the new SCEIS/SAP Financial/Materials Management system on November 3, 2009 and to the SCEIS/SAP Human Resources/Payroll system on June 2, 2010. Nearly all DPS employees have roles in using these systems and were required to participate in appropriate training. This allowed the Office of Information Technology (OIT) to retire the in-house department that supported the administrative system formerly used by the SC Criminal Justice Academy (CJA), DMV, and DPS. The in-house system will be used for historical inquiry purposes only. The in-house system support staff has been re-deployed into other critical OIT support areas which were left vacant because of budget constraints.
  - o DPS, DOT, and others have collaborated to update and improve mapping products for emergency evacuation routes. OIT provided GPS training and field tested electronic collision reporting with Troop 3 in York County, Orangeburg PD and Lexington Sheriffs office with over 600 collisions in database.
  - o Initiatives continued to improve Computer-Aided Dispatch (CAD) software providing vendor with wrecker zones, work zones, and road files for all SC counties.
  - o OIT upgraded the operating system of the Agency's data storage system. This was a pivotal point for the Agency to begin using newer Windows operating systems on its mission critical server systems.
  - o OIT has continued to apply server virtualization where appropriate in an effort to extend the reach of existing server system potential while reducing the immediate need to procure systems.
  - o Purchased 500 semi-ruggedized laptops, printers, and barcode readers (drivers' licenses) to outfit the HP's enforcement units using federal grant funds. OIT, along with HP personnel, meticulously evaluated multiple venders that sell ruggedized and semi-ruggedized laptops. Subsequently, the selection of the General Dynamics GD 6000 semi-ruggedized laptop was made for purchase. Personnel from OIT and OHS have setup, trained, and issued the trainers their laptops. In August 2010, the first field units were trained and issued laptops and other peripheral equipment.
  - o OIT has equipped multiple troop office locations with all-in-one multi-function printers/copiers. This purchase has provided an apparatus capable of performing several functions, which saves time and money, as well as space by replacing multiple devices with one unit.

- OIT is currently upgrading the HP field office locations wireless network in preparation for the Agency's implementation of electronic collision software that has been purchased using grant funds. This upgrade will allow the officers to wirelessly upload collision reports to the DPS network, thereby sharply reducing the after-action time for submittal of the reports.
- OIT, in conjunction with the HP, replaced the outdated and non-repairable 13 year-old telephone system in the Greenwood TCC, Troop 2 Headquarters and offices for the Highway Patrol MAIT team, Greenwood County and Abbeville County troopers with a Voice over Internet Protocol (VoIP) system. This project allows DPS to save not only the $13,000 for a replacement Key System, but will also save the Agency approximately $1,300 a month in reduced circuit and long distance traffic charges. In addition, it improves the quality of service for a major communications site that covers seven counties. The initial cost of the project (as shown below) will be absorbed within the first seven months of savings. Savings after the initial investment will go toward the replacement of other DPS locations analog systems, which will further reduce long distance rate charges. Cost of the Avaya VoIP phones was taken out of SC Budget &Control Board (B&CB) VoIP seed money.
  - Two new Cisco PoE switches & Transceiver Modules: $7671.00
  - Spirit Telecom on site assessment fee: $900.00
  - Spirit Telecom set installation charges: $750.00
  - 21 Avaya 1608 VoIP Telephone sets: $4092.27
  - 10 Avaya 1616 VoIP Telephone sets; $2106.00
- OIT's Application Development Area continues to analyze and makes recommendations that result in improved processes and performance. Two examples are:
  - Console Manager is now utilized by HP supervisors and the Colonel's Blog to provide commentary or news on a particular subject for HP. (The Console is a computer system available from the DPS Intranet which is used by employees to enter law enforcement information and by supervisors and managers to review summary information.)
  - Utilization of innovative tools such as Microsoft Reporting Services to fulfill FOIA requests and other reporting needs of DPS. Continues to provide the public and media outlets access to SC Highway Patrol Realtime Traffic Information. Uses technology and information to maximize efficiency with reduced staff and makes best use of technology.
- Leadership and Training
  - OFS continued emphasizing training courses required for GFOA certification in accounting; continued 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 B&CB.
  - The OHR Coordinator served as the Training Coordinator for the implementation of SCEIS financial, materials management, human resources, and payroll components. A total of 5,347 online and instructor led training hours were accomplished.
  - OHR Training staff provided 701 internal training hours to 199 employees and facilitated 80 external training hours to 34 employees. HR training staff, in conjunction with law enforcement liaisons, coordinated and facilitated a three week training program for law enforcement supervisors that focused on leadership skills. The program was offered to 30 current supervisors who completed 2,520 training hours to complete the program. The Director has given his full support to the program which will continue to be offered at least annually to new law enforcement supervisors.

- o Office of Human Resources (OHR) continues EEO "Balance AAP" reporting system and computerized monitoring of full-time positions resulting in balanced FTEs
- o OHR aligned training and workforce planning initiatives with the DPS Strategic Plan and continues to encourage the utilization of the Individualized Employee Development Plan (IEDP) which is an employee driven tool for career planning and development.
- o OHR provided support to employees and supervisors in the use of the Workforce Planning notebook implemented in 2009 for workforce assessment, implementation of knowledge transfer strategies, and development of workforce plans as well as tools for communication and evaluation.

2. Key Strategic Goals:

1. Provide equitable service and protection and uphold the laws of the constitutions of the United States and the State of South Carolina in order to promote a safe and secure environment for the public.
2. Enforce state and federal laws governing commercial motor vehicles.
3. Provide and maintain professional security for the Governor's Mansion Compound, the State Capitol and grounds, South Carolina Supreme Court and Court of Appeals, and other designated state facilities.
4. Administer the federally-funded State and Community Highway Safety Program and coordinate highway safety activities throughout the state on behalf of the Office of the Governor to reduce the number of collisions and traffic-related fatalities and injuries.
5. Reduce crime in South Carolina and improve the administration of justice through the award of subgrants to state agencies, local units of government and non-profit agencies for projects involving criminal justice, juvenile justice, and the enhancement of services to victims of crime.

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 the 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).*

Key Customers	HP	STP	BPS	OHS	OJP	Administrative Offices (OHR, OFS, OIT, OGS)
SC motorists	✓	✓				
Owners and drivers of commercial vehicles		✓				
Individuals involved in motor vehicle collisions	✓					
Public schools	✓			✓		
Colleges and universities				✓		
Other law enforcement agencies	✓			✓	✓	
Coroner's and Solicitor's offices				✓	✓	
Local, state, and federal government	✓	✓			✓	✓
Vehicle trade and safety organizations		✓				
Governor, the First Family and staff	✓		✓			
Legislature; Visitors to state buildings; Court personnel			✓			
Contracted agencies			✓			
Highway safety advocates; Safe Communities participants; Traffic records stakeholders; Federal partners: National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA), FMCSA				✓		
Subgrantees (Grant recipients)			✓		✓	
Non-profit organizations specializing in juvenile justice and delinquency prevention					✓	
Victims of crime direct service providers					✓	
DPS employees						✓
The public; job applicants	✓					✓
Bidders; suppliers; contractors	✓					✓

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 and development organizations and trade organizations.

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

6. **Number of employees:** Classified: 1376 (Filled); Unclassified: 4; Temporary Grant: 10; Temporary 88 (as of May 17, 2010)

7. **The regulatory environment:** DPS is guided and regulated by the B&CB, Comptroller General and State Treasurer. 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;
   - 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 (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. 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.

STP command staff uses the STP console to track and analyze enforcement officer's activity through the District Activity Report or the Officer's Audit Report. Supervisors also use the console to audit each officer's citations. A monthly report, using STP's SafetyNet database, provided by the Statistical and Research Analyst provides a breakdown of inspection activity and high crash corridors by district to aid Supervisors in planning monthly activities.

10. DPS Organizational Chart

SC DEPARTMENT OF PUBLIC SAFETY

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

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

Justice Programs /       Financial Services         OPR          Highway Safety       Human Resources
Hall of Fame             AH55-0001-09               JA25-0001-07  Programs             AG25-0001-08
AH50-0001-08                                                      AH50-0005-08
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11. Expenditures/Appropriations Chart:

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 08-09 Actual Expenditures		FY 09-10 Actual Expenditures		FY 10-11 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	65,433,705	49,840,343	48,477,519	38,488,284	59,979,558	44,997,655
Other Operating	22,472,739	1,983,692	22,048,767	2,363,939	36,580,017	3,322,889
Special Items	2,334,275	-	14,995,991	-	2,595,450	-
Permanent Improvements	412,664	-	409,052	-	-	-
Case Services	-	-		-	-	-
Distributions to Subdivisions	16,239,810	-	24,816,842	-	53,925,000	-
Fringe Benefits	25,695,505	19,120,019	17,924,122	14,477,271	23,611,094	17,560,184
Non-recurring	5,541,103	5,541,103	2,336,550	-	-	-
Total	138,129,801	76,485,157	131,008,843	55,329,494	176,691,119	65,880,728

Other Expenditures		
Sources of Funds	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures
Supplemental Bills	6,255,697.00	-
Capital Reserve Funds	23,720.00	-
Bonds		

12. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 08-09 Budget Expenditures		FY 09-10 Budget Expenditures		Key Cross References for Financial Results*
01000000	Administrative Operations	State:	5,029,628	State:	3,853,441	
		Federal:	20,091,469	Federal:	-	
		Other:	3,744,833	Other:	2,758,944	
		Total:	28,865,930	Total:	6,612,385	
		% of Total Budget:	20.9%	% of Total Budget:	5.0%	
10100000	S.C. Highway Patrol	State:	42,051,383	State:	33,093,871	
		Federal:	347,042	Federal:	(12,105)	
		Other:	22,735,915	Other:	12,665,135	
		Total:	65,134,340	Total:	45,746,901	
		% of Total Budget:	47.2%	% of Total Budget:	34.9%	
10300000	S.C. State Transport Police	State:	2,676,750	State:	2,092,123	
		Federal:	2,303,694	Federal:	2,573,315	
		Other:	3,187,807	Other:	3,712,935	
		Total:	8,168,251	Total:	8,378,372	
		% of Total Budget:	5.9%	% of Total Budget:	6.4%	
10500000	S.C. Bureau of Protective Services	State:	1,662,314	State:	1,293,783	
		Federal:	1,311	Federal:	-	
		Other:	1,979,805	Other:	1,804,256	
		Total:	3,643,430	Total:	3,098,039	
		% of Total Budget:	2.6%	% of Total Budget:	2.4%	
10700000	S.C. Hall of Fame	State:	-	State:	-	
		Federal:	-	Federal:	-	
		Other:	240,898	Other:	174,612	
		Total:	240,898	Total:	174,612	
		% of Total Budget:	0.2%	% of Total Budget:	0.1%	
10700000	Safety & Grants	State:	-	State:	519,006	
		Federal:	-	Federal:	32,178,731	
		Other:	-	Other:	971,633	
		Total:	-	Total:	33,669,370	
		% of Total Budget:	0.0%	% of Total Budget:	25.7%	
95050000	S.C. Employer Contributions	State:	19,120,019	State:	14,477,271	
		Federal:	944,295	Federal:	1,042,920	
		Other:	5,631,191	Other:	2,403,931	
		Total:	25,695,505	Total:	17,924,122	
		% of Total Budget:	18.6%	% of Total Budget:	13.7%	
98130000	Hunley	State:	293	State:	-	

		State:		State:		
	Secuity FY07	Federal:		Federal:		
		Other:		Other:		
		Total:	293	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:	23,720.00	Other:	-	
		Total:	23,720.00	Total:	-	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98200000	Highway Traffic Enforcement - New Patrol LEO Equipment	State:	53,477.00	State:	-	
		Federal:		Federal:		
		Other:		Other:		
		Total:	53,477.00	Total:	-	
		% of Total Budget:	0.0%	**% of Total Budget:**	0.0%	
98220000	Fleet Rotation Highway Patrol Officers	State:	276,303.00	State:	-	
		Federal:		Federal:		
		Other:		Other:		
		Total:	276,303.00	Total:	-	
		% of Total Budget:	0.2%	**% of Total Budget:**	0.0%	
98230000	Fleet Rotation State Transport Police Officers	State:	73,887.00	State:	-	
		Federal:	-	Federal:	-	
		Other:	-	Other:	-	
		Total:	73,887.00	Total:	-	
		% of Total Budget:	0.1%	**% of Total Budget:**	0.0%	
98240000	Reopen I-95 Weigh Station	State:	5,541,103	State:	-	
		Federal:	-	Federal:	-	
		Other:	-	Other:	-	
		Total:	5,541,103	Total:	-	
		% of Total Budget:	4.0%	**% of Total Budget:**	0.0%	
98300000	ARRA-Government Services	State:		State:	-	
		Federal:		Federal:	14,995,991	
		Other:	-	Other:	-	
		Total:	-	Total:	14,995,991	
		% of Total Budget:	0.0%	**% of Total Budget:**	11.4%	
99000000	Capital Projects	State:	-	State:	-	
		Federal:	-	Federal:	-	
		Other:	412,664	Other:	409,053	
		Total:	412,664	Total:	409,053	
		% of Total Budget:	0.3%	**% of Total Budget:**	0.3%	
	Summary	State:	76,485,157	State:	55,329,494	
		Federal:	23,687,811	Federal:	50,778,851	
		Other:	37,956,833	Other:	24,900,499	
		Total:	138,129,801	Total:	131,008,843.48	
		% of Total Budget:	100%	**% of Total Budget:**	100%	

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.

- (b) *Performance expectations?* The Director and Division heads meet with DPS law enforcement officers to convey 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?* Internal training continues to be limited; therefore, initiatives were created to enhance employee development in all locations using the internal expertise of DPS employees as trainers and job coaches. During 2010 DPS continued to offer the "Ethics and Public Service" seminar by Ed Thomas for all Supervisory Staff. This training is required of every DPS employee once every two years. The Learning Management System

(LMS) Committee, composed of representatives from all law enforcement division, policy makers, OIT, Procurement officer and OHR Training Coordinator are currently pursuing the purchase of a LMS which will be utilized to provide online training to all employees across the state without the need for travel thus reducing travel expenditures. The State Agency Training Consortium (SATC) continues to be a valuable resource for special requests. HR, in conjunction with law enforcement, continues to offer 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 training. 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 public 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 reviews crash 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 to the B&CB 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. (SWOT) 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, 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?
- Workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders is key to agency success. Tools provided in the 2009 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. After existing law enforcement supervisors complete the Law Enforcement Leadership Series (LELS), the program will target eligible officers who may be promoted to enhance leadership skills prior to taking on a supervisory role. Mentoring, job coaching, 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. DPS makes specialized training and other leadership programs available to highly motivated officers. (See Chart 7.2K and Chart 7.2L)

1.8   Environment for performance improvement/achievement of strategic objectives/innovation?
- Senior leaders strive to involve employees at all levels in planning and problem solving. Emphasis is placed on informing employees about policies/changes and better equipping them to do their jobs, as well as making them more accountable. 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?
- HP commits and maintains a strong Training Unit. Leadership training is provided through the OHS Training & Development Unit is utilized by first and second line supervisors. When funding is available, leadership courses through out-of-state management programs are utilized for upper management ranks.
- 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 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. The "Colonel's Blog" is maintained on the HP Intranet Console and provides updated information on HP activities, events, and messages/vision.
- 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
  - Department of Employment and Workforce (DEW) 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>
   DPS implemented an agency-wide strategic planning process in 2004. Since the Strategic Planning process was originally implemented, the process goals, initiatives, and measures have evolved as the organization has evolved. A two-year report card was requested by Agency planning leaders and subsequently performed by USC's 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 verses agency focus.

   DPS is committed to the CALEA accreditation process, and the associated measures of effectiveness and adherence to the highest standards of law enforcements. Adherence to CALEA requirements and standards are integral to the DPS Strategic Planning process.

   (a) *Your organizational strengths, weaknesses, opportunities, threats*: From SWOT results, agency-wide strategic goals are established. Under each strategic goal, objectives and measures are created. The strategic planning goals (Strategic Planning Chart) comprise the areas of focus for DPS. Division liaisons facilitate completion of divisional plans to address broad goals by creating strategies and action plans and establishing appropriate division-specific goals.

   (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 remain 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 implemented the state's new financial management system over a nine month period. It is anticipated that this process will continue for the entire next fiscal year. OIT is continuing its efforts to upgrade existing applications to the newest software development platform in an effort to reduce support and maintenance costs. OIT has also made progress in 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. To facilitate electronic reporting from vehicles, solicitation for more than 800 ruggedized and semi-ruggedized laptops has been completed and 500 have actually been procured.

   (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

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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 an important 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 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 (SC 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 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 What are your key strategic objectives and challenges?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 09/10 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
Highway Patrol (HP)	The goal of HP is to provide equitable service and protection, uphold the laws of the constitutions of the United States and the State of South Carolina in order to promote a safe and secure environment for the public.	1) Serve the public in a dedicated, honest, reasonable, and professional manner. 2) Assist, direct, educate, and counsel the public in matters consistent with our mission. 3) Reduce the number and severity of traffic collisions through the diligent enforcement of all traffic laws and promotion of traffic safety. 4) Cooperate and communicate with other law enforcement agencies in our common objectives. 5) Respond to emergencies and disasters with all available resources. 6) Be accountable and manage all allocated resources effectively and efficiently.	**Chart 7.2H** - HP Grant Project Results **Chart 7.2I** - HP Community Relations' Officer Activities **Charts 7.2J** - Results of HP Research and Development Projects **Chart 7.2K** - HP Training Efforts for Mid-Management **Chart 7.2M** - Online Public Survey
State Transport Police (STP)	The goal of the State Transport Police is to enforce state and federal laws governing commercial motor vehicles.	(1) Prevent accidents (2) Remove unsafe drivers and vehicles from SC roads. (3) Protect our environment from hazardous materials being transported on our roadways. (4) Prevent the premature deterioration of our roads and bridges through the STP Size and Weight Enforcement Program.	**Chart 7.2F** - Economic Loss for CMV Collisions by County

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 09/10 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
Bureau of Protective Services (BPS)	The goal of BPS is to provide and maintain professional security for the Governor's Mansion Compound, the State Capitol and grounds, South Carolina Supreme Court and Court of Appeals, and other designated state facilities.	1) Through the use of physical patrolling and state-of-the-art technology, maintain a safe environment for the Governor, First Family, visiting dignitaries, the state's constitutionally elected, appointed and employed personnel, and all citizens who enter designated state government facilities. 2) By actively enforcing the laws of SC, provide a safe and secure environment on state government grounds.	**Chart 7.2G** - BPS Statistical Data **Chart 7.2L** - BPS Executive Leadership Training
Office Highway Safety (OHS)	The goal of OHS is to administer the federally-funded State and Community Highway Safety (Section 402) Program and coordinate highway safety activities throughout the state on behalf of the Office of the Governor. These funds are used to assist, via grants, eligible entities with programs that reduce the number of collisions and traffic-related fatalities and injuries.	Award grant funds to qualified applicants to create new or expand existing highway safety programs, with the intention that such initiatives continue when grant funding is discontinued.	**Chart 7.2A** - Mileage Death Rate **Chart 7.2B** - Traffic Collision Quick Facts Summary **Chart 7.2C** - Injury Severity by Occupant Restraint Usage 2008 **Chart 7.2D -** Primary Contributing Factors in SC Traffic Collisions **Chart 7.2E** - Motor Vehicle Traffic Collisions by County

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 09/10 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
Justice Programs (OJP)	The goal of OJP is to reduce crime in South Carolina and improve the administration of justice. This is accomplished through the award of subgrants to state agencies, local units of government and non-profit agencies for projects involving criminal justice, juvenile justice and the enhancement of services to victims of crime.	In compliance with federal award requirements and restrictions, recommendations for subawards consistent with state strategic goals are presented to the South Carolina Public Safety Coordinating Council and are thereafter managed and evaluated cooperatively with the recipients.	**Chart 7.2N** - Number of Grants **Chart 7.2O** - Dollar Value of Grants
Administrative Offices **1)** Human Resources (OHR) **2)** Financial Services (OFS) **3)** Information Technology (OIT) **4)** General Counsel (OGS)	Support DPS Strategic Goals by providing high quality Human Resources, Financial, Technology, and legal services.	1) OFS - Implement SCEIS Financial / Materials Management System within established state deadlines; ensure employees receive SCEIS training. 2) OHR - Implement SCEIS Human Resources / Payroll System within state deadlines; ensure employees receive SCEIS training. 3) OIT - Upgrade data storage system; Purchase 500 laptops for HP; replace non-repairable HP telephone system; provide assistance for SCEIS implementation; retire in-house SCEIS administrative systems. 4) OGS - Provide legal services as needed.	1) OFS and OHR both met state deadlines required to successfully implement the SCEIS system components. Employees attended required training. 2) OIT upgraded systems, procured laptops, and provided SCEIS assistance as scheduled. 3) Legal services were provided by OGS as needed. 4) **Chart 7.2M** – DPS Online Public Survey

*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)?
- Plans developed by divisions to accomplish DPS strategic goals are documented and progress is reported to the Director.   The Accountability Report includes 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, and Size & Weight Enforcement Plans, including how resources are allocated. 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 Division 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?
- A two-year report card was requested by Agency planning leaders and subsequently performed by USC's 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 verses agency focus.
- The success of the strategic planning process is evaluated by comparing statistical information from year to year. STP also creates an annual Commercial Vehicle Safety Plan (CVSP) that projects next year goals. Each district 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.

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 SWOT 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 HP Lieutenant, is assigned to OHS to partner with law enforcement agencies to identify and combat highway safety problems in judicial circuits. This individual serves as the 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. HP currently reciprocates monthly/quarterly newsletters with several southeastern states and provides them to senior management.

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.

- HP utilized the CALEA Assessment contact information received from the public as a mechanism to gauge the success/improvements needed within the division. Contacts established through the SCLEN lieutenant assist with maintaining statewide highway safety initiatives. Troop Commanders maintain a relationship with their local law enforcement agency heads and receive positive and negative input to assist with future decision making programs/initiatives.

- 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 600 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 OHR. 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>
<u>A key distinction is whether interaction is **voluntary** or **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 (American Association of Motor Vehicle Administration) 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 Commercial Vehicle Safety Alliance (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.
- BPS ensures professional security and law enforcement at the Capitol Complex and other state properties; builds positive relationships with the Governor, Lt. Governor, State Legislature, employees, and visitors. Additionally, BPS uses a community-oriented policing approach, to coordinate with customers and assess how their security concerns may 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, the Governor's Council on Substance Abuse Prevention and Treatment, and the EMS Advisory Council in an effort to share highway safety information through a variety of disciplines. The DPS 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 DOT, DMV, SCJD, DSIT, and other state and local agencies to improve the technical foundation for support of numerous collaborative efforts, including electronic collision reporting and ticketing and emergency evacuation routing.
- 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. OIT Collaborated with HP on 2010 Hurricane Traffic Control Points and evacuation Routes, updated HP, STP, and BPS Troop and Command staff maps, and provided maps and spatial analysis of crashes per OHS requests for SC Traffic Collision Fact Book and public requests for data.

4. Measurement, Analysis and Knowledge Management

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

- Key measures/activities related to the DPS mission and strategic goals are tracked to assess performance. 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 : 1) national benchmark data provided by the National Highway Traffic Safety Administration (e.g. Mileage Death Rate – Chart 7.2A); 2) statistical data focusing on crashes, injuries and fatalities occurring in South Carolina; 3) objectives and strategies outlined in the state's annual Highway Safety and Performance Plan developed by the OHS; and 4) evaluation, as outlined in OHS's Annual Report to the National Highway Traffic Safety Administration, of program goals and specific objectives relative to internal highway safety grants and highway safety grants awarded to a variety of subgrantees statewide.
- 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, and processes related 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.
- 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.
- OHS utilizes an annual Problem Identification process utilizing statistical information relative to traffic crashes, injuries, and fatalities in order to determine where, when, how and why traffic-related problems are occurring. The process assists OHS in determining what areas of the state require intervention and what type of countermeasure programs should be developed to assist in alleviating specific traffic-related problems that may be occurring. The process also assists in directing the development and implementation of the OHS's solicitation for highway safety grants.

4.3   <u>What are your key measures, how do you review & keep them current with business needs?</u>
- Along with education, prevention, and enforcement activities, cost analyses are done before initiatives are enacted or equipment is purchased. 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 verses 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 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 verses non-minorities, males verses females.

4.4   <u>How do you select/use key comparative data to support operational/strategic decision?</u>
- 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   <u>How do you ensure data integrity, timeliness, security, and availability for decision making?</u>
- The Statistical Analysis Center (SAC) in OHS is the core of data collection/validation. SAC prepares the annual SC 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. 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?
- Workforce Planning is vital to DPS success, 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 identify 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.
- 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.
- 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 Training (and Employment) 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 Training Unit 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, SCEIS, and NeoGov. These 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 SC 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 CJA. 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 2010. 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 2011. 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. Workforce planning initiatives provide a solid foundation for organizational development.

- 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.

- Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership. 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.

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 SWOT 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?
- 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.

- 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.
- 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 program 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 SC 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. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

- 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 How do you maintain a safe, secure, and healthy work environment? Include your workplace preparedness for emergencies and disasters.

- 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 <u>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?</u>

- HP outlines core competencies through the recruitment plan which is communicated to Regional Recruiters. Identification of the core competencies is crucial to identifying and later developing the best candidates for employment.
- STPis 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 <u>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</u>?

- Efforts to redesign processes and organizational structure are in place to ensure optimal efficiency and effectiveness and ultimately make 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 SC 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 and 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, DOT, DMV, 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 <u>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</u>?
- 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 and 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 <u>How does day-to-day operation of these processes ensure meeting key performance requirements</u>?
- 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 operation 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 <u>How do you systematically evaluate/improve key products and service-related processes?</u>
- 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 evaluates processes and service delivery for inefficiencies or process improvement needs as requested.

- 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, and 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 (SCLEN) is a key partnership involving the sixteen (16) judicial circuits across the state, each represented by local and state law enforcement. The SCLEN works proactively to address highway safety issues, coordinate joint enforcement efforts, and develop safety campaigns. A survey regarding grant solicitation through the OHS was sent to all law enforcement leadership in 2008 to glean input for improving/modifying grant application requirements and processes. Quarterly SCLEN 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 attends regularly scheduled SCLEN 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 SC 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   What are your key support processes and how do you evaluate, improve and update these processes to achieve better performance?

Key Processes	Requirements	Measures	Standards	Control Strategies
Human Resources (Hiring & Evaluating)	HR Knowledge	Cycle Time	State and Federal Regulations	State/Federal Laws and Regulations
	Communication and Interviewing skills	Number of Hires	Policies and procedures	Feedback
	Professionalism	EPMS Compliance		
Financial Services (Financial Reporting, Procurement & Supply)	Knowledge	Cycle Time	Industry, State and Federal Regulations	Feedback
	Accuracy	Accuracy		Audits
	Timeliness	Employee complaints		State laws/ Regulations
Information Technology (Providing technical assistance)	Knowledge	Downtime	Industry	Certified Technicians
	Timeliness	Calls Handled		Feedback
	Technical skills	Response time		
Executive Affairs (Communicating with media)	Knowledge	Number of contacts	Professional industry standards	Feedback
	Timeliness	Response Time	Agency Policies and Procedures	
	Professionalism			
General Counsel (Agency representation and interpretation of law)	Knowledge of law	Cases handled	State/Fed Law	Certified Technicians
	Professionalism	Judgments	Policy/Procedures	Feedback
			Professional Canons	

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 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 <u>Performance levels/trends for key measures of mission accomplishment and organizational effectiveness</u>?
- 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. 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 location of traffic-related incidents. Efforts result in identifying patterns and 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 <u>What are your performance levels and trends for the key measures of customer satisfaction</u>?
- Agency and division strategic plans identify key measures related to highway and public safety, which focus 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 an online public survey program that the public can at any time use to complete a list of questions on how they feel DPS is operating. In calendar year 2009, 189

surveys were completed. Out of the 189 surveys, 144 participants had dealings with a DPS officer (Chart 7.2N). Of these:

69% thought the officer was professional and treated them with respect;

54% felt their situation was handled properly and fairly;

67% 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. 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
13. Bureau of Protective Services Executive Leadership Training. Chart 7.2L
14. Online Public Survey. Chart 7.2M
15. OJP Number of Grants. Chart 7.2N
16. OJP Value of Grants. Chart 7.2O

Chart 7.2A   **Mileage Death Rate**

MILEAGE DEATH RATE
SOUTH CAROLINA vs. NATIONAL AVERAGE
1981- PRELIMINARY 2009
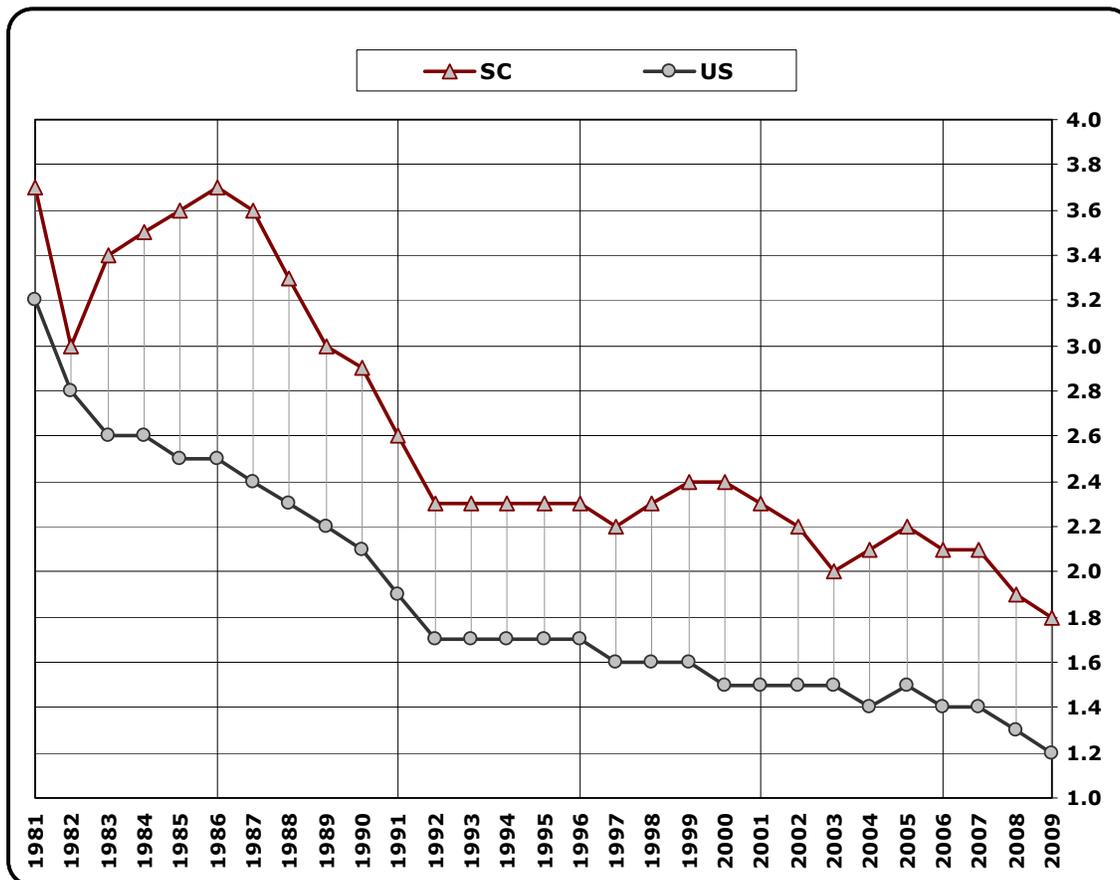
Source for U.S. data: National Highway Traffic Safety Administration. (NHTSA)

South Carolina's mileage death rate, MDR, (defined as the number of traffic fatalities per 100 million vehicle miles of travel (VMT)) achieved an all time low of 1.9 in 2008. The national MDR also achieved an all time low of 1.3 in 2008. Once again, South Carolina achieved an all time low of 1.8 in 2009 and the national MDR did as well with 1.2 fatalities per 100 million VMT.

Chart 7.2B

SOUTH CAROLINA TRAFFIC COLLISION QUICK FACTS (PRELIMINARY) 2009

	2005	2006	2007	2008	Preliminary 2009	% Change 2005 - 2009	% Change 2008 - 2009
Fatal Collisions	980	973	985	841	817	-16.6%	-2.9%
Injury Collisions	31,560	32,328	32,079	31,053	30,901	-2.1%	-0.5%
Property Damage Only Collisions	79,443	79,648	79,003	75,358	74,606	-6.1%	-1.0%
Total Collisions	111,983	112,949	112,067	107,252	106,324	-5.1%	-0.9%
Fatalities	1,093	1,044	1,077	921	894	-18.2%	-2.9%
Non-fatal Injuries	49,841	50,144	49,262	46,925	48,011	-3.7%	2.3%
Fatalities From Collisions Involving^^:							
Truck Tractors	95	79	73	55	71	-25.3%	29.1%
Motorcycles	94	108	123	112	93	-1.1%	-17.0%
Pedalcycles	17	13	21	15	13	-23.5%	-13.3%
Pedestrians	98	125	109	101	89	-9.2%	-11.9%
Trains	5	10	4	4	5	0.0%	25.0%
Motorized Bikes	11	5	9	13	19	72.7%	46.2%
School Buses	4	3	2	3	4	0.0%	33.3%
SUV's	219	225	271	197	211	-3.7%	7.1%
Vans	86	87	70	71	59	-31.4%	-16.9%
Pick Up Trucks	277	247	310	215	245	-11.6%	14.0%
Economic Loss (billions)	2.73	2.82	2.73	2.71	2.74	0.2%	1.1%
Vehicle Miles Traveled (billions)	49.20	49.80	50.60	49.06	48.60	-1.2%	-0.9%
Roadway Miles	66,240	66,242	66,248	66,261	66,262	0.0%	0.00%
Motor Vehicle Registrations	3,585,879	3,704,689	3,829,448	3,882,780	3,906,300	8.9%	0.6%
Licensed Drivers	3,038,238	3,099,033	3,146,979	3,211,119	3,907,227	28.6%	21.7%
Mileage Injury Rate*	101	101	97	96	99	-2.5%	3.3%
Mileage Death Rate**	2.22	2.10	2.13	1.88	1.84	-17.2%	-2.0%
Registration Fatality Rate^	304.8	281.8	281.2	237.2	228.9	-24.9%	-3.5%

^^ Includes all fatalities of all unit types in the collisions
*Traffic Injuries per 100 million vehicle miles of travel
**Traffic Fatalities per 100 million vehicle miles of travel
^Traffic Fatalities per million registered vehicles

Chart 7.2C   Injury Severity

PRELIMINARY 2009

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
None Used	2,136	1,393	1,074	715	383	5,701
TOTAL - NO RESTRAINT USED	**2,136**	**1,393**	**1,074**	**715**	**383**	**5,701**
Restraint Used						
Shoulder Belt Only	491	101	31	13	3	639
Lap Belt Only	1,187	250	96	12	1	1,546
Shoulder & Lap Belt Used	182,986	26,813	8,551	1,731	243	220,324
Child Safety Seat Used	7,117	979	138	15	6	8,255
Other Restraint Used	97	10	4	0	0	111
TOTAL - RESTRAINT USED	**191,878**	**28,153**	**8,820**	**1,771**	**253**	**230,875**
UNKNOWN RESTRAINT USAGE	**13,279**	**1,705**	**541**	**222**	**45**	**15,792**
GRAND TOTAL	**207,293**	**31,251**	**10,435**	**2,708**	**681**	**252,368**

INJURY SEVERITY BY AIR BAG DEPLOYMENT*

AIR BAG	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
Air Bag Deployed - Front	9,249	4,613	2,508	808	217	17,395
Air Bag Deployed - Side	858	292	135	42	13	1,340
Air Bag Deployed - Both	3,569	2,023	1,074	346	74	7,086
Not Deployed	165,988	19,769	5,145	1,051	215	192,168
Deployment Unknown	4,799	582	191	68	38	5,678
Not Applicable	22,830	3,972	1,382	393	124	28,701
GRAND TOTAL	**207,293**	**31,251**	**10,435**	**2,708**	**681**	**252,368**

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

Chart 7.2D

PRIMARY CONTRIBUTING FACTORS IN 2009 TRAFFIC COLLISIONS
PRELIMINARY DATA

CONTRIBUTING FACTOR	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Disregarded Signs, Signals	29	1,917	2,924	4,870	33	3,427
Distracted / Inattention	20	2,450	7,158	9,628	21	3,680
Driving Too Fast for Conditions	130	8,378	21,014	29,522	141	12,568
Exceeded Authorized Speed Limit	36	205	235	476	39	323
Failed to Yield Right-of-Way	73	6,722	13,749	20,544	77	11,565
Ran Off Road	43	426	927	1,396	48	566
Fatigued/Asleep	11	279	440	730	11	394
Followed Too Closely	2	1,970	5,847	7,819	2	2,932
Made an Improper Turn	2	370	1,632	2,004	2	670
Medical Related	4	532	255	791	4	680
Aggressive Operation of Vehicle	18	401	650	1,069	20	596
Over-correcting/Over-steering	5	133	252	390	5	185
Swerving to Avoid Object	3	130	313	446	3	167
Wrong Side or Wrong Way	35	524	854	1,413	42	912
Under the Influence	254	2,375	2,493	5,122	282	3,547
Vision Obscured (within Unit)	1	30	173	204	1	51
Improper Lane Usage/Change	11	817	4,882	5,710	15	1,217
Cell Phone	0	37	53	90	0	54
Other Improper Action	9	660	3,600	4,269	10	955
Unknown Driver	21	551	1,772	2,344	24	840
DRIVER SUBTOTAL	**707**	**28,907**	**69,223**	**98,837**	**780**	**45,329**
Debris	0	59	323	382	0	70
Obstruction In Road	1	39	162	202	1	60
Road Surface Condition (i.e., Wet)	4	55	170	229	4	78
Rut Holes, Bumps	1	3	24	28	1	4
Shoulders (None, Low, Soft, High)	0	2	6	8	0	3
Traffic Control Device (i.e., Missing)	0	7	9	16	0	9
Work Zone (Constr./Maint./Utility)	0	4	9	13	0	4
Worn Travel-Polished Surface	0	2	1	3	0	2
Other Roadway Factor	0	12	50	62	0	15
ROADWAY SUBTOTAL	**6**	**183**	**754**	**943**	**6**	**245**
Non-Motorist Inattentive	2	42	49	93	2	44
Lying &/Or Illegally In Rdwy	26	102	13	141	27	108
Non-Motorist Failed To Yield Row	3	88	33	124	3	95
Not Visible (Dark Clothing)	4	40	3	47	4	40
Non-Motorist Disregarded Sign/Signal/Etc	2	15	19	36	2	21
Improper Crossing	7	94	7	108	7	102
Darting	4	67	11	82	4	73
Non-Motorist Wrong Side Of Road	1	21	10	32	1	22
Other Non-Motorist Factor	6	37	25	68	6	43
Non-Motorist Unknown	0	10	7	17	0	11
Non-Motorist Under Infl	24	39	30	93	25	52
Other Person Under Infl	1	5	1	7	1	7
NON-MOTORIST SUBTOTAL	**80**	**560**	**208**	**848**	**82**	**618**
Animal in Road	6	706	2,600	3,312	6	1,004
Glare	1	19	70	90	1	27
Obstruction	1	34	129	164	1	51
Weather Condition	2	57	218	277	2	71
Other Environmental Factor	0	22	63	85	0	24
Unknown Environmental Factor	0	1	5	6	0	1

ENVIRONMENTAL SUBTOTAL	**10**	**839**	**3,085**	**3,934**	**10**	**1,178**
Brakes	1	102	256	359	1	148
Steering	0	23	62	85	0	32
Power Plant	1	19	26	46	1	26
Tires/Wheels	8	186	588	782	10	322
Lights	3	19	31	53	3	30
Signals	0	1	7	8	0	2
Windows/Shield	0	1	3	4	0	1
Restraint Systems	0	1	9	10	0	2
Truck Coupling	0	5	34	39	0	8
Cargo	0	10	136	146	0	12
Fuel System	0	1	8	9	0	1
Other Vehicle Defect	0	31	131	162	0	41
Unknown Vehicle Defect	1	13	45	59	1	16
VEHICLE DEFECT SUBTOTAL	**14**	**412**	**1,336**	**1,762**	**16**	**641**
TOTALS	**817**	**30,901**	**74,606**	**106,324**	**894**	**48,011**

*Property Damage Only

Chart 72.E

PRELIMINARY 2009
MOTOR VEHICLE TRAFFIC COLLISIONS BY COUNTY

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	3	122	165	290	3	189
Aiken	29	1,082	2,339	3,450	34	1,679
Allendale	2	42	65	109	2	79
Anderson	36	1,123	2,775	3,934	37	1,715
Bamberg	3	84	117	204	3	144
Barnwell	7	138	200	345	7	223
Beaufort	13	772	1,987	2,772	13	1,162
Berkeley	38	1,036	2,310	3,384	42	1,587
Calhoun	6	133	300	439	7	199
Charleston	43	3,050	7,408	10,501	49	4,405
Cherokee	11	475	901	1,387	11	769
Chester	14	244	386	644	14	405
Chesterfield	12	221	359	592	12	390
Clarendon	18	227	363	608	21	391
Colleton	17	341	678	1,036	17	524
Darlington	17	458	898	1,373	21	788
Dillon	6	303	575	884	7	575
Dorchester	21	757	1,895	2,673	21	1,172
Edgefield	3	124	195	322	3	173
Fairfield	7	193	262	462	8	336
Florence	29	1,223	2,773	4,025	30	1,998
Georgetown	17	402	707	1,126	18	666
Greenville	51	2,838	8,924	11,813	54	4,266
Greenwood	12	549	981	1,542	12	878
Hampton	5	134	186	325	5	236
Horry	60	1,972	5,327	7,359	64	3,044
Jasper	12	242	626	880	15	368
Kershaw	18	384	821	1,223	18	596
Lancaster	17	511	918	1,446	18	842
Laurens	21	556	1,047	1,624	21	892
Lee	14	142	237	393	16	241
Lexington	34	1,603	4,687	6,324	38	2,424
McCormick	3	57	80	140	4	90
Marion	12	219	380	611	12	407
Marlboro	8	210	288	506	11	384
Newberry	5	249	586	840	5	373
Oconee	11	391	840	1,242	11	574
Orangeburg	29	817	1,551	2,397	41	1,403
Pickens	19	674	1,740	2,433	21	964
Richland	40	2,688	7,761	10,489	42	4,120
Saluda	3	125	189	317	3	197
Spartanburg	30	1,701	4,548	6,279	34	2,530
Sumter	23	729	1,373	2,125	24	1,271
Union	5	204	318	527	6	305
Williamsburg	10	220	336	566	12	345
York	23	1,136	3,204	4,363	27	1,692
TOTAL	**817**	**30,901**	**74,606**	**106,324**	**894**	**48,011**

*Property Damage Only

Chart 7.2F

Commercial Motor Vehicle(CMV) Traffic Collision Quick Facts

CMV TRAFFIC COLLISION QUICK FACTS			
	2008	**2009**	**% CHANGE**
FATAL COLLISIONS	80	80	0.0%
INJURY COLLISIONS	1,189	1,046	-12.0%
PROPERTY DAMAGE ONLY COLLISIONS	1,312	1,154	-12.0%
TOTAL COLLISIONS	2,581	2,280	-11.7%
FATALITIES	92	85	-7.6%
NON-FATAL INJURIES	2,015	1,743	-13.5%
ECONOMIC LOSS*	$160,037,400	$155,939,700	-2.6%

*Economic Loss is calculated using the latest information from the National Safety Council, Estimating the Costs of Unintentional Injuries, 2008.

Economic Loss for CMV Collisions by County

County	Collision Type			Total Collisions	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Fatalities	Rank in Collisions
	Fatal	Injury	PDO*							
Florence	8	42	45	**95**	9	73	**$13,498,200**	1	1	7
Anderson	7	35	67	**109**	7	64	**$11,055,600**	2	2	6
Greenville	4	84	101	**189**	5	161	**$10,801,500**	3	3	1
Orangeburg	5	32	49	**86**	5	47	**$7,770,900**	4	4	9
Lexington	4	64	71	**139**	4	98	**$7,249,100**	5	5	4
York	3	25	42	**70**	4	33	**$6,250,100**	6	6	11
Richland	2	97	73	**172**	2	156	**$6,137,100**	7	14	2
Laurens	4	11	21	**36**	4	35	**$6,009,600**	8	7	22
Chester	4	11	11	**26**	4	22	**$5,683,300**	9	8	26
Dorchester	3	36	20	**59**	3	56	**$5,236,200**	10	9	13

PDO* - Property Damage Only Collision

Chart 7.2G

Bureau of Protective Services
Statistical Data
Incidents on State Property

Fiscal Year	2007	2008	2009	% Change 2007-2009	%Change 2008-2009
Crimes Against Property					
Larceny	23	8	8	88%	0%
Theft From Vehicle	10	15	21	-124%	-29%
Theft From Bldg	25	14	7	57%	100%
Destruction/Damage/Vandalism	26	25	40	-98%	-38%
Burglary	1	2	0	0%	0%
Robbery	1	0	0	0%	0%
Crimes Against Persons					
Intimidation/Harassing Telephone calls	19	11	3	167%	267%
Simple Assault/ASB	3	4	2	-150%	100%
Disorderly Conduct/Public Drunkenness	18	12	11	-45%	9%
Murder	0	0	0	0%	0%
Suspicious Death	0	0	0	0%	0%
Suicide	1	0	0	0%	0%
Rape	0	1	0	0%	0%
Crimes Against Society					
DUI	1	1	3	-100%	-67%
Liquor Law Violations	3	3	1	-100%	200%
Drug/Narcotics Violations	3	3	2	-100%	50%
		4			
All other Criminal Offenses	26	24	24	-92%	0%
Non-Criminal Incidents	171	326	400	-139%	-19%
Arrest Reports					
On View	6	6	3	-100%	100%
Taken Into Custody	20	22	23	-109%	-4%
Summoned/Cited	1	1	1	-100%	0%

Chart 7.2H

<table>
<tr>
<th colspan="4" style="text-align:center">Highway Patrol Grant Projects Results
July 1, 2009 – June 30, 2010</th>
</tr>
<tr>
<th>Project</th>
<th>Effect on Performance,
Safety and/or Service</th>
<th>Funding</th>
<th>Timeframe</th>
</tr>
<tr>
<td>HP Horry/Florence Counties DUI Enforcement Team</td>
<td>Grant funds provided three troopers and equipment (car, radar, camera, computer, printer and salary) for DUI enforcement in Horry and Florence counties.</td>
<td>$273,692</td>
<td>October 1, 2009 – September 30, 2010</td>
</tr>
<tr>
<td>HP Richland/Lexington Counties DUI Enforcement Team</td>
<td>Grant funds provided three troopers and equipment (car, radar, camera, computer, printer and salary) for DUI enforcement in Richland and Lexington counties.</td>
<td>$364,068</td>
<td>October 1, 2009 – September 30, 2010</td>
</tr>
<tr>
<td>Bullet Proof Vest Funding</td>
<td>Funds provide vests for DPS officers.</td>
<td>$29,532</td>
<td>March 2, 2010 - April 1, 2011</td>
</tr>
<tr>
<td>HP Victim Advocate</td>
<td>Grant funds to pay the salary for a victim advocate to provide required services to crime victims.</td>
<td>$38,127</td>
<td>July 1, 2009 - June 30, 2010</td>
</tr>
<tr>
<td>HP Taser Acquisition Project</td>
<td>Grant funds to purchase 318 Tasers to equip field troopers.</td>
<td>$300,892</td>
<td>July 1, 2009 - June 30, 2010</td>
</tr>
</table>

Chart 7.2I

Community Relations Officers (CRO) Activities July 1, 2009 - June 30, 2010	
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.
	Assisted with local services for fallen regional law enforcement officers.
	Assisted with South Carolina Highway Patrol's Service of Remembrance.
Hurricanes	Deployment Exercise-June 11; Town Hall Meetings on the coast
Cadet Camp (at CJA)	Participated in the Nathan Wolfe Cadet Academy at Criminal Justice Academy.
African American Events	Participated in 144 various fairs, civic and church groups statewide to promote traffic safety.
Hispanic Events	HP Minority coordinator serves on the Midlands Hispanic Council. Participated in 12 hispanic events to promote traffic safety.
Child Seat Checks	Conducted 28 seat checks with 281 seats checked.
Media Contacts	5032 contacts were made with 715 personal interviews and 43 PSAs recorded.
Presentations	852 Talks conducted; 89,337 attendees at events
Fairs	332 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.
	SCLEN - Activities continue with partnerships between troops and their local SCLEN.
	Trooper Treats - Troopers visited with children in local hospitals within their troops handing out treats and safety materials in October.
	Provided media updated information concerning traffic conditions and driving safety tips during the snowstorm.
	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.
	Presentation for Welcome Aboard Events for Marine Bases in Parris Island and Beaufort
	Attended the NHTSA Regional Law Enforcement Conference in Charleston.
	Darlington Raceway Events

Teen Driving	Prom Assemblies and Talks-43 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 and Fuddruckers in Columbia 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
Holiday Travel Awareness	Partnered with FHF volunteers and DOT 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
Taser Implementation	Test and evaluation was conducted and the project is currently out for solicitation.
Duty Boots	Test new duty boots for DPS officers
Bullet Proof Vest	Test bullet proof vest that meet federal guidelines and Department needs.
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 2009 – June 2010)

Institution	Program	Participation
HP Training	HP Mid-Level Management Training	12 Troopers, Lance Corporal and Corporal
DPS	Law Enforcement Leadership Series	18 Troopers; Corporal
B&CB	Certified Public Managers Program	2 Troopers, Lieutenant

Chart 7.2L

Bureau of Protective Services (BPS)
Executive Leadership Training

| July 2009 – June 2010			
Institution	**Program**	**Overview**	**Participation**
South Carolina Criminal Justice Academy (CJA) Columbia, South Carolina	Law Enforcement Leadership Series	Three-part leadership series for all levels of law enforcement supervisory staff; developed in conjunction with and at the CJA.	**Three (3) Sergeants Graduated** **(October 22, 2009)**
South Carolina Budget and Control Board Columbia, South Carolina	Certified Public Managers Course	Designed to provide applicable state applications and learning experiences for state management and professional staff.	**One (1) Captain Graduated** **(May 13, 2010)**
South Carolina Department of Public Safety	DPS Law Enforcement Leadership Series	A Law Enforcement leadership class geared toward first-line supervision; empowering them with basic leadership concepts and tools to be a successful leader.	**Four (4) Corporals Graduated** **(June 24, 2010)**

Chart 7.2 M

DPS Online Public Survey

	Officer professional & respectful	Situation handled properly & fairly	Performance average or above average
2008	68%	57%	59%
2009	69%	54%	67%
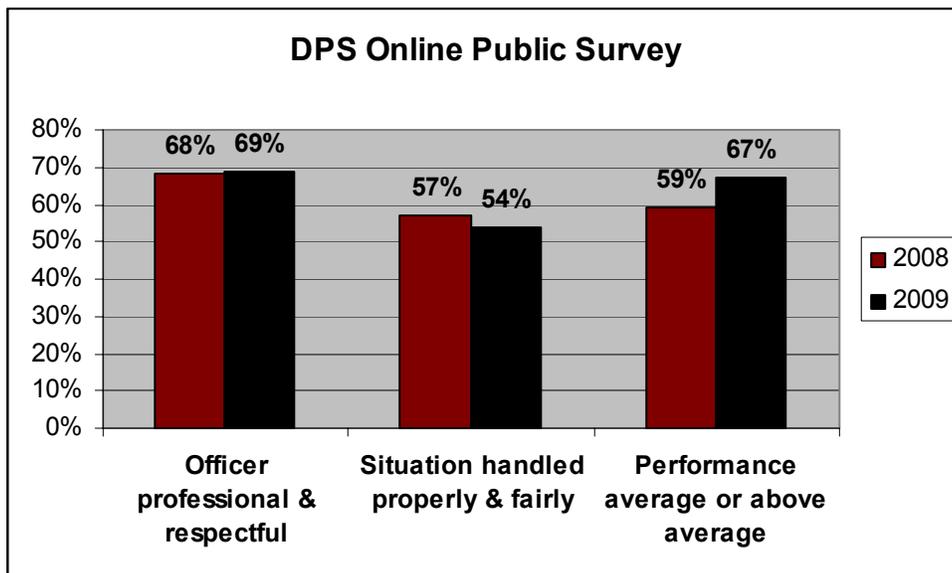
Chart 7.2N - Grants provided by American Recovery and Reinstatement Act of 2009 (ARRA)

Office of Justce Program
Number of Grants

- FY 08/09: 300
- FY 09/10: 600
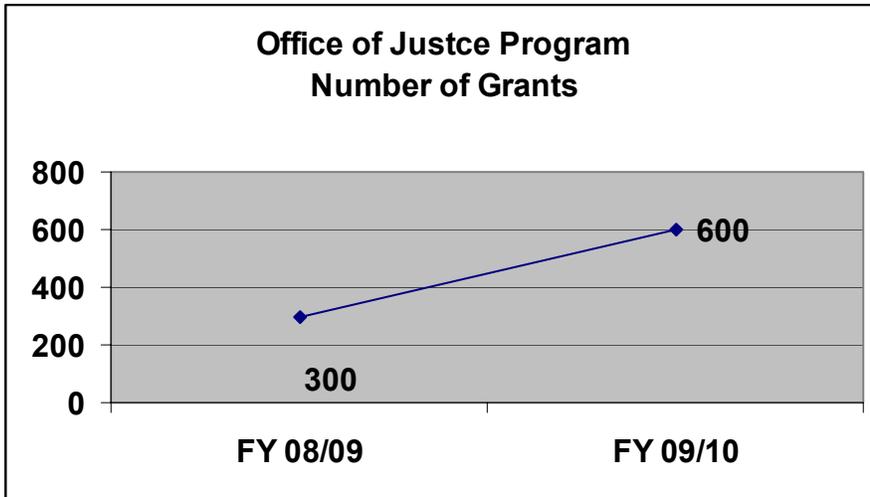
Chart 7.2O - Grants provided by American Recovery and Reinstatement Act of 2009 (ARRA)

Office of Justice Program Grants

- FY 08/09: $12,000,000
- FY 09/10: $32,000,000
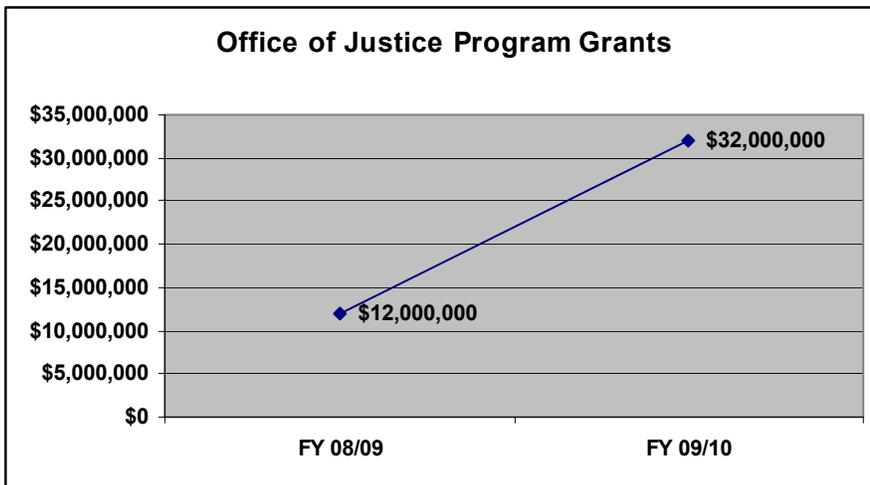
7.3   What are your performance levels for the key measures of financial performance?
- DPS uses an activity-driven, zero-based budgeting process. The challenge remains to allocate resources according to urgency and priority as deemed by the Agency Director, his staff, and the Governor's Office. Organizational 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 database for fleet maintenance, automating the supply ordering process, and emphasizing use of the procurement card, have enhanced efficiency. IT purchases over $50,000 are submitted by OIT to the Division of State Information Technology (DSIT) for IT Plan item approval.
- 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, injuries, 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 DPS, on-site visits to DPS subgrantees, on-site and desk audits, and electronic monitoring via the Grants Management System. Further, financial performance is monitored by accounting offices within DPS, 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 DPS Law Enforcement Leadership series, and the B&CB'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 is a resource that fulfills special training requests (at no additional cost). Element K online training continues to be available while plans are being made to purchase a Learning Management software package that will provide the capability to develop custom e-learning courses which will 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 1.11) 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.