

Accountability Report Transmittal Form

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***STATE OF
SOUTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY***



Agency Accountability Report

Fiscal Year 2011 – 2012

TABLE OF CONTENTS

Section I – Executive Summary	Page 1
Section II – Organizational Profile	Page 3
Section III – Elements of Malcolm Baldrige Award Criteria	Page 9
Category 1 - Leadership	Page 9
Category 2 - Strategic Planning	Page 13
Category 3 - Customer Focus	Page 17
Category 4 - Measurement, Analysis, and Knowledge Management	Page 20
Category 5 - Workforce Focus	Page 22
Category 6 - Process Management	Page 28
Category 7 – Key Results	Page 31

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 five major operating divisions: Highway Patrol (HP), State Transport Police (STP), Bureau of Protective Services (BPS), Immigration Enforcement Unit (IEU) and the Operations division which includes: Office of Highway Safety (OHS); Office of Justice Programs (OJP); SC Law Enforcement Officers Hall of Fame (HOF); Communications and the Office of Financial Services (OFS).

1. Purpose, Mission, Vision, and Values

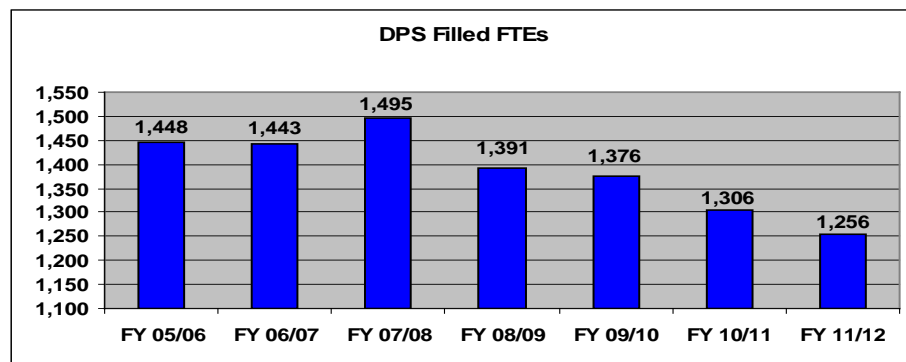
Mission: The mission of DPS is to protect and save lives through enforcement and education.

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*

2. Major Achievements FY 2012

DPS has continued to achieve positive results in the advancement of its mission to protect and save lives through enforcement and education. Employee retention does, however, continue to be an issue for DPS. This is due to competition from other criminal justice agencies and limited opportunities for career advancement within the agency. For the fourth year in a row, DPS has fewer employees than it did the year before.



Some significant achievements for fiscal year 2011-2012 are listed below.

- The highest recorded safety belt usage rate ever reached in SC (90.5%) was achieved in 2012. The 2011 usage rate was 86%.
- Commercial Motor Vehicle (CMV) collisions decreased 16.6% and CMV fatalities decreased 12.6% during fiscal year 2012.
- In February 2012, DPS and the Department of Transportation (DOT) completed the state-of-the-art commercial motor vehicle Weigh-in-Motion (WIM) facility located near mile marker 74 on northbound I-95 in Dorchester County. Improvements were also made to the entrance and exit ramps and inspection facilities including an inspection shed and scale house. Through the Weigh-in-Motion facilities, STP officers are able to capture and record weights as vehicles drive over a scale built into the roadway. The system measures at normal traffic speeds without

requiring vehicles to drive at reduced speeds or stop. The new electronic process will reduce the number of commercial vehicles that must enter the weigh station from 100% to approximately 10% (only non-compliant). The system automatically photographs the license plate of every passing truck and looks up the plate number in a database to check for any safety issues on file. As a truck passes the WIM sensors, a vehicle record is created containing a picture of the truck, license plate number, weight information, and an indication of the signal given to the truck. The weigh station system automatically instructs the driver what to do and when to do it while within the facility. This system will save motor carriers time and money by allowing compliant carrier to bypass the facility.

- The SC Collision and Ticket Tracking System (SCCATTS) remains fully operational with HP in terms of electronically preparing and submitting collision reports to a central data base. Select local law enforcement agencies from the previous pilot project also continue using SCCATTS, and plans are underway to make it available to all local law enforcement agencies that have the hardware to support it. A team from OHS is currently involved in training local law enforcement agencies to use appropriate hardware and software to implement SCCATTS within their respective agencies. Electronic preparation of collision reports significantly reduces time required for on-scene collision management and after-action time for completion and submittal of reports. SCCATTS is a collaborative effort of DPS, Department of Transportation (DOT), Department of Motor Vehicles (DMV), SC Judicial Department (SCJD), SC Department of Health and Environmental Control (SCDHEC) and others.
- DPS created a new Training Unit in August 2011 which merged three separate training areas of the DPS law enforcement divisions and reduced duplication of effort among the divisions. All DPS law enforcement officers are able to attend the same standardized in-service training. This unit will reduce duplication, enhance the training and employment services for the department, promote efficiency and reduce costs. The first ever combined DPS Basic class was held in July 2012 with attendees from multiple DPS divisions.
- DPS successfully implemented a new software application, PowerDMS, which is used to track training, develop and deliver online courses to law enforcement and administrative staff, and manage DPS policies. The program has provided DPS with a more time and cost efficient method of delivering classes and an easier way to maintain compliance with the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.
- A new Immigration Enforcement Unit (IEU) was established in December 2011 to deter, disrupt, and eliminate criminal activity associated with illegal immigration by enforcing immigration laws pursuant to federal and state laws. A commander, administrative assistant, and six officers have been hired. The new officers have been assigned to the US Immigrations and Customs Task Force and conduct investigations, serve warrants, and make arrests on immigration violations.
- DPS consolidated six Greenville area offices, including two telecommunications centers, into one center in Greenville. This completes the 2002 executive order received by DPS to consolidate thirteen telecommunications centers into five. Consolidation of these offices will allow DPS to provide better emergency communication services and maximize cost effectiveness.
- DPS joined other state agencies in offering non-paid work opportunities to veterans through the federally funded VetSuccess program. The purpose of this program is to provide veterans with real work experience while working for a public sector employer. Program participants work on special projects for various departments in the agency.
- DPS formed a Health and Wellness Committee in June 2012 to come up with ideas to bring health and wellness events to employees of the agency. The goal of the committee is to encourage and motivate employees to become healthier.

- DPS now uses social media to disseminate information about significant traffic issues to the media simultaneously and provide timely detour information to the public.
- A granite Highway Patrol Memorial Wall was placed on the grounds of SCDPS to honor troopers killed in the line of duty.
- DPS recognized that the National Guard and Reserve are essential to the strength of our nation and the well-being of our communities by issuing a Statement of Support for the Guard and Reserve.
- The “Going the Extra Mile” (GEM) Award Program was initiated to recognize outstanding accomplishments by employees and express appreciation for their achievements.

3. Key Strategic Goals:

- Provide equitable service and protection and uphold the laws of the constitutions of the United States and the State of SC to promote a safe and secure environment for the public.
- Enforce state and federal laws governing commercial motor vehicles.
- Provide and maintain professional security for the Governor's Mansion compound, the state capitol and grounds, SC Supreme Court and Court of Appeals, and other state facilities.
- 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.
- Reduce crime in SC 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.

4. Key Strategic Challenges: (operational, HR, financial, and community-related):

- Funding for programs to benefit citizens, IT initiatives, and IT 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.
- Recruiting and training law enforcement officers.
- Aligning employee classification and compensation.
- Reducing highway fatality rates in SC.
- Increasing command/control manpower for improved effectiveness and 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).

5. How is the accountability report used to improve organizational performance?

- The Accountability Report is 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, 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 SC 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 millions of dollars in federal grant funding.

2. Key Customers and their key requirements/expectations (Besides the “citizens” of SC)

Key Customers	HP	STP	BPS	IEU	OHS	OJP	Administrative (OHR, OFS, OIT, OGC)
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			✓			✓	
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, financial institutions, medical community, public and private educational institutions, driving schools, sheriff's, chief's of police, law enforcement community of South Carolina, commercial vehicle industry, Ports Authority, Governor's Office, 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 59 locations across the state.
- 6. Number of employees:** Classified: 1,256 (Filled); Unclassified: 4; Temporary Grant: 8; and Temporary: 91 (as of June 30, 2012).
- 7. The regulatory environment:** DPS is guided and regulated by the B&CB, Comptroller General and State Treasurer. DPS is a Cabinet agency and is 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 SC Code of Laws and SC 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.

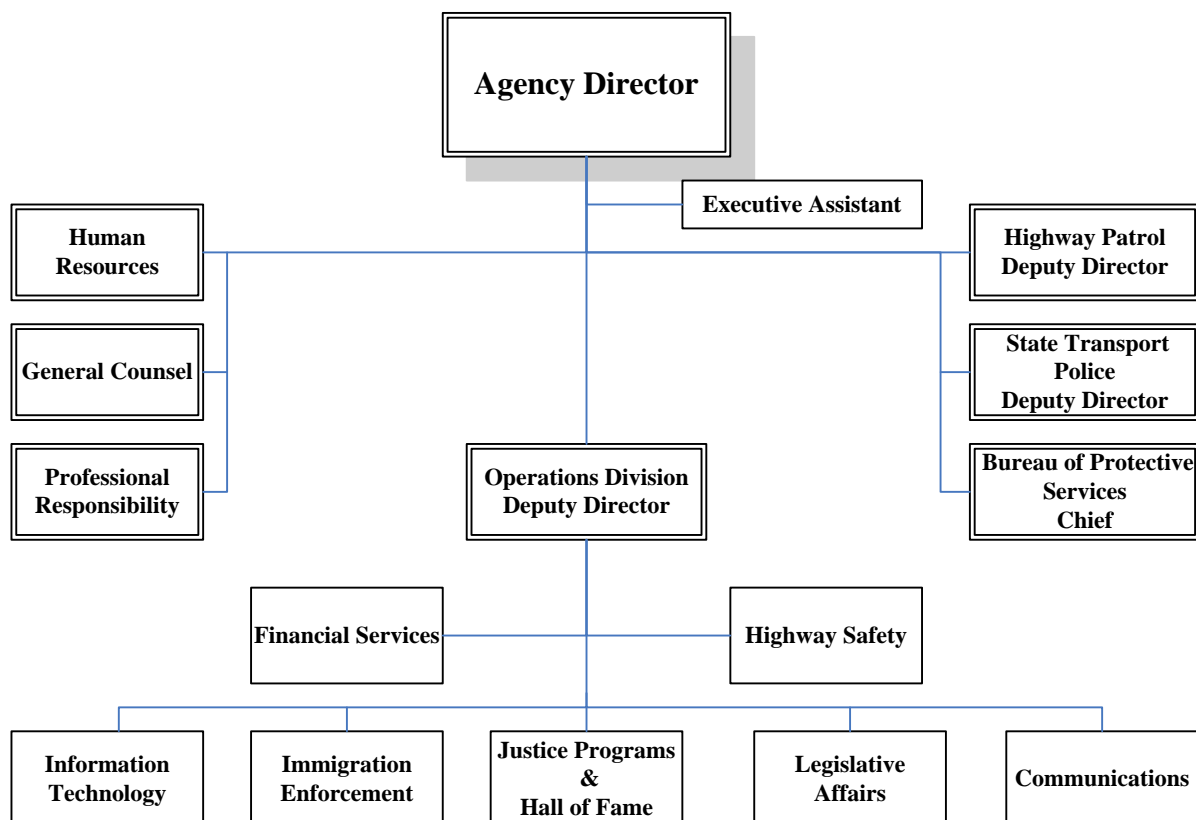
8. Performance improvement system(s):

The Director emphasizes continuous improvement. Strategic goals 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 Employee Performance Management System (EPMS), quarterly probationary reviews, along with regular feedback, to evaluate job performance and identify needs for improvement.

HP command staff regularly analyzes collision, enforcement and patrol activity data to determine the effectiveness of campaigns, grant-funded programs 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.

9. Organizational Structure



10. Expenditures/Appropriations Chart:

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

	FY10-11 Actual Expenditures		FY11-12 Actual Expenditures		FY12-13 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	60,705,485	47,512,333	57,944,951	44,964,825	62,615,718	47,793,878
Other Operating	25,144,966	1,093,959	27,446,049	730,123	39,781,615	840,525
Special Items	-	-	-	-		
Permanent Improvements	2,281,684	-	3,473,476	-		
Case Services	-	-	-	-		
Distributions to Subdivisions	30,527,960	-	24,859,837	-	25,058,908	
Fringe Benefits	21,799,987	17,703,177	22,785,800	17,901,041	25,145,129	19,220,804
Non-recurring	2,345,450	-	2,355,785		2,339,750	
Total	142,805,532	66,309,469	138,865,899	63,595,988	154,941,120	67,855,207

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	-	946,922
Capital Reserve Funds	-	1,000,000
Bonds	-	-

11. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
1000000	Administrative Operations	State: 3,581,524 Federal: Other: 3,348,123 Total: 6,929,647 % of Total Budget: 4.90%	State: 3,419,854 Federal: 0 Other: 3,003,278 Total: 6,423,133 % of Total Budget: 4.63%	
10100000	S.C. Highway Patrol/Illegal Immigration Unit	State: 41,082,752 Federal: 166,153 Other: 19,892,941 Total: 61,141,846 % of Total Budget: 42.80%	State: 38,213,117 Federal: 258,999 Other: 23,633,047 Total: 62,105,163 % of Total Budget: 44.72%	
10300000	S.C. State Transport Police	State: 1,893,836 Federal: 2,431,267 Other: 5,199,901 Total: 9,525,004 % of Total Budget: 6.70%	State: 2,046,556 Federal: 2,598,583 Other: 4,669,277 Total: 9,314,416 % of Total Budget: 6.71%	
10500000	S.C. Bureau of Protective Services	State: 1,580,021 Federal: 0 Other: 1,794,707 Total: 3,374,728 % of Total Budget: 2.40%	State: 1,536,727 Federal: 0 Other: 1,745,009 Total: 3,281,736 % of Total Budget: 2.36%	
10700000	S.C. Hall of Fame	State: 0 Federal: 0 Other: 173,617 Total: 173,617 % of Total Budget: 0.10%	State: 0 Federal: 0 Other: 195,439 Total: 195,439 % of Total Budget: 0.14%	
10800000	Safety and Grants	State: 468,159 Federal: 34,648,608 Other: 2,462,251 Total: 37,579,018 % of Total Budget: 26.30%	State: 478,693 Federal: 29,887,577 Other: 920,464 Total: 31,286,734 % of Total Budget: 22.53%	
95050000	S.C. Employer Contributions	State: 17,703,177 Federal: 1,137,679 Other: 2,959,131 Total: 21,799,987	State: 17,901,041 Federal: 1,187,043 Other: 3,697,717 Total: 22,785,801	

		% of Total Budget: 15.30%	% of Total Budget: 16.41%	
		State:	State: 0	
		Federal:	Federal: 156,000	
		Other: 2,281,684	Other: 3,317,476	
		Total: 2,281,684	Total: 3,473,476	
99000000	Capital Projects	% of Total Budget: 1.60%	% of Total Budget: 2.50%	
		State: 66,309,469	State: 63,595,988	
		Federal: 38,383,707	Federal: 34,088,202	
		Other: 38,112,355	Other: 41,181,708	
		Total: 142,805,531	Total: 138,865,899	
	Summary	% 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

1.1 How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for:

- Direction/ organizational priorities?** The Director and his managers share information through meetings, e-mail and the Intranet. Legislative actions, feedback, and other statistical safety data provide direction. Homeland Security and Emergency Preparedness needs also affect priorities. Complexity and urgency determine how goals are set, deployed and communicated.
- Performance expectations?** The Director and his managers meet with employees to convey expectations. EPMS planning stage documents involve joint efforts between managers and employees. EPMS reviews are a part of supervisors' success criteria and ensure managers are providing feedback. HR uses the Personnel Early Warning System (PEWS) to identify employees needing intervention and determine remedial action. HP command staff analyzes collision, enforcement and patrol activity data to determine performance and then discuss in command staff meetings to ensure division-wide performance expectations are met.
- Organizational values?** The Director hosts meetings to communicate organizational values. Divisions establish core values unique to their functions. Employee development and recognition, safety programs, enforcement and prevention techniques, and continuous improvement are aligned with organizational values. Leaders instill values through employee involvement in strategic planning, printed signs, meetings, and other communication tools.
- Ethical behavior?** OPR's hotline allows anonymous reporting of any unethical conduct by employees, vendors or others. Each division's EEO/Affirmative Action liaison provides a direct

link to report violations and questionable behavior. Managers create a climate where integrity and honesty are expected and valued. All employees are required to participate in Ethics training every two years and sign the Ethics Policy. All DPS officers attend yearly ethics training.

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

- HP's Community Relations Office (CRO) promotes public education and community involvement in spreading the highway safety message. CROs serve as media spokespersons and safety educators in schools, churches, and communities. They hold events to address safety issues throughout the state. HP troops use their local CRO to supplement their enforcement plans with complimentary community education activities. Information related to highway safety and traffic issues is on HP's website.
- 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 facilitates feedback concerning security improvements.
- Education and safety campaigns ensure stakeholders are well informed. Various forums, such as conferences, enable DPS to keep current and benchmark best practices. CALEA and Malcolm Baldrige criteria are customer driven and followed by DPS.
- OIT monitors and adjust resources and tools to improve customer service.

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

- HP monitors safety campaigns and initiatives for effectiveness using data comparison and feedback from the public and stakeholders. CAD ensures accurate, detailed data collection, and retention. Grant-funded initiatives are monitored for results. A survey is provided to crime victims of collisions to measure the HP Victim Services program's effectiveness.
- STP compiles data to identify needs and analyzes the *Annual Commercial Vehicle Safety Plan (CVSP)* 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 subject to federal/state audits.
- OJP is subject to state and federal audits. Crime, demographics, victimization surveys, and economic data are compared to determine the correlations of grant program objectives to areas of greatest need. OJP maintains continual contact with partners/customers for quality assurance.
- HR uses PEWS to identify employees involved in multiple incidents for corrective action and mandates all employees receive training in ethics, and harassment/discrimination prevention.
- OFS participates in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.
- DPS offers a "How are we doing?" survey on its website to allow public comments which are used to assess the impact of services provided.
- DPS regularly publishes statistical indicators which are 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). The DPS reporting structure promotes accountability.
- HP has reorganized the command staff to provide for more equitable distribution of responsibility and has assured that key supervisory positions are filled. HP supervisors monitor statistical information from the HP Console and CAD to ensure efficient use of personnel. Training and command staff tracks legal issues to implement necessary changes for the

division. Use of Force Reports are studied to determine if any patterns or training issues developed during the past calendar year. Training ensures troopers are informed of legal updates and other pertinent information. 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 on a regular basis.

- OIT reviews and approves technology 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; OPR data; compensation studies; quarterly EEO manual; national law enforcement benchmarks; Crash Reduction and Enforcement Planning; Computer Aided Dispatch; PEWS; exit interviews; performance measures tracked for the CVSP.

1.6 How do senior leaders use organizational performance reviews/feedback to improve leadership effectiveness? How do their 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. Feedback and performance reviews are used to develop a curriculum 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 CRO initiatives demonstrate commitment to organizational values.
- BPS employee surveys identify concerns and recognize commendations. HP reviews employee concerns and allows communication with command staff through the “Ask the Colonel” website. Leadership training for all managers has become a major focus throughout DPS. The Director regularly recognizes employee contributions and service.

1.7 How do senior leaders promote and personally participate in succession planning and development of future organizational leaders?

- Workforce planning establishes methods to transfer knowledge and prepare future leaders. The Law Enforcement Leadership Series targets existing supervisors and eligible officers who may be promoted. Mentoring, job coaching, and cross-training allow managers to better assess training needs and develop employees for leadership roles.

1.8 How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

- Senior leaders strive to involve employees at all levels in planning and problem solving. Emphasis is placed on informing employees about policies and changes, better equipping them to do their jobs, and making them more accountable. Recognition ceremonies, training opportunities, and law enforcement competitions provide avenues for additional recognition. Individuals and units are essential to meeting DPS 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?

- DPS Training conducts a Law Enforcement Leadership Series annually. This three week program is designed to enhance the leadership skills of first line and mid-level supervisors (Corporal and Sergeants) from all three divisions.
- HP leadership training provided through the Training Unit is used by first and second line supervisors. When funding is available, leadership courses through out-of-state management programs are provided to upper management ranks.
- STP Command Staff meet on a weekly basis and supervisor meetings are held monthly. STP provides mandatory training to all officers and inspectors in the Spring and Fall of each year to address changes in procedures, regulations, laws and out of service criteria. This training includes breakout sessions with at least one session dedicated to hands-on training opportunities with actual CMVs and CMV components such as braking systems, steering systems, cargo tanks and load securement.
- BPS command staff: 1) seeks training opportunities for staff at all levels that are job specific; 2) provides employees opportunities to attend outside training courses focused on leadership and advanced law enforcement skills; 3) is heavily involved in networking with other law enforcement agencies to acquire the knowledge of best practice; and 4) signed an agreement with Homeland Security Department to share information and training.
- OJP provides opportunities for every staff member to attend at least one professional training directly connected with their job performance and others to enhance their skill set.

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 processes to reinforce high performance throughout the organization?

- HP holds an annual Trooper and Telecommunications Officer of the Year ceremony and Troop meetings with the Director. The “Colonel’s Blog” provided updated information on activities, employee recognition, and messages. A quarterly newsletter provided updated information.
- STP district supervisors are encouraged to take part in the decision making process concerning enforcement procedures and goals. The enforcement Captains send out letters on a monthly basis to the top activity officer from the lower and upper regions to commend them for dedication to duty. STP has an annual Officer of the Year Ceremony.
- Senior leaders use 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 staff.
- Special recognition awards or commendations are given to BPS employees to motivate a continued level of excellence including Officer and Employee of the Year. BPS holds an annual appreciation luncheon to reward officers, staff, and their families for a job well done.
- OHS conducted a DUI Awards Ceremony honoring law enforcement officers and agencies around the state for outstanding efforts in DUI enforcement and education.
- OJP holds monthly breakfasts and holiday lunches to celebrate community and reward outstanding efforts.

1.11 How do senior leaders support/strengthen and contribute to communities?

- Senior leaders support and actively participate in the following activities: Special Olympics, International Special Olympic Games, Fatality Victims Memorial, Traffic Victims Memorials, Service of Remembrance (victims families), Local services for fallen law enforcement officers, Families of Highway Fatalities Blood Drives, Nathan Wolfe Cadet Academy at SCCJA, Black Expo in Columbia, Black Achievers Determined to be Different (BADD), Minority Affairs Conference, Minority Outreach programs, Hispanic Conference, Trooper Treats, Silent Witness Ceremony, Victim Rights Week, visits with children in hospitals and youth homes during October, American Legion Boys State, Gullah Festival, Safety information distribution at

Welcome Center and Rest Area Events, PEER support to other agencies dealing with a crisis, and various marches and volunteer opportunities.

Category 2 - Strategic Planning

2.1 What is your strategic planning process, including key participants?

DPS uses a division-focused strategic planning process and is committed to the CALEA accreditation process and the associated measures of effectiveness and adherence to the highest standards of law enforcement. Adherence to CALEA requirements and standards is integral to the DPS Strategic Planning process.

- (a) *Your organizational strengths, weaknesses, opportunities, threats:* Objectives and measures are created for strategic goals. Division liaisons facilitate completion of division 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 DPS'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, interpersonal violence and victimization, age-specific data, and 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. Supporting appropriate legislation and ensuring accurate, timely data is communicated to legislators and key decision makers remain vital 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. DPS employees participate in SCEIS User Groups and SCEIS training to stay abreast of enhancements to the state's human resources/payroll and financial management system. OIT upgrades existing applications to the newest software development platforms in an effort to reduce support and maintenance costs. DPS recently implemented a new system, PowerDMS, to manage DPS Policies and provide a means of tracking training and delivering online courses. The Grants Management Information System (GMIS) continues to receive enhancements to increase accountability and efficiency.
- (d) *Workforce capabilities and needs:* A core value of DPS is that employees and their contributions are valued. Challenges remain to recruit and retain qualified personnel, enhance training, and acquire methods to transfer knowledge. DPS training areas were merged to form a DPS Training Unit with the goal of offering comprehensive training to all employees in an efficient manner.
- (e) *Organizational continuity in emergencies:* As first responders, 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. The five (5) HP Telecommunication Centers are equipped with generators and satellite telephones to ensure continuous communication with the public and our troopers.
- (f) *Your ability to execute the strategic plan:* Division liaisons, division managers, and supervisors 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 11/12 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 SC 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 on 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 7.1H - HP Grant Project Results Chart 7.1I - HP Activities Chart 7.1J - Results of HP Research and Development Projects Chart 7.1Q - Public Safety Chart 7.1R - Partnerships Chart 7.1S - Funding and Grants Chart 7.2A - HP Community Relations Officer Activities Chart 7.2B - Online Public Survey Chart 7.6A - Community Service
State Transport Police (STP)	The goal of STP 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 7.1F - Economic Loss for CMV Collisions by County Chart 7.1K - HazMat Inspection Activity Chart 7.1L - CMV Inspections Chart 7.1M - Passenger Inspections Chart 7.1N - Compliance Reviews Chart 7.1O - High Collision Counties Chart 7.1Q - Public Safety Chart 7.1S - Funding and Grants Chart 7.6A - Community Service

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11/12 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, SC 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 7.1G - BPS Statistical Data Chart 7.1Q - Public Safety Chart 7.6A - Community Service
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. Federal 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 7.1A - Mileage Death Rate Chart 7.1B - Traffic Collision Quick Facts Summary Chart 7.1C - Injury Severity by Occupant Restraint Usage Chart 7.1D - Primary Contributing Factors in SC Traffic Collisions Chart 7.1E - Motor Vehicle Traffic Collisions by County Chart 7.1Q - Public Safety Chart 7.1S - Funding and Grants Chart 7.6A - Community Service

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11/12 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
Justice Programs (OJP)	The goal of OJP is to reduce crime and improve the administration of justice in SC through awards 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 SC Public Safety Coordinating Council (PSCC) and are thereafter managed, overseen, audited, and evaluated cooperatively with the recipients.	Chart 7.1Q - Public Safety Chart 7.1S - Funding and Grants
Administrative Offices 1) Human Resources (OHR) 2) Financial Services (OFS) 3) Information Technology (OIT) 4) General Counsel (OGC)	Support DPS Strategic Goals by providing high quality Human Resources, Financial, Technology, and Legal services.	Provide HR, Financial, Procurement, IT, and Legal services to DPS. Assist DPS in planning and implementing Capital Improvements. Maintain DPS facilities.	Implementation of the Power DMS system. PowerDMS allows DPS to track training and policies. Upgraded systems, procured laptops, and provided IT, Procurement, Facilities Management and Legal services. Chart 7.6B – Charitable Giving

*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 are developed by Divisions to accomplish strategic goals 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, and a research database tracking system to monitor strategic activities. Evaluation and after-action reviews are used to ensure performance. Majors serve as liaisons between headquarters and staff to enhance efficiency, accountability, and communication. A class taught by command staff educates subordinates in developing and executing Operation Plans. Goal Tenders are assigned responsibility for goals that fall under their command, and report on progress at least annually. STP uses the SafetyNet Data System, Enforcement Plans, CVSP, and Size & Weight Enforcement Plans, including how resources are allocated. Crash Reduction Enforcement Plan data identifies problems and the Impact Analysis Report provides a way to measure success. Highway safety statistics and data support proposals for staffing and additional funding.

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

- DPS Managers and division liaisons deploy strategic objectives, actions plans, and performance measures via written directives, e-mails, meetings, progress reports, and the Intranet. OFS works with the Director and his staff to allocate resources based on relevance to strategic goals and prioritization of needs.

2.5 How do you measure progress on your action plans?

- The Key Cross Reference Measures referenced in this report in section 2.2 on the Strategic Planning Chart and shown in Category 7 provide excellent measures of progress.

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

- Managers and supervisors meet with division liaisons to evaluate progress and recommend strategies. Strategic planning success is evaluated by comparing yearly statistics and monitoring projected results. Current programs are evaluated for effectiveness.

Category 3 - Customer Focus

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

- DPS routinely interacts with citizens. Key customers are listed in Section II – Organizational Profile, 2 and 3. Along with initiatives discussed throughout this report, relevant legislative mandates affect key requirements related to DPS' mission.

3.2 How do you keep listening/learning methods current with changing needs and expectations?

- Evaluating inquiries and feedback, including Exit Interview forms, and conducting employee surveys helps identify internal problems/successes. Committees among divisions share ideas, problems, and solutions. Monitoring e-mails, faxes, phone calls, and web site comments helps maintain rapport with customers. Partnerships with local, regional, and national groups enable DPS to keep abreast of changing needs/expectations. The OPR hotline allows anonymous reporting of any unethical conduct. NeoGov provides feedback from job applicants.
- A HP Law Enforcement Network (SCLN) coordinator is assigned to OHS to partner with law enforcement agencies to identify/combat highway safety problems by judicial circuits. The coordinator serves as the liaison between DPS and their local law enforcement agencies. HP units actively participate in the International Associations of Chiefs of Police (State and Provincial Police Planning Officers and Academy Directors Sections). These sections provide

valuable opportunities for information/best practices sharing between states. Hearing the objectives of grant funding sources provides insight into current initiatives they may fund.

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 information for HP, regional headquarters, and each region's CRO are in phone books and on the HP website. CROs are involved in community activities that provide a platform for dialogue and business. The HP website offers information such as SCHP Wrecker Regulations, Driving Tips, Frequently Asked Questions, and DMV Accident Report Information. HP reciprocates newsletters with several states. The OPR hotline allows anonymous reporting of unethical conduct by employees or others. NeoGov provides feedback from job applicants. OJP Statistical Center provides publicly available criminal justice and victimization statistics for multiple topics to inform trend planning.

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

- Feedback is a primary source of measuring customer satisfaction by tracking a reduction/increase in complaints. Audits provide guidance in improving processes affecting customer service. Highway safety data is used to plan proactive measures that boost public confidence. Collaborations and educational programs provide increased awareness and dialogue. Troopers are involved in communities and CROs are sources of customer feedback
- HP uses 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 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 programs and initiatives.
- STP uses CMV safety inspection and incident data to track and evaluate activity related to satisfaction. Public relations activities and citizen surveys provide additional avenues for feedback. Data Q's also provide insight into levels of customer satisfaction.
- BPS measures customer satisfaction by contract renewals, and citizen's complaints.
- OHS uses highway safety data and surveys to plan proactive measures and countermeasures, thereby increasing public awareness of highway safety issues.
- OJP's in-person monitoring of all projects in the field, workshop evaluations, inquiries, and quarterly reports helps quantify customer satisfaction and provide indicators for improvement.
- Administrative Offices use audits and process reviews to identify methods of improving performance, service, and customer satisfaction.
- Training evaluations, exit interviews, grievances, complaints, and turnover issues provide HR with data to determine how to best use resources to improve services.
- OIT's contact with employees encourages proactive problem identification. Web-based applications provide better monitoring of work requests, inventory, and billing activity.

3.5 How do you use information and feedback from customers to keep services and programs relevant and provide for continuous feedback?

- HP reviews all relevant information from its customers and submits it to a specific unit or through the chain of command to improve HP programs and services. Feedback from STP and BPS customers is reviewed and researched to identify isolated issues versus system, process, or training issues. Corrective action is taken as needed.

3.6 How do you build positive relationships with customers/stakeholders to meet and exceed their expectations? A key distinction is whether interaction is voluntary or involuntary.

- 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, and local and state government agencies, with voluntary contact during hurricane evacuation exercises, safety campaigns, and other collaborative activities. HP troopers who are experts in their unique fields teach classes to troopers and other law enforcement agencies, building positive relationships with these agencies. HP is involved in numerous victim services activities and community education activities. The HP Victim Advocate provides crisis intervention and support services to the victims of motor vehicle collision-related crimes. HP PEER Team assists SCLEAP in providing crisis support to other law enforcement agencies.
- DPS Families of Highway Fatalities provides resources for families who lost a loved one in a motor vehicle-related collision. Its goals are 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.
- DPS representatives serve on the following: International Registration Plan, Inc.; AAMVA Credentials Data and Enforcement Access Task Force; SC Traffic Records Coordinating Committee Working Group; FMCSA Motor Coach Technical Assistance Group (TAG); Commercial Vehicle Safety Alliance (CVSA) Training Committee; SC Motor Carrier Advisory Committee; American Association of Motor Vehicle Safety Alliance; SC Victims of Crime Coordinating Council, Council on Underage Drinking, Methamphetamine Action Group, Governor's Council on Prevention and Treatment, Board of Directors of the National Criminal Justice Association, SC State ID Theft Task Force.
- STP also has a Motor Carrier Advisory Committee that meets on a quarterly basis to discuss any issues or concerns of the commercial motor vehicle industry. Daily contact through roadside inspections, compliance reviews and safety audits. Officers/Inspectors build positive relationships through professionalism during these encounters (spending extra time to explain violations and ways for the carrier to attain compliance).
- BPS ensures professional security and law enforcement at the Capitol Complex and other state properties and builds positive relationships with the Governor, Lt. Governor, State Legislature, employees, and visitors. 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.
- OHS conducts safety campaigns and partners with law enforcement, government, business, and the medical community to promote highway safety education/awareness in an effort to reduce traffic-related crashes, injuries, and deaths. OHS leaders serve on a variety of committees, 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 to share highway safety information. The DPS website provides information about highway safety including statistics on safety belt and child safety seat use.
- OJP builds positive relationships with local governments, law enforcement agencies, and victims of crime agencies through administration of grant awards to meritorious projects. OJP provides technical assistance, mostly in the field, including program improvement, paperwork reductions and efficiencies, coalition building, technology assistance, and grant writing. OJP employees are subject experts and have 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, online surveys, letters, and statewide 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.
- Progress has been made in improving internal customer service. DPS partners with other agencies, vendors, public/private organizations to enhance services and programs statewide.

4. Measurement, Analysis and Knowledge Management

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

- Key measures related to DPS' mission and goals are tracked to assess performance. HP's R&D 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 to track performance. Other statistics related to collisions, fatality/injury rates, geographic comparisons, etc., are studied to analyze trends and identify problems (See Charts 7.1A to 7.1E). OHS uses a variety of data to track financial and operational performance including: 1) national benchmark data provided by NHTSA such as Mileage Death Rate – Chart 7.1A; 2) statistical data focusing on crashes, injuries and fatalities occurring in SC; 3) objectives outlined in the state's annual Highway Safety and Performance Plan developed by OHS; and 4) evaluation, as outlined in OHS' Annual Report to the NHTSA, of program goals and objectives relative to internal highway safety grants and highway safety grants awarded to a variety of subgrantees statewide.
- Data collection/analysis is a continuous process and results are reviewed by management and impact decision making. Statistics from incident/crash/after-action reports, manpower studies, and budget analyses help gauge pending operations and projects. Each division monitors information that is used in making decisions and supplying current data for reporting.

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?

- HP data collection and analysis are continuous processes; results are reviewed by management and impact decisions. Statistics from incident/crash reports/after-action reports, manpower studies, and budget analyses help gauge pending projects. Data, research, and processes related to employment are studied to ensure the goals of hiring/ retaining, qualified applicants are met.
- HP uses data tracked through its HP Console, Computer-Aided Dispatch, and 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 collects information and inserts it into a database for analysis. A 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 used to formulate the number of officers needed to staff posts adequately. BPS also collects data from the Police Central database, officer console database and others. These databases provide numerous reports that provide operational insight. Expenditure and budget summary reports provide data for sound operational decisions.
- OHS uses an annual Problem Identification process using statistics relative to crashes, determining injuries, and fatalities to determine where, when, how and why traffic-related problems occur. This assists in what areas of the state require intervention and what type programs should be developed to assist in alleviating problems. The process assists in directing the development and implementation of OHS' solicitation for highway safety grants, and includes an opportunity for input from local law enforcement agencies from around the State.

- OJP uses criminal justice statistics to inform project distribution and type.
- 4.3 What are your key measures, how do you review & keep them current with business needs?
- HP uses education, prevention, enforcement activities, and cost analyses before initiatives are enacted or equipment is purchased. Thorough research and testing provides measurable 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 revenue and budget allocations. Crash data is used to determine how to most effectively use manpower.
 - BPS tracks incidents on state property to determine trends and risk patterns. Positive feedback from citizens is key to confirming 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.
 - EEO reports monitor underutilized groups and compensation studies compare salaries of minorities to non-minorities and males to females.
 - OJP programs are constantly measured with comparisons to myriad federal guidelines and changing demographics of the service population.
- 4.4 How do you select/use key comparative data to support operational/strategic decision?
- The Director and managers use the 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 used by staff responsible for research and implementation of legislative mandates and other process changes and reports.
 - Data is collected and interpreted by HP's R&D Unit and Executive Services to assist in decision-making and planning. Troop commanders use CAD and the HP Console to maintain a balanced workload among troopers. The HP CRO Unit uses collision data to identify 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 as a key to justifying program attention and financial support.
- 4.5 How do you ensure data integrity, timeliness, security, and availability for decision making?
- The OHS Statistical Analysis Center (SAC) is the core of data collection and validation. SAC prepares the annual SC Traffic Collision Fact Book data on traffic crashes, deaths, and injuries. Professional statisticians prepare this 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 7.1C - example of this data collection). Having the data entry process housed within OHS allows for closer monitoring of data quality, integrity, accessibility and timeliness. Business rules that assess identify, and correct data errors and inconsistencies are continually formulated and implemented.
 - 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.
 - OFS assures accurate financial and operational data by using internal controls, reports, and 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. HP, STP, and BPS assess workloads and address supervisors' feedback to identify training needs. BPS uses 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 a personnel allocation model that ensures proper supervisor to subordinate ratios. This model also identifies the state's current areas of highest need for additional troopers. Data from state and national sources is maintained and the personnel allocation model is adjusted regularly to account for changes in manpower levels.
 - B&CB Offices perform salary studies, and assess EEO and other indicators that provide state, regional and national comparisons. DPS strives: 1) with the help of an affirmative action plan, to recruit, hire, train, and promote in all job classifications without discrimination; 2) to ensure employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation; and 3) to have equal opportunities for advancement. 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 involves initiatives to train and better prepare employees to develop effective methods to transfer knowledge and to identify best practices.
 - HP, STP, and BPS assess workloads and address supervisors' feedback to identify training needs. HP maintains data from state and national sources such as NHTSA and Federal Highway Administration, and identifies and shares best practices through 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 Executive Services and Training Unit to share information on a nation-wide basis. Some workforce knowledge is shared and maintained by hiring retired troopers to fill critical roles within the division. Each specialized unit is designed to have either a second in command of someone with extensive knowledge of the unit should turnover occur.
 - Training, documentation, desk manuals, mentoring, knowledge database, and in-service programs are among methods used to maintain and transfer knowledge, enhance emergency response, and build a network of experienced cooperative employees. DPS shares knowledge with a network of state and national organizations searching for best practices.

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 emphasizes 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, and partnerships are encouraged.
 - Managers and supervisors use the EPMS process to communicate performance expectations; provide guidance and constructive feedback; and evaluate employees.
 - Employees are encouraged to develop and conduct training that benefit DPS objectives.

- Enhanced internal communication has improved employee involvement and 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 SC Workforce Champions or Troopers Association to learn and share best practice models in agencies across the state(s).
- Human Resources staff attends monthly HR Advisory meetings with other human resources professionals throughout state government.
- Human Resources uses email to send information to employees on benefits and retirement changes, implementation of new programs and updates to current programs and initiatives.
- In the next fiscal year, human resources related information will be placed on the Agency's intranet.
- Multi-disciplinary task forces and committees are formed with representatives from interested divisions which increase knowledge, and enhance team skills and communication. All DPS law enforcement officers attend annual, standardized, in-service training where they are educated on best practices for new law enforcement trends to ensure the agency operates in a cohesive and consistent manner. The implementation of the PowerDMS system will allow for more on-line or distance learning and provide more time for instructor lead and hands on proficiency training in the critical skills areas of firearms, defensive tactics and driving.
- HP's Annual Report provides information on the mission of each Troop, Unit and Section within the Division. To address the constraints of budget reductions, and a reduced number of troopers, units support each other's missions. For example, each Troop/Unit/Section has an Accreditation Manager assigned to assist the overall Division Accreditation efforts; Troopers from all Troops, Units and Sections assist and receive training in Emergency Traffic Management operation plans; Troopers assist the Training Unit by teaching classes in their area of expertise.
- Incident Command System ensures proper chain of command, inter-agency communication, and integrated and effective response during emergencies. The HP command staff holds regular meetings to share information and the results of enforcement initiatives throughout the state.

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

- Management recruits, hires, and retains employees by providing flexible hours, offering challenging positions, tuition reimbursement when available, personal and professional growth opportunities, and employee recognition programs.
- The agency's law enforcement employment and training unit along with HR managers (Headquarters) attend and participate in career fairs at colleges and universities located throughout South Carolina.
- SCDPS along with other state agencies use NEOGOV to post job vacancies and receive applications electronically for various positions in the agency. The agency receives on average 100-300 applications for civilian and law enforcement positions.
- Deliberate measures have been taken to enhance the public's confidence in DPS by promoting and advertising honesty, fairness, and the highest of ethical standards required of any hire that will positively impact recruitment and retention.
- Due to competition from other criminal justice agencies, DPS risks losing trained and experienced law enforcement officers for a higher salary, benefits, or advancement opportunities that DPS is unable to match. Agency studies indicate that two of the primary reasons employees leave are for salary increases and career advancement. HP had 74 resignations this year.

- Finding qualified candidates is a challenge. Fewer college students are choosing a career in law enforcement, perhaps due to salary levels. Of those who do choose criminal justice as a career path, many who apply have poor credit histories and even criminal histories.
- Most young adults beginning a career today are technologically savvy and expect an employer to provide up-to-date technological tools. Budget restrictions make this difficult. New employees are often disappointed and report that they have not been provided adequate tools.

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

- Workforce capacity needs are assessed through ongoing reports from SCEIS, NEOGOV, and a DPS HR system for historical data. Information is generated on employee location, age, gender, ethnicity, length of service, title, grade, education, job class, etc. Deficiencies are addressed as soon as possible to ensure staffing levels are adequate.
- Employees who resign and/or separate from the agency are given exit interviews to complete. The exit interview is normally returned to the agency and the responses provide the agency information about the employee's experience with the agency. The responses are reviewed and forwarded to the appropriate personnel.
- Law enforcement applicants are required to participate in a psychological assessment, polygraph exam, basic reading skills assessment, and 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 and performance review and provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion, informal reviews, and the EPMS planning stages and evaluations. The EPMS appraisal notes achievements, evaluates performance against success criteria, and points out areas for improvement. Supervisors are trained to use the EPMS and are rated on the completion of performance reviews to ensure they are fair, impartial, and timely.

5.6. How does your development and learning system for leaders address the development of: leadership attributes; organizational knowledge; ethical practices; core competencies, strategic challenges, and accomplishment of action plans.

- Law enforcement and civilian training was conducted for managers and supervisors on human resources topics such as disciplinary, performance management, leave, workers compensation and FMLA.
- Law enforcement divisions collaborate to provide in-service training designed for officers, mid-level management, and executive staff that focus on leadership in law enforcement. This program is tailored for employees seeking to advance to leadership positions and includes a leadership assessment to help them understand the way they process and communicate information and how to develop or enhance those skills. DPS encourages leaders to participate in professional associations that promote the development of leadership attributes. Leaders are trained to use the Incident Command System used in any man-made or natural disasters response.
- Organizational knowledge for leaders is developed through regular meetings with the Director who encourages discussion and facilitates interaction among division and mid-level leaders. Division leaders are encouraged to establish partnerships with other organizations offering new

perspectives and information. Division leaders, in turn, serve as coaches to managers and supervisors sharing organizational knowledge to broaden perspectives. Workforce planning initiatives provide a solid foundation for organizational development.

- DPS has an Ethics policy addressed in new hire orientation that stresses integrity, truthfulness, honesty, courtesy, and fortitude. All law enforcement officers are required to complete training in ethics annually, and all other employees bi-annually.
- Professional development and workforce planning specifically address skills enhancement, leading to more prepared leadership pool.

5.7. How 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 feedback from supervisors and employees, DPS works to address needed skills and training. Programs have been implemented to improve effectiveness including Hispanic outreach programs, a comprehensive leadership program for law enforcement, an employee orientation program, and safety initiatives.
- New hire orientation is conducted twice a month for new hires. New hires are provided information on benefits and policies. New hire orientation is conducted by staff members in Human Resources.
- HP uses national databases and virtual communities such as the International Association of Chiefs of Police to remain up-to-date on highway safety trends and additional law enforcement training needs. Effectiveness of training is determined by the success of enforcement initiatives, retention rates, competitiveness of promotions, and on-going comparisons with other states' police and patrol programs. HP has a five-week session with newly hired trooper trainees to acclimate them to the organization and the field of law enforcement, and to prepare them for success during the South Carolina Criminal Justice Academy twelve-week basic law enforcement certification program. This follows a recruiting effort that includes an initial orientation of the job duties, academy life, etc., to ensure those hired have the core competencies and skills needed. DPS provides continuous training for troopers after graduation.
- STP officers attend annual in-service training to address frequent federal regulation changes.
- BPS uses feedback from supervisors and officers to take a proactive approach to training and monitoring effectiveness.
- OFS attends SCEIS training and User Group Meetings.
- Training effectiveness is measured by use of new skills, training evaluation forms, and web assessments.
- OHR participates in B&CB initiatives, Advisory Council, and SCEIS User Group meetings which aid in training. The DPS Affirmative Action Plan addresses underutilized groups.
- Additional training opportunities are offered through internal and external training, links on the HR web site, and partnerships with other agencies.
- OJP staff attends required and voluntary trainings offered by their respective federal funding authorities. These trainings include conferences, webinars and training from on-site federal grant monitors and technical service providers.

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

- Training programs are selected based on employee needs, interests, abilities, usefulness of the training, and level of employee motivation. Daily use of technology reinforces new skills. HP uses After-Action reports to outline lessons learned during Emergency Management exercises and disasters.

- OJP staff is encouraged to share all training with peers and clients in an ongoing basis, thereby reinforcing the knowledge and applicable use.

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

- Workforce planning has been implemented to address training needs. Internal and external training, online courses, mentoring, coaching, and cross-training to aid in meeting DPS goals by adding needed employee knowledge, skills, and abilities.

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

- Successful leadership development is evidenced by an increased number of qualified, competitive internal candidates prepared for promotional opportunities. Employees are educated on the value of continuing education through workforce planning tools. With increased support from management, the interest/attendance in training programs has increased significantly. Training liaisons assigned to Divisions managers/supervisor input in identifying programs that promote leadership and job skills. Participants evaluate training programs to ensure they meet individual goals. Effectiveness of these programs is measured by successful career progression of employees. HP command staff monitors the level and nature of complaints from the public, indicators of workforce and management effectiveness. In-car video cameras allow management to assess the leadership abilities of various supervisors.

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

- The Director fosters a learning environment where employees are valued and empowered to do their jobs. Employee needs are considered through approval of flexible work schedules, casual dress day (Friday's), training to improve job skills, and feedback avenues. Strategic planning promotes involvement at all levels, which enhances growth and prepares employees for progressive roles. Employee recognition has positive affects, and efforts are made to encourage career enhancement.
- Along with officer recognition programs, STP uses a hands-on approach in working with employees and delegating appropriate assignments to foster employee growth. BPS uses a career path formula and comment boxes as a barometer of satisfaction and to promote candidness about problems and encourage suggestions.
- HP has a career path for non-supervisory ranks and a competitive promotional process for supervisory vacancies. Trooper and Telecommunications Officer of the Year awards recognize employee service. HP core values promote uniformity and commitment to the mission. Employees are recognized for their performance through the HP Colonel's Blog and **HP newsletter**. Awards are applied for annually and some nominate employees for excellence.
- Assignments and training opportunities are offered to promote employee growth. OJP and OHS employees are encouraged to seek challenging opportunities that improve skill levels. OJP and OHS employees are encouraged to find innovative ways to address tasks and offer new strategies to address DPS challenges, and are given assignments that provide cross-training.
- The agency encouraged employees to participate in activities such as bake sales, silent auctions, cook offs and theme centered activities that provided fun competition between the different floors to help defray the cost of the Employee Appreciation Day luncheon. Employees received a free catered barbeque lunch as a result of the funds raised to promote employee appreciation.
- Agency employees received donated tickets to a local baseball game. The event was attended by state employees and their families.

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?

- Exit interview forms are reviewed to identify retention concerns and satisfaction. The numbers of grievances, EEO complaints, and 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 employee input.
- The Benefits Administrator, in conjunction with the B&CB EIP, provides regular updates and training regarding health and wellness.
- In June 2012, the agency formed a Health and Wellness Committee to promote health and wellness of employees.
- The Office of Human Resources hosted two worksite health screenings for agency employees. A total of 85 employees participated in those events.
- The SC Law Enforcement Assistance Program (SCLEAP) offers free counseling and is 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.
- The agency, along with DMV, held its first “Directors Walk” to encourage employees to walk. Thirty two employees joined Director Smith and Director Shwedo in this first walk.
- SCDMV and SCDPS also hosted several blood drives during the fiscal year. Team DPS had 36 employees to donate blood.

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

- Succession planning and career progressions are addressed by each division. Law enforcement officers follow a carefully outlined career path. Divisions are encouraged to assess their workforce and implement a plan to address workforce planning needs.
- Deputy Directors and department heads were given reports of employees who are eligible for retirement within the next five years based on age and years of services. Managers should use the reports to develop and grow their employees for future opportunities with the agency.

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 is responsible for a safety/health program for facilities statewide; assisting in creating, planning, overseeing activities related to occupational safety and health; and ensuring compliance with OSHA, ADA and other safety regulations and labor laws. Facilities are monitored to ensure appropriate safety measures are taken and safety initiatives are coordinated with DMV, including inspections, implementing life safety programs, monitoring support systems (such as fire alarms). The Safety Manager ensures operational readiness and directs system support during a life safety event. BPS is responsible for monitoring security at headquarters. HP’s Emergency Traffic Management Unit (ETMU) monitors the environment and is proactive in handling crises or potential disasters. Regular building evacuations are conducted with a safety team review afterwards.

Category 6 - Process Management

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

- HP's mission is to serve the public by upholding the laws of the state and the United States to promote a safe and secure environment. HP reviews statistical data and feedback from citizens, stakeholders, and HP personnel. Core competencies are determined and emphasized during recruiting. HP strives to provide the necessary resources to achieve its mission.
- STP is responsible for enforcing commercial motor vehicles laws. The objectives are to protect the motoring public by: a) preventing accidents; b) removing unsafe drivers/vehicles from our roads; c) protecting our environment from hazardous materials being transported; and d) preventing premature deterioration of roads/bridges through the STP Size/Weight Enforcement Program. This is accomplished by using statistics and placement of roadside enforcement.
- BPS determines its core competencies largely through feedback from supervisors, staff, and customer complaints/appreciation. Core competencies are based on the mission to provide law enforcement services to the General Assembly, Governor/First Family, and the constitutional officers on the Capitol Complex. BPS ensures that a safe environment is afforded to all that visit or work in and around state facilities.

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

- 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 SC more attractive to economic and community development, and provide a return on liability insurance coverage.
- Efforts to redesign processes and organizational structure are on-going to ensure optimal efficiency/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, criminal justice initiatives and victim service provision, established and reviewed by the 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 partners with other government agencies and private sector organizations to address problems and concerns with commercial motor vehicles and drivers.
- HP identifies and focuses on key factors that cause fatal collisions and creates initiatives that result in fewer fatalities. The HP ETMU coordinates safe and orderly evacuations for South Carolinians and visitors in the event of a natural or man-made disaster.
- HP often partners with OHS, DOT, DMV and other agencies to address public safety concerns.
- The HP Victim Services Office offers resources and support to victims/families of collision victims.

6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

- DPS continuously explores new ways to enhance efficiency/effectiveness. Assessing organizational structure, policies/procedures, and goals ensures the best use of resources.

- HP command staff assesses the troop concept to ensure optimal operational efficiency. HP Executive Services 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 R&D tests and monitors equipment to ensure that financial resources are used appropriately. Response times are reviewed in an attempt to identify ways to better serve the public.
- The Colonel uses a comprehensive program within STP to ensure components are working together to meet goals, which are disseminated to all levels. STP focuses on how best to achieve its mission, partly by being willing to adapt to an ever-changing environment. Activity is reported in plans and reports aligned with strategic planning.
- BPS is working on innovative ways to allocate its current limited resources to patrol state properties and to increase visibility and reduce response times by having response units already in the field.
- OHS and OJP work with federal, state and local authorities to address critical criminal justice and victim service needs, develop strategies, establish partnerships, and identify resources. Action plans, with built-in reviews, are implemented pending availability of funding.

6.4 How does day-to-day operation of these processes ensure meeting key performance requirements?

- OGC, HR, and OFS collaborate to ensure new policies/initiatives are implemented according to legal/ regulatory requirements. Divisions follow operational plans, guidelines, and schedules required by state/federal regulatory agencies, and funding authorities. Managers are responsible for ensuring employees comply with policies and that performance requirements are met.
- HP's troop structure allows for a more effective and efficient implementation of processes and allows for better accountability.
- STP collaborates with state, federal and local partners, and the industry to improve processes keeping performance goals in the forefront of accomplishments.
- Consistent operational processes have allowed BPS to reduce response time for service calls.
- Online GMIS integrating with SCEIS has improved grant reimbursement time to customers exponentially.

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

- The DPS Strategic Plan identifies partnerships as a way to maximize benefits to the public. DPS partners with DOT, other state agencies, the transportation industry, local law enforcement, tax offices, the media, lien holders, driving schools, the medical community, hospital association, AAMVA, state technical colleges/universities and many others.
- HP's R&D, Procurement, and OIT ensure that quality equipment is purchased at the lowest cost. Data analysis is used in determining troopers' effectiveness in collision and fatality reduction. The ETMU focuses on emergency response improvement. HP uses After Action Reports to identify problems and implement changes. Feedback from stakeholders and staff is used to evaluate/improve service-related processes.
- STP submits a CVSP annually to the Federal Motor Carrier Safety Administration to address CMV safety concerns by providing a framework for improvement through annual goals. The Size and Weight Unit Plan, including 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, feedback, and security contract renewals.
- OHS seeks input from highway safety stakeholders and DPS 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. The SCLN is a key partnership

involving the sixteen judicial circuits, each represented by local and state law enforcement. The SCLN works proactively to address highway safety issues, coordinate joint enforcement efforts, and develop safety campaigns. Quarterly SCLN Coordinator meetings are held to disseminate information and secure feedback and input regarding campaign efforts and mini-grant processes/budgets. Law enforcement liaison staff attends regularly scheduled SCLN meetings to share information with Networks and to secure feedback regarding various efforts and programs. Awareness and observational surveys are also used in evaluation processes.

- OJP annually evaluates grant funding priorities in law enforcement, victims of crime direct services and juvenile justice initiatives through surveys and regional workshops where key partners provide assessments of program priorities and offer suggestions for improvement. Significant information is gathered from the field by OJP staff through their on-site visits to hundreds of grant-funded programs throughout the state. The knowledge gained in this process is translated into funding priorities and grant recommendations to the Public Safety Coordinating Council (PSCC). The funded projects provide enhanced public safety in communities throughout SC as measured by the quantifiable objectives in each grant project.
- 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 to develop procurement specifications and proposals to ensure satisfaction with the end results; and conducts training in areas where repeated errors occur.
- OIT monitors problems/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 / customer complaints		State laws/ Regulations
Information Technology (Providing technical assistance)	Knowledge	Downtime	Industry	Certified Technicians
	Timeliness	Calls Handled		Feedback
	Technical skills	Response time		
Communications Office (Communicating with media)	Knowledge	Number of contacts	Professional industry standards	Feedback
	Timeliness	Response Time	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?

- HP processes were developed to determine DPS budgets based on the number of active permanent officers employed by DPS. The plan accounts for all recurring costs such as salary, fuel, radio fees, and administrative staff. It also accounts for fixed cost such as data networks, facilities, and other expenses. All costs are proportional to the number of troopers employed in DPS and may be managed by adjusting the number of uniformed personnel.
- STP depends on Motor Carrier Safety Assistance Program (MCSAP) grants which are determined on an annual basis for the core services provided. STP uses high priority grants to administer new technology and programs and to keep officers focused on core objectives. STP also develops an annual Size and Weight Plan that is sent to FHWA for approval.
- BPS needs are based on the number of posts for each division location. The number of man-hours needed for posts is factored in to assess the number of officers needed to staff that post.

Category 7 – Key Results

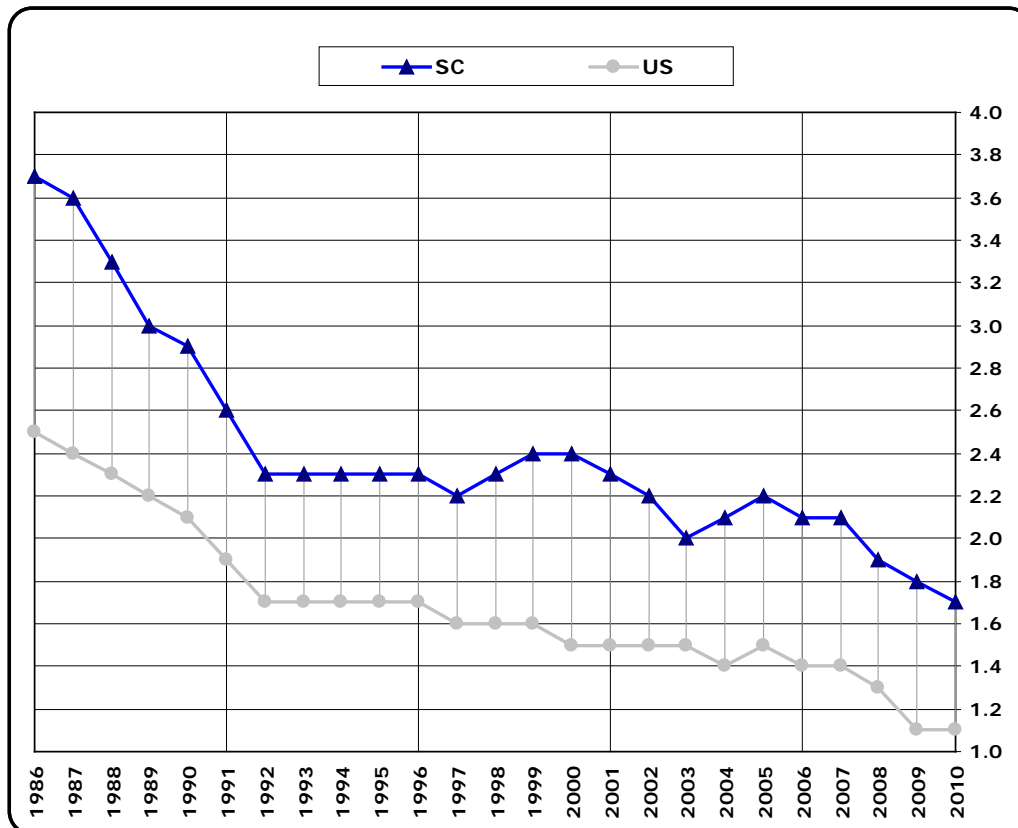
The tables in Category 7 include key measures and data related to highway safety, commercial motor vehicle inspections, security contracts, law enforcement officer training, and examples of community service and charitable involvement. Data collected enables DPS to target law enforcement, highway safety, training, public information, and other initiatives based on the greatest need for improvement.

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

- Since DPS has 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, CAD 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. OHS plays a critical role in tracking crash data, DUI statistics, and location of traffic-related incidents. OJP tracks crime and victimization statistics for use by customers and peers. Efforts result in identifying patterns, problems, and improvements in fatalities and injury rates, thereby affecting public image, confidence, and customer service (Charts 7.1A - 7.1F). Additional measures are provided on Charts 7.1G – 7.1S).

Chart 7.1A Mileage Death Rate

**MILEAGE DEATH RATE
SOUTH CAROLINA vs. NATIONAL AVERAGE
25 Year Trend
1986-2010**



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 1.65 in 2010. The national MDR also achieved an all time low of 1.09 in 2010.

Chart 7.1B

2010 SC TRAFFIC COLLISION QUICK FACTS

	2006	2007	2008	2009	2010	% Change 2006 - 2010	% Change 2009 - 2010
Fatal Collisions	973	985	841	817	750	-22.9%	-8.2%
Injury Collisions	32,328	32,079	31,053	31,086	31,152	-3.6%	0.2%
Property Damage Only Collisions	79,648	79,003	75,358	74,961	75,771	-4.9%	1.1%
Total Collisions	112,949	112,067	107,252	106,864	107,673	-4.7%	0.8%
Fatalities	1,044	1,077	921	894	809	-22.5%	-9.5%
Non-fatal Injuries	50,144	49,262	46,925	48,303	48,707	-2.9%	0.8%
Fatalities From Collisions Involving*:							
Truck Tractors	79	73	55	71	52	-34.2%	-26.8%
Motorcycles	108	123	112	95	84	-22.2%	-11.6%
Pedalcycles	13	21	15	13	14	7.7%	7.7%
Pedestrians	125	109	101	90	95	-24.0%	5.6%
Trains	10	4	4	5	3	-70.0%	-40.0%
Motorized Bikes	5	9	13	18	21	320.0%	16.7%
School Buses	3	2	3	4	3	0.0%	-25.0%
SUV's	225	271	197	214	207	-8.0%	-3.3%
Vans	87	70	71	59	58	-33.3%	-1.7%
Pick Up Trucks	247	310	215	244	199	-19.4%	-18.4%
Economic Loss (billions)	2.82	2.73	2.71	2.67	2.74	-2.7%	2.6%
Vehicle Miles Traveled (billions)	49.80	50.60	49.06	48.60	49.12	-1.4%	1.1%
Roadway Miles	66,242	66,248	66,261	66,262	66,023	-0.3%	-0.4%
Motor Vehicle Registrations	3,704,689	3,829,448	3,882,780	3,906,300	3,950,498	6.6%	1.1%
Licensed Drivers	3,099,033	3,146,379	3,211,119	3,343,014	3,409,412	10.0%	2.0%
Mileage Injury Rate**	101	97	96	99	99	-1.5%	-0.2%
Mileage Death Rate***	2.10	2.13	1.88	1.84	1.65	-21.4%	-10.5%
Registration Fatality Rate****	281.8	281.2	237.2	228.9	204.8	-27.3%	-10.5%

*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 7.1C Injury Severity

2010

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
NO RESTRAINT USED	2,129	1,177	1,040	690	314	5,350
RESTRAINT USED						
Shoulder Belt Only	419	118	28	8	3	576
Lap Belt Only	1,118	273	70	14	3	1,478
Shoulder & Lap Belt Used	188,017	27,310	8,466	1,739	227	225,759
Child Safety Seat Used	6,882	1,152	180	29	6	8,249
Other Restraint Used	108	20	5	2	0	130
TOTAL - RESTRAINT USED	196,544	28,873	8,749	1,792	239	236,192
UNKNOWN RESTRAINT USAGE	12,733	1,644	506	192	45	15,120
GRAND TOTAL	211,406	31,694	10,295	2,674	598	256,662

2010

INJURY SEVERITY BY AIR BAG DEPLOYMENT*

AIR BAG	INJURY TYPE					
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
Deployed - Front	9,307	4,959	2,620	821	214	17,921
Deployed - Side	916	356	118	45	10	1,445
Deployed - Both	3,367	2,061	1,018	363	81	6,890
Not Deployed	171,016	19,734	5,115	989	184	197,038
Not Applicable	21,998	4,023	1,195	374	87	27,677
Deployment Unknown	4,802	561	229	82	22	5,696
GRAND TOTAL	211,406	31,694	10,295	2,674	598	256,667

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

Chart 7.1D

2010
PRIMARY CONTRIBUTING FACTOR IN TRAFFIC COLLISIONS

CONTRIBUTING FACTOR	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO *	Total	Killed	Injured
Disregarded Signs, Signals	27	1,984	2,847	4,858	33	3,576
Distracted / Inattention	13	2,487	7,723	10,223	15	3,818
Driving Too Fast for Conditions	154	7,941	20,027	28,122	167	11,950
Exceeded Authorized Speed Limit	34	186	234	454	39	277
Failed to Yield Right-of-Way	73	6,717	13,879	20,669	79	11,661
Ran Off Road	37	504	894	1,435	38	673
Fatigued/Asleep	6	285	431	722	6	404
Followed Too Closely	3	1,937	6,145	8,085	3	2,881
Made an Improper Turn	2	424	1,685	2,111	2	692
Medical Related	9	574	235	818	9	758
Aggressive Operation of Vehicle	19	325	669	1,013	19	539
Over-correcting/Over-steering	6	145	251	402	6	217
Swerving to Avoid Object	2	120	264	386	2	173
Wrong Side or Wrong Way	50	583	831	1,464	56	1,108
Driving Under the Influence	182	2,408	2,529	5,119	194	3,484
Vision Obscured (within unit)	0	29	166	195	0	33
Improper Lane Usage/Change	11	904	5,350	6,265	12	1,336
Cell Phone	0	31	81	112	0	39
Other Improper Action	23	1,335	5,645	7,003	25	2,207
DRIVER SUBTOTAL	651	28,919	69,886	99,456	705	45,626
Debris	0	59	348	407	0	79
Non Highway Work	0	1	0	1	0	1
Obstruction In Road	1	46	171	218	2	59
Road Surface Condition (i.e., Wet)	0	88	234	322	0	123
Rut Holes, Bumps	0	19	22	41	0	26
Shoulders (None, Low, Soft, High)	0	2	6	8	0	2
Traffic Control Device (i.e., Missing)	0	9	9	18	0	19
Work Zone (Constr./Maint./Utility)	0	2	8	10	0	2
Worn Travel-Polished Surface	0	1	2	3	0	1
Other Roadway Factor	1	17	75	93	0	31
ROADWAY SUBTOTAL	2	244	875	1,121	3	343
Non-Motorist Inattentive	2	54	79	135	2	63
Lying &/Or Illegally In Rdwy	28	123	19	170	28	140
Non-Motorist Failed To Yield Row	7	73	63	143	7	92
Not Visible(Dark Clothing)	7	32	2	41	7	37
Non-Motorist Disregarded Sign/Signal/Etc	0	26	27	53	0	30
Improper Crossing	13	114	12	139	13	124
Darting	7	45	18	70	7	47
Non-Motorist Wrong Side Of Road	0	25	7	32	0	30
Other Non-Motorist Factor	1	44	36	81	1	57
Non-Motorist Under Influence	14	55	23	92	14	64
Other Person Under Influence	0	9	2	11	0	14
NON-MOTORIST SUBTOTAL	79	600	288	967	79	698
Animal in Road	3	726	2,813	3,542	3	1,003
Glare	0	28	72	100	0	42
Obstruction	0	24	92	116	0	31
Weather Condition	1	100	306	407	1	130
Other Environmental Factor	0	14	72	86	0	18
ENVIRONMENTAL SUBTOTAL	4	892	3,355	4,251	4	1,224
Brakes	1	116	260	377	3	208
Steering	0	31	79	110	0	44
Power Plant	1	14	27	42	1	19
Tires/Wheels	10	203	594	807	12	338
Lights	0	31	32	63	0	38
Signals	0	1	2	3	0	1
Windows/Shield	0	1	3	4	0	2
Restraint Systems	0	1	4	5	0	1

Truck Coupling	0	8	41	49	0	9
Cargo	0	18	141	159	0	25
Fuel System	0	7	10	17	0	11
Other Vehicle Defect	2	66	174	242	2	120
VEHICLE DEFECT SUBTOTAL	14	497	1,367	1,878	18	816
TOTALS	750	31,152	75,771	107,673	809	48,

*Property Damage Only

Chart 7.1E

2010
MOTOR VEHICLE TRAFFIC COLLISIONS BY COUNTY

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	5	140	175	320	5	224
Aiken	28	960	2,398	3,386	31	1,513
Allendale	2	62	73	137	2	114
Anderson	35	1,125	2,896	4,056	38	1,757
Bamberg	4	83	117	204	4	136
Barnwell	3	117	188	308	3	195
Beaufort	23	789	1,884	2,696	23	1,232
Berkeley	28	950	2,336	3,314	30	1,472
Calhoun	8	94	340	442	10	149
Charleston	49	3,116	8,591	11,756	51	4,557
Cherokee	8	441	859	1,308	9	707
Chester	11	267	352	630	12	441
Chesterfield	13	245	317	575	13	416
Clarendon	9	197	378	584	12	328
Colleton	15	343	662	1,020	19	566
Darlington	11	472	914	1,397	12	840
Dillon	10	308	530	848	14	559
Dorchester	10	695	1,930	2,635	12	1,025
Edgefield	5	148	197	350	5	229
Fairfield	10	194	261	465	11	343
Florence	27	1,075	2,733	3,835	30	1,752
Georgetown	13	365	730	1,108	14	579
Greenville	49	2,885	9,203	12,137	50	4,280
Greenwood	5	572	908	1,485	5	929
Hampton	2	137	192	331	2	234
Horry	46	2,077	5,313	7,436	48	3,295
Jasper	16	243	658	917	17	404
Kershaw	14	437	837	1,288	14	695
Lancaster	10	464	817	1,291	11	781
Laurens	14	546	940	1,500	14	864
Lee	4	107	262	373	4	173
Lexington	37	1,747	4,730	6,514	39	2,648
McCormick	2	48	74	124	2	81
Marion	10	265	355	630	14	511
Marlboro	4	210	247	461	4	384
Newberry	5	311	636	952	6	510
Oconee	12	370	850	1,232	12	530
Orangeburg	36	794	1,460	2,290	41	1,307
Pickens	12	656	1,710	2,378	15	952
Richland	41	2,707	7,695	10,443	43	4,202
Saluda	3	119	162	284	3	186
Spartanburg	41	1,782	4,633	6,456	44	2,636
Sumter	20	803	1,348	2,171	20	1,396
Union	5	185	286	476	5	296
Williamsburg	9	226	332	567	9	395
York	26	1,275	3,262	4,563	27	1,884
TOTAL	750	31,152	75,771	107,673	809	48,707

*Property Damage Only

Chart 7.1F - Commercial Motor Vehicle (CMV) Traffic Collision Quick Facts

- STP relies on data tracked by OHS and CMV inspection activity including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, traffic enforcement, Level VI inspections, and size/weight enforcement. STP was recognized for Best Practice for its Level VI Program and its timeliness in uploading crash and data reports.

CMV TRAFFIC COLLISION QUICK FACTS

	2010	2011	% CHANGE
FATAL COLLISIONS	69	74	7.2%
INJURY COLLISIONS	1,217	1,076	-11.6%
PROPERTY DAMAGE ONLY COLLISIONS	1,293	1,115	-13.8%
TOTAL COLLISIONS	2,579	2,265	-12.2%
FATALITIES	77	86	11.7%
NON-FATAL INJURIES	2,038	1,709	-16.1%
ECONOMIC LOSS*	\$161,974,900	\$165,486,100	2.2%

*Economic Loss is calculated using the latest information from the National Safety Council, Estimating the Costs of Unintentional Injuries, 2010.

Economic Loss for CMV Collisions, Top Ten Counties for 2011

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2011	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Fatalities	Rank in Collisions
Anderson	6	44	42	92	10	69	\$16,243,100	1	1	7
Greenville	8	71	113	192	8	103	\$14,314,400	2	2	1
Richland	6	91	91	188	6	155	\$11,779,100	3	3	2
Jasper	5	23	24	52	6	32	\$9,551,400	4	4	14
Lexington	3	78	82	163	4	112	\$8,645,800	5	7	4
Charleston	4	74	57	135	4	127	\$8,578,600	6	6	5
Florence	4	31	47	82	5	55	\$8,418,400	9	5	8
Spartanburg	3	72	98	173	3	132	\$7,396,000	7	10	3
Cherokee	2	20	29	51	4	26	\$6,368,000	8	8	15
Colleton	4	10	21	35	4	18	\$6,356,100	10	9	18

PDO* - Property Damage Only collision

Chart 7.1G

- BPS tracks criminal and non-criminal occurrences 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.

Bureau of Protective Services Incidents on State Property					
Fiscal Year	2009	2010	2011	% Change 2009-2010	%Change 2010-2011
<u>Crimes Against Property</u>					
Larceny	5	9	13	80%	44%
Theft From Vehicle	21	14	7	-33%	-50%
Theft From Bldg	7	6	6	-14%	0%
Destruction/Damage/Vandalism	40	32	32	-20%	0%
Burglary	0	5	5	500%	0%
Robbery	0	0	0	0%	0%
Motor Vehicle Theft	3	4	1	33%	-75%
<u>Crimes Against Persons</u>					
Intimidation/Harassing Telephone calls	3	5	3	67%	-40%
Simple Assault/ASB	4	1	1	-75%	0%
Disorderly Conduct/Public Drunkenness	10	8	16	-20%	100%
Murder	0	0	0	0%	0%
Suspicious Death	0	0	0	0%	0%
Suicide	0	0	0	0%	0%
Rape/Sexual Assault	0	1	0	100%	-100%
Aggravated Assault	2	1	0	-50%	-100%
<u>Crimes Against Society</u>					
DUI	2	4	2	100%	-50%
Liquor Law Violations	1	0	0	-100%	0%
Drug/Narcotics Violations	2	3	1	50%	-67%
Pornography/Obscene Material	0	1	1	100%	0%
<u>All other Criminal Offenses</u>	20	25	42	25%	68%
<u>Non-Criminal Incidents</u>					
<u>Arrest Reports</u>					
On View	24	13	19	-46%	46%
Taken Into Custody	23	12	14	-48%	17%
Summoned/Cited	1	1	5	0%	400%

Chart 7.1H

Highway Patrol Grant Projects Results July 1, 2011 – June 30, 2012			
Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
HP Horry/Florence Counties DUI Enforcement Team	Grant funds provided three troopers for DUI enforcement in Horry and Florence counties.	\$333,274	October 1, 2011 – September 30, 2012
HP Richland/Lexington Counties DUI Enforcement Team	Grant funds provided three troopers for DUI enforcement in Richland and Lexington counties.	\$248,873	October 1, 2011 – September 30, 2012
Bullet Proof Vest Funding	Funds provide vests for DPS officers.	\$5,431	April 1, 2011 – September 30, 2012
HP Victim Advocate	Grant funds to pay the salary for a victim advocate to provide required services to crime victims.	\$38,894	July 1, 2011 - June 30, 2012
DPS Communications Upgrade	Replace radios for P25 compliance.	\$60,000	November 1, 2011 – October 31, 2012
Occupant Protection Education and Outreach	To provide 2 rollover simulators to educate about seatbelt usage.	\$87,935	October 1, 2011 – September 30, 2012
CRO Equipment Enhancement	To use fatal vision goggles and golf carts to educate youth about dangers of DUI.	\$52,000	October 1, 2011 – September 30, 2012
HP Spartanburg County DUI Team	Grant funds provide two troopers for DUI enforcement in Spartanburg County.	\$218,783	October 1, 2011 – September 30, 2012

Chart 7.1I

Highway Patrol Activity			
Activity	2010	2011	2012
Calls for Service	272,476	351,923	328,386
Traffic Cases	512,118	490,618	497,708
Warnings Issued	382,058	397,018	410,648
Collisions Investigated	75,173	73,861	70,517
Motorists Assisted	144,836	125,383	118,886
Agencies Assisted	4,844	5,940	6,214

Chart 7.1J - Results of Highway Patrol Research and Development Projects

Project	Activity
Federal Signal Valor Lightbar	Test and evaluation on Dodge Chargers for brightness and visibility
Starburst Phantom Interior Lightbar	Test and evaluation in simi-marked and unmarked Tahoes and unmarked Impalas for brightness and visibility.
Mobile Vision Flashback 2 Light Digital Camera	Test and evaluation in enforcement patrol vehicles.
Tint Model 100 tint meters	Test and evaluation 15 meters to enforce state vehicle tint laws.

Chart 7.1K

- Hazardous Material Enforcement - The safe and secure transportation of Hazardous Materials (HM) continues to remain a focus both nationally and within South Carolina. HM safety enforcement and compliance is an important part of our MCSAP.

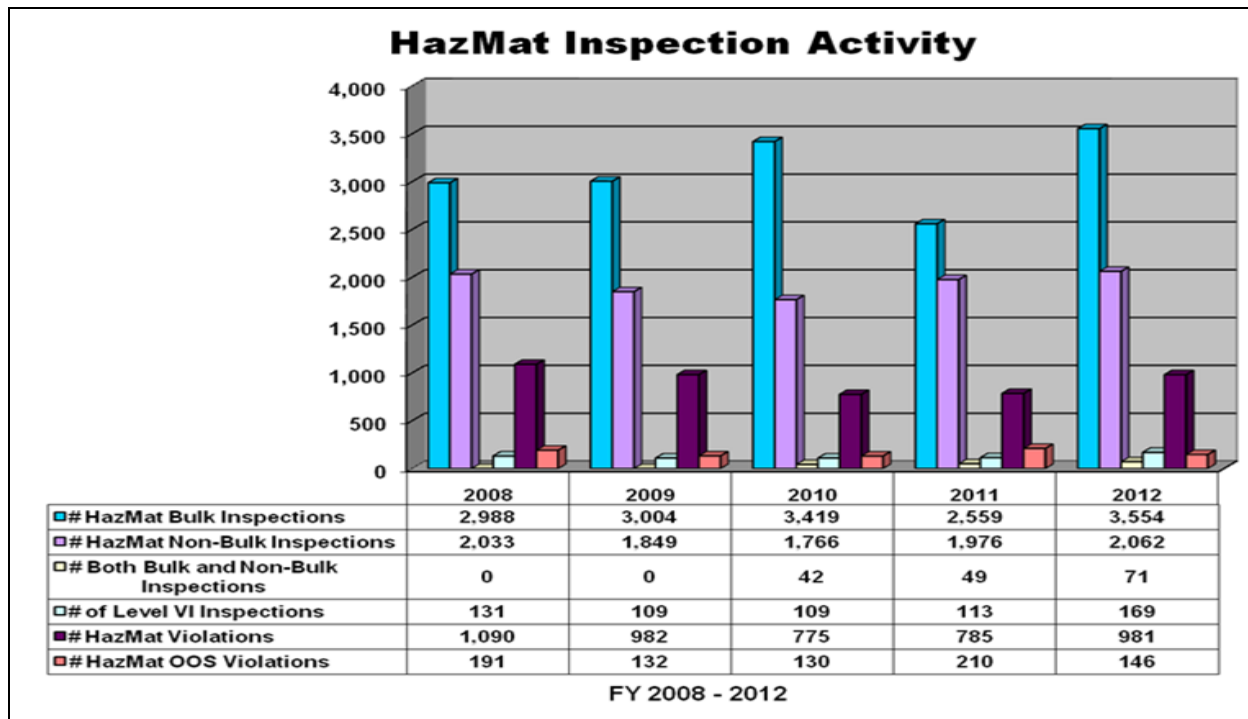


Chart 7.1L

- CMV Inspections - STP conducted 47,849 CMV/Driver Inspections during FY12.

	2008	2009	2010	2011	2012
Total Vehicle Inspections	31,915	32,970	31,819	28,054	26,776
Total Vehicles Placed OOS	5,595	6,093	6,155	6,950	3,938
Percent Vehicles Placed OOS	17.53%	18.48%	19.34%	24.77%	14.71%
Total Driver Inspections	22,409	19,454	19,578	23,606	21,073
Total Drivers Placed OOS	1,882	1,816	1,608	2,228	2,013
Percent Drivers Placed OOS	8.40%	9.33%	8.21%	9.44%	9.55%

Chart 7.1M

- Passenger Vehicle Inspections - STP conducted 1,400 Bus/Motor Coach inspections during FY12.

Year	Total inspections	Vehicle OOS	Vehicle OOS Viol	Driver OOS	Driver OOS Viol
FY 2012	1400	66	80	27	31
FY 2011	1298	30	37	33	42
FY 2010	1189	44	47	21	22
FY 2009	1177	38	41	20	23
FY 2008	1176	47	54	22	24

Chart 7.1N

- Compliance Reviews - State Transport Police Motor Carrier Compliance Unit conducted focused compliance and shipper reviews on motor carriers taking enforcement action when appropriate.

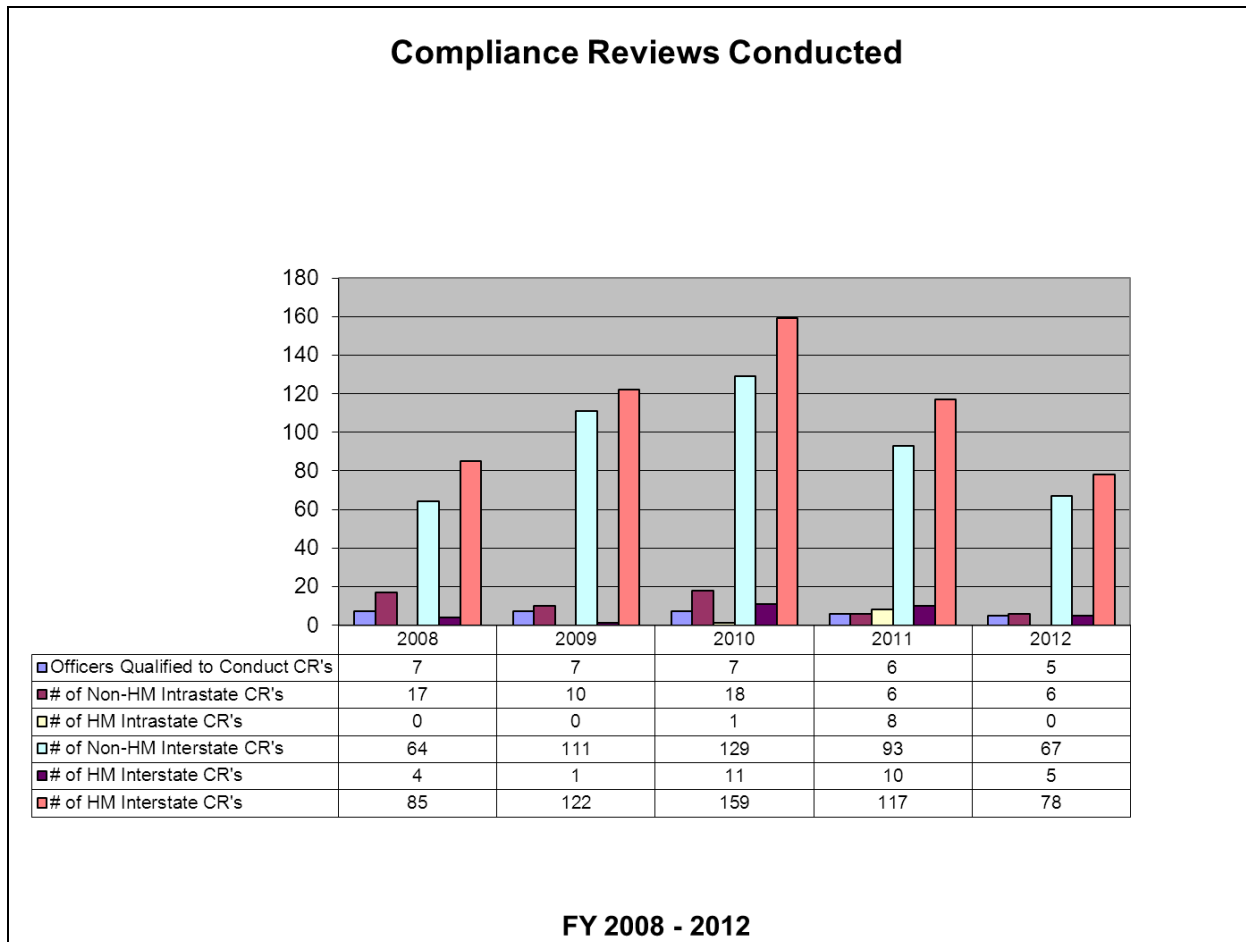
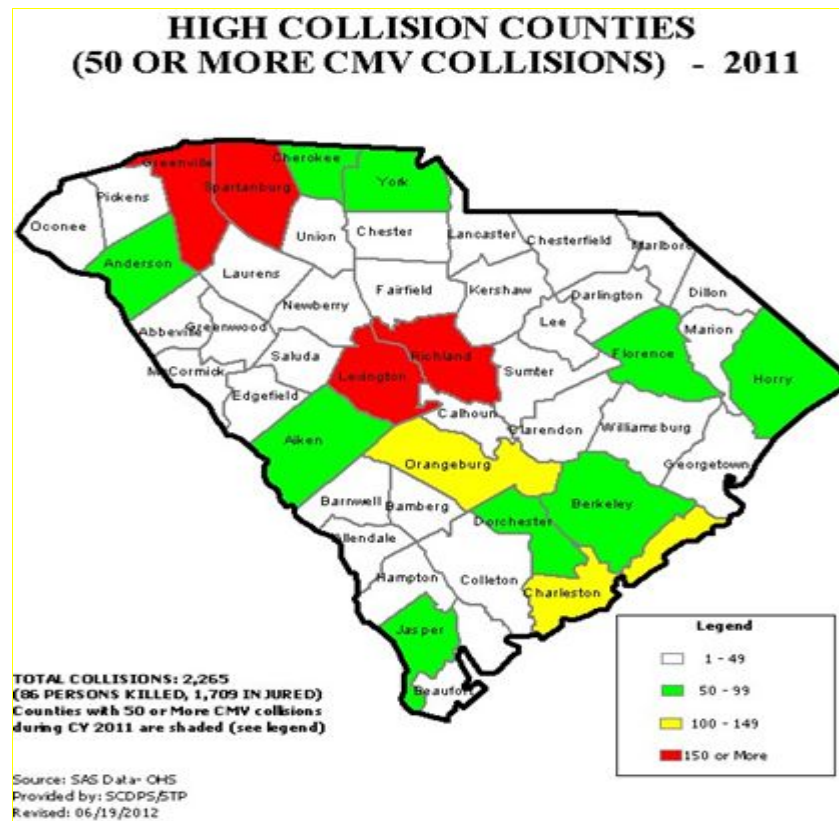


Chart 7.10

- STP concentrates on high crash areas to reduce fatal crashes through the use of radar and special enforcement projects. High crash counties and counties with a high economic loss are STP's focus in reducing CMV collisions monitoring both CMV and non-CMV traffic behavior.



Routes	Total Collisions, Calendar Year (CY)				
	2007	2008	2009	2010	2011
I-26	257	225	190	240	
I-85	239	184	175	208	
I-95	152	141	173	154	
I-20	151	124	100	101	
US-17	112	86	99	71	
Total	911	760	737	774	0

Routes	Inspection Activity				
	2008	2009	2010	2011	2012
I-26	1,364	1,290	2,104	1,709	1,384
I-85	2,430	2,128	2,459	2,650	2,660
I-95	1,324	1,293	633	1,900	1,749
I-20	842	641	1,072	654	563
US-17	1,108	586	199	127	963
Total	7,068	5,938	6,467	7,040	7,319

Routes	Total Injuries by Calendar Year (CY)				
	2007	2008	2009	2010	2011
I-26	149	150	120	138	
I-85	100	99	88	114	
I-95	96	87	89	132	
I-20	85	52	78	60	
US-17	79	80	72	65	
Total	509	468	447	509	0

Routes	Citation Activity				
	2008	2009	2010	2011	2012
I-26	470	364	334	624	
I-85	488	539	413	498	
I-95	240	237	274	388	
I-20	197	167	281	136	
US-17	235	36	255	41	
Total	1,630	1,343	1,557	1,651	

Routes	Total Fatalities, Calendar Year (CY)				
	2006	2007	2008	2009	2010
I-26	15	9	8	4	6
I-85	4	1	4	8	4
I-95	13	6	9	4	3
I-20	4	7	8	2	3
US-17	4	4	3	6	3
Total	40	27	32	24	19

- Chart 7.1Q – 7.1S list Public Safety activities, partnerships, and grants related to DPS Strategic Goals.

Chart 7.1Q Public Safety

Public Safety - HP	
Participated in DPS' "100 Deadly Days of Summer" campaign by partnering with other law enforcement agencies and conducted special enforcement with emphasis on DUI, speed and seatbelts. During the campaign, the Highway Patrol made 4,631 DUI cases, 58,465 seatbelt cases, and 1,678 child restraint cases.	
Participated in "Hand Across the Border" enforcement campaigns with both North Carolina and Georgia patrols. This is an effort to show that traffic enforcement will be conducted around bordering states during holiday periods.	
The Highway Patrol Safety Improvement Team conducts traffic enforcement in construction zones statewide.	
The Highway Patrol and DNR conducted the DUI/BUI campaign through the summer months. This campaign uses media and DUI enforcement efforts on area roadways and surrounding waterways to deter alcohol related incidents.	
The Highway Patrol had a three trooper DUI Team funded through a grant to conduct DUI enforcement in Lexington and Richland counties.	
Participated in DPS' "Sober or Slammer" campaign implementing DUI enforcement during designated holiday periods.	
Emergency Traffic Planning Unit conducted several emergency exercises to include a full scale hurricane evacuation of the coast with local stakeholders.	
Aggressive Criminal Enforcement (ACE) seizures: 1) Cocaine – 16.16 kilo; 2) Crack Cocaine - 27.5 grams; 3) Marijuana - 62.48 kilo; 4) Methamphetamine – 1.3 kilo; 5) Controlled Substance Pills - 185 pills; 6) Ecstasy – 756 pills; 7) Heroin - 27.5 grams, 8) Counterfeit Goods - 302 items, 9) Felony Arrests - 72; 10) Fugitive Arrests - 32	
The Highway Patrol partnered with Subway for the W82TXT campaign. This program educates teenagers about the dangers of texting and driving. Several safety presentations were conducted and Subway provided wrist bracelets for teenagers to wear to remind them not to text and drive.	
The Highway Patrol had a three trooper DUI Team funded through a grant to conduct DUI enforcement in Florence and Horry counties.	
The Highway Patrol partnered with DOT and the Palmetto Cycling Coalition to enhance the Patrol's SEE (Stop, Educate, Enforce) program. This program is to educate the public about pedestrian and cycling safety.	
The Highway Patrol participated in the Florence County Sheriff's Office Operation Strikeforce. The Highway Patrol along with 20 other law enforcement agencies spent a week cracking down on drug trafficking.	
The Occupant Protection Education and Outreach program educates the public about the importance of seatbelt use. Demonstrations were conducted using a rollover simulator funded through a grant.	
The Community Relations Officers Equipment Enhancement program used grant funds for fatal vision goggles and golf carts that were used to educate teenage drivers about driving under the influence.	
The Highway Patrol had a two trooper DUI Team funded through a grant to conduct DUI enforcement in Spartanburg County.	
Public Safety - STP	
Performance Registration Information Systems Management (PRISM) - There were 12 Out of Service Orders requiring sanction actions for SC during FY 2012 of which 8 orders were served by STP officers.	
WIPP (Waste Isolation Pilot Project) – WIPP shipments (from Savannah River Site to Carlsbad, NM) began in the first quarter of 2003. There were 168 level six inspections conducted and of these 160 were conducted on WIPP shipments during FY 2012. STP uses radiological survey equipment to include Dosimeters, Ludlum meters and Radiation detectors to detect release of and/or exposure to radiation.	

<p><u>Intrastate DOT Identification Number</u> – SC initiated the intrastate DOT program with FMCSA and SCDMV in May 2010. STP notified intrastate motor carriers through mail-outs, association journals, publications and public awareness during FY 2011.</p>
<p><u>Roadcheck 2012</u> – SC participated in the national Roadcheck 2012 special interest program June 5-7, 2012 conducting 671 driver/vehicle inspections with 287 vehicle and 29 driver out-of-service violations cited.</p>
<p><u>Operation Air Brake</u> – SC participated in two (2) Operation Air Brake specials during FY 2012. On September 12-16, 2011 On May 9, 2012, STP conducted 962 units for brake inspections, inspecting 6,948 brakes with 649 out of adjustment. STP conducted 181 special brake inspections inspecting 1,508 brakes with 133 out of adjustment.</p>
<p><u>Operation Safe Driver</u> – SC participated in Operation Safe Driver 2011 on October 17-21, 2011 conducting 811 Level 1, 2 and 3 inspections placing 117 vehicles and 25 drivers' out-of-service. CMV traffic enforcement contacts totaled 398 with 256 citations written. Non-CMV traffic enforcement contacts totaled 74 with 62 citations written. There were 735 CMV DL/CDL checks and 90 Non-CMV DL checks performed.</p>
<p><u>Challenge 2012</u> – SC Challenge 2012 was held April 20-21 at Midlands Technical College in West Columbia. This is an annual event of the State Transport Police and the SC Trucking Association's Safety Management Council. A written examination and testing in six skill demonstration categories were a part of the officers' competition. The goal of the competition is to reduce the number of CMV accidents in SC by improving the effectiveness of driver/vehicle examinations and increasing the uniformity of inspections and applications of out-of-service criteria within the state.</p>
<p>STP participated with the SC Trucking Association (SCTA) Safety Management Council Road Team. The Grand Champion of Challenge 2011 represented STP conducted 14 activities with the Road Team to include presentation to schools, colleges, SCTA activities and driver seminars.</p>
<p><u>Targeting Aggressive and Distracted Drivers (TADD)</u> - STP, the lead Motor Carrier Safety Assistance Program (MCSAP) agency, received a Ticketing Aggressive Cars and Trucks (TACT) Readiness Grant on July 6, 2010. The TACT Readiness Grant process has worked very well for STP assisting in the pre-implementation and planning phase. SC has changed the name of the project to Targeting Aggressive and Distracted Drivers (TADD). The grant enabled STP not only to build a dedicated project team, but also to form a strong stakeholder committee that has designed an innovative program tailored to the needs of South Carolina. The key components of the SC TADD plan involve (a) social marketing communications and education outreach and (b) enforcement. An evaluation of both components will be conducted. STP and Clemson University have completed the TACT Readiness Grant and have a project proposal completed. STP has applied for a TADD Grant from FMCSA in the amount of \$1,567,834.</p>
<p><u>CVIEW</u> – The I-26 West and I-95 North Dorchester West Weight Stations capture 100% of Prism related non-compliance and Size and Weight Permits. SC started capturing IRP/IFTA and UCR in FY 2009. South Carolina's CVIEW database captures vehicle and motor carriers compliance information status to include: IRP, IFTA, UCR, OSOW Permits (for both interstate and intrastate vehicles), all safety ratings, driver information, CDLIS information and vehicle information.</p>
<p>Public Safety - BPS</p>
<p>Coordinated security operations for several high-profiled State House events, including Martin Luther King Day at the Dome, Christmas Tree Lighting Ceremony, National Tea Party events, USC Baseball National Championship Rally, and Governor's Mansion events.</p>
<p>Coordinated security with DHEC, DMV, Lottery Commission, Department of Revenue, SCCJA, and B&CB Division of State Information (DSIT). Expanded the DSIT contract to provide security and law enforcement services at the Browning Rd. location.</p>
<p>Public Safety - OHS</p>
<p>Managed 42 highway safety grant projects covering emphasis areas including occupant protection, police traffic services, impaired driving, traffic records, youth alcohol/youth traffic safety, and SCLen mini-grants.</p>
<p>With funding from the DOT, OHS maintained the hire of a Strategic Highway Safety Plan (SHSP) Manager who is responsible for updating and developing implementation plans for the state's SHSP, which was originally drafted in 2007.</p>

Updated, with the assistance of the Traffic Records Coordinating Committee, a Traffic Records Strategic Plan for the State of SC combining project priorities from a variety of traffic records stakeholder agencies.
Continued an advertising campaign to alert the general public about increased DUI enforcement and the state's new and tougher DUI law.
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. Premiered a new occupant protection ad featuring good and bad choices a driver could make relative to safety belt use.
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 "Drive Sober or Get Pulled Over" campaign. Used SCDOT variable message boards around the state with a variety of campaign messages for occupant protection, anti-DUI efforts and motorcycle safety.
Continued advertising strategies for the dissemination of highway safety messaging to include billboard campaigns, a high school event ticket campaign, and the continued use of "Highways or Dieways" as an "umbrella" or overarching message for all highway safety initiatives. Produced and aired a new series of anti-DUI commercials modeled after the television series, "24." Commercial spots won several awards, including receiving an Emmy nomination.
Generated a series of radio ads carrying safety messages associated with occupant protection, DUI and school zone safety.
Continued the development and maintenance of the SCLen comprised of 209 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.
In 2012, the SCLen had 209 of the 263 local law enforcement agencies statewide participating in the 2011-2012 Law Enforcement DUI Challenge. The 209 participating agencies represent a 79.4% participation rate.
The 209 agencies participating in the State's Law Enforcement DUI Challenge agreed to conduct monthly specialized DUI enforcement activity (saturation patrols, checkpoints) and additional nights of specialized DUI enforcement activity during two major DUI enforcement blitzes (Christmas/New Year's and Labor Day).
Campaigned statewide to promote school bus safety and to promote safety in and around school zones.
Continued motorcycle safety campaigns during major bike rallies and expanded to a statewide motorcycle safety emphasis for 2012 to include safety messaging and advertising primarily in the 12 counties which experienced the majority of motorcyclist deaths in 2011.
Continued the work of the SC Impaired Driving Prevention Council to address DUI issues in the state. Reinstated the Motorcycle Safety Task Force in 2012 to attempt to impact the increasing number of motorcyclist fatalities in the State.
Maintained a display booth at the SC State Fair with an emphasis on impaired driving and distracted driving issues and featuring a driving simulator.
Public Safety - OJP
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.
Participated in numerous trainings, both as participants and speakers at local, state and national levels.
Provided technical assistance and monitored more than 375 subgrants totaling more than \$17 million.
Continued the work of the SC Victim Services Coordinating Council to address collaboration and partnership of key players in the pursuit of criminal justice equity across SC.

7.1R Partnerships

DPS Partnerships
Subway International partnership, W82TXT program. Subway provided wrist bands that were available in Subway restaurants and CROs went in to schools and held other events to educate teenagers about the dangers of driving and texting.
DPS partnered with DNR in a media campaign and DUI/BUI enforcement efforts on roadways and waterways around the state during the summer months.
Partnered with the Georgia State Patrol to start a peer support program for their agency.
Continued partnership with DOT and the Patrol's Safety Improvement Team (SIT) to conduct traffic enforcement in construction zones around the state.
Partnered with metropolitan cities for Operation Downtown to conduct enforcement through road checks and special enforcement efforts.
The Highway Patrol participated in the Florence County Sheriff's Office Operation Strikeforce. The Highway Patrol, along with 20 other law enforcement agencies, spent a week cracking down on drug trafficking.
The SCHP Employment Unit developed a partnership with the South Carolina National Guard to help Guard members returning from deployment find employment.

7.1S Funding and Grants

Funding and Grants - HP
HP was awarded a \$333,274 OHS grant for a three trooper DUI Team to enforce the DUI laws in Florence and Horry counties.
HP was awarded a \$248,873 OHS grant for a three trooper DUI Team to enforce the DUI laws in Lexington and Richland counties.
HP was awarded a \$218,783 OHS grant for a two trooper DUI Team to enforce the DUI laws in Spartanburg County.
HP was awarded an \$87,935 OHS grant to purchase two rollover simulators to educate the public about the importance of seatbelt use.
HP was awarded a \$52,000 OHS grant to purchase fatal vision goggles and golf carts to be used to educate teenagers the importance of not to drive under the influence.
Funding and Grants - STP
STP was awarded a grant to acquire a Performance Based Brake Testing (PBBT) system. The amount of the grant is \$109,272. During 2009, there were 2,334 commercial motor carrier collisions in SC resulting in numerous injuries. Twelve of those were collisions in which "Brakes" was cited as the Primary Contributing factor. STP has applied for a "Targeting Aggressive and Distracted Drivers (TADD) high priority grant in the amount of \$1,657,888 from FMCSA.
Funding and Grants - OJP
OJP successfully managed more than 300 grant projects awarded to non-profit agencies, towns, counties and state agencies.
OJP successfully applied for approximately \$20 million grant funds for sub awards to SC law enforcement agencies, local victims of crime programs and juvenile justice programs.
OJP co-sponsored the statewide Eighth Annual Drugs of Abuse Conference. Attended by 400 practitioners, the conference remains the most important venue in the state to address solutions to substance abuse. The conference brought together law enforcement, the medical community, and social service personnel to work on these important common problems.
Funding and Grants - OHS
Successfully negotiated for millions of dollars in federal funding for highway safety programs

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

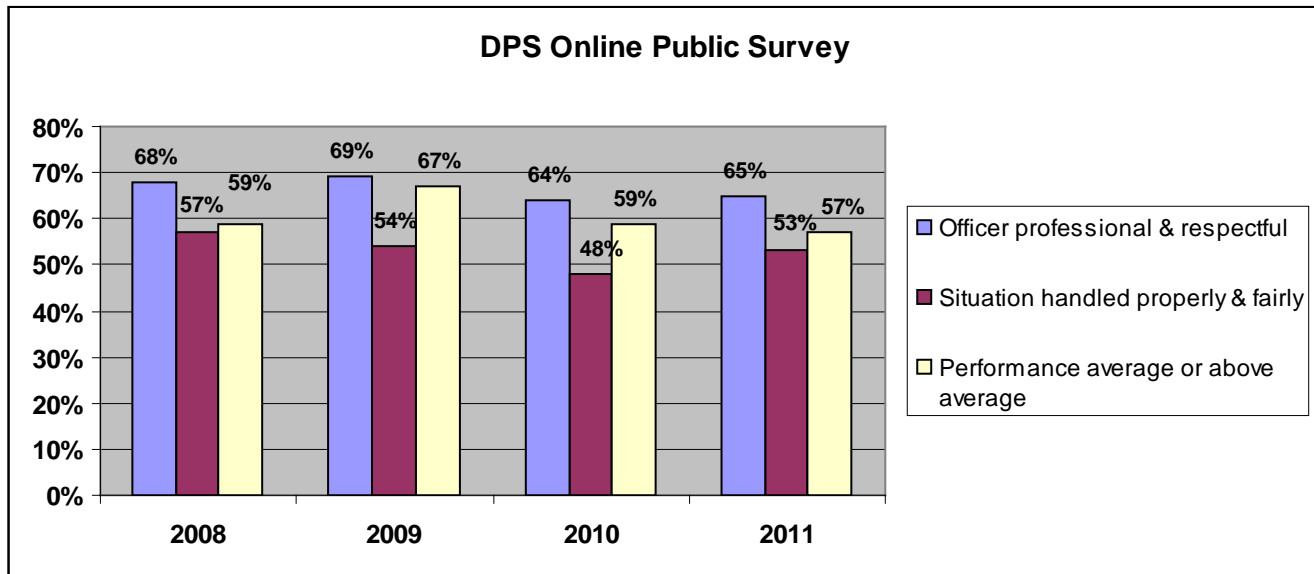
- Strategic plans identify key measures related to highway and public safety, which focus on increasing safety for citizens and visitors of the state through education, prevention, and enforcement. Administrative offices work to enhance operational efficiency/effectiveness and support law enforcement.
- HP CRO maintains a consistent level of HP-initiated community education and outreach activities (Chart 7.2A). HP uses CAD to determine trooper response times to collisions and seeks to decrease this number whenever possible. HP command staff monitors feedback from the public and HP personnel to provide information on customer service and satisfaction to make improvement where needed.
- STP relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils and feedback, are vital to assessing customer satisfaction.
- BPS strives to provide professional, prompt feedback on all incidents and complaints to maintain customer satisfaction.

Chart 7.2A

Community Relations Officers (CRO) Activities July 1, 2011 - June 30, 2012	
Activity	Overview
Law Enforcement	100 Days of Summer H.E.A.T; Sober or Slammer; Ride Smart Motorcycle Enforcement; Moped and Scooter Education and Enforcement Campaign; Buckle Up South Carolina (BUSC) seatbelt campaign.
Memorial Services	Assisted Traffic Victim's Memorial Service; HP Service of Remembrance and regional fallen law enforcement services.
Hurricanes	Deployment Exercise-June 5; media campaign in Lower and Upper Conglomerates.
Cadet Camp (at CJA)	Participated in the Nathan Wolfe Cadet Academy at the Criminal Justice Academy.
African American Events	Participated in 79 various fairs, civic and church groups statewide to promote traffic safety.
Hispanic Events	HP Minority coordinator serves on the Midlands Hispanic Council. Participated in 11 Hispanic events to promote traffic safety.
Child Seat Checks	Checked and instructed on 383 child passenger seat installations.
Media Contacts	5,070 media interviews were conducted, (Television, radio, newsprint and PSAs).
Presentations	722 safety presentations were conducted.
Fairs	Participated in 184 fairs (displays, materials, talks with visitors). Fairs include local school fairs, state and county fairs, corporate fairs and regional festivals.
Significant Events	Back to School highway safety presentations in high schools.
	Activities continue with partnerships between troops and their local SCLEN.
	Provided media updated information concerning traffic conditions and driving safety tips, roadway closures and detours.
	Rollover simulator vehicle presentations for Seat Belt education in high fatality counties.
	Operation Victory Block Leave conducted at Fort Jackson (all trainees). 15,000 soldiers attended this safety presentation. Presentation for Welcome Aboard events for Marine Bases in Parris Island and Beaufort
	Attended South Carolina Law Enforcement Networks, (SCLEN) meetings.
	Darlington Raceway events.
	Prom Assemblies and Talks (95 high schools); Roll-over simulator; Driving under the influence simulator.
	Torch Run-Law Enforcement Officers; law enforcement at awareness and fundraising events; Polar Plunge; Cop on Top – Building Sits; golf tournaments; fishing tournaments (all in support of the over 21,000 special needs Special Olympic Athletes in South Carolina).
	Presented monthly victim's talks with CROs to pre-trial intervention programs (PTI) and Alcohol Education Programs (AEP) in Richland, Anderson, and Horry Counties.
	Hope and Healing Seminar – Arts as Medicine for traffic victim survivors.
	Blood Drives held at River Dog Stadium in Charleston and Fuddrucker's in Columbia, and Myrtle Beach, in honor of traffic victims.
	Subway International partnership, W82TXT program, partnership went into over one hundred high schools, reaching thousands of teenagers about the dangers of texting and driving.

Chart 7.2B

- DPS has an online public survey that the public can at any time use to complete a list of questions on how they feel DPS is operating.



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 Director, his staff, and the Governor's Office. Organizational restructuring, and technology changes, 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 and support law enforcement in education, prevention, and enforcement. OFS has streamlined 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 researches, tests, and analyzes projects and equipment needs for the DPS and prepares annually for the upcoming budget cycle. The HP Executive Services 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, Comptroller's Office, and 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, and workforce climate including workplace health, safety, and security?

(a) Work system performance?

- Emphasis is being placed on improving work flow, consolidating resources, ensuring knowledge and skills are retained and enhancing training opportunities for all employees. Organizational development is a key element of addressing work system performance and includes restructuring and redesign of IT functions throughout DPS.

(b) Employee learning and development?

- DPS 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 and the DPS 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. Learning management software, PowerDMS, allows development of online courses. 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. 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, establishes recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator represents DPS on committees and teams to collect data and provide input to formulate the statewide workforce plan.

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

- The ETMU 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 as feedback for 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 CRO initiatives demonstrates 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 measurable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops. After action reports are created and follow-up meetings held to identify problems and implement the necessary changes. Use-of-Force Reports are also studied to determine trends for future training and for officer safety.
- STP provides an annual CVSP and District Enforcement Plan including 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. 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 PSCC 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 law enforcement and highway safety, and grants administration. DPS meets all of the national requirements needed to maintain CALEA certification. Highly visible and involved in the community, DPS supports communities through charitable efforts donating both time and money (See Section III, Category 1, 1.11) but also public awareness and educational initiatives. 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. DPS works closely with and monitors activities of suppliers, contractors, and vendors to ensure efficient service, quality products, timely information, and compliance with state procurement regulations.

7.6A Community Service

Community Service - HP
CROs conducted over 700 highway safety presentations and made over 5,000 media contacts.
Held annual <i>Service of Remembrance</i> to honor troopers who have died in the line-of-duty and their families.
Created Moped book to assist law enforcement with moped laws and licensing.
Established the Wait to Text (W82TXT) program with Subway restaurants to educate teens on the dangers of texting and driving.
Participate in the SCLEAP's Peer Support program to assist department personnel and other law enforcement agencies during traumatic events.
Patrol sponsored and/or participated in several charity events (golf tournaments, runs, the Colonel's Cup, etc.) throughout the year to raise funds for service organizations.
Provides victim assistance through its Victim Advocate and Families of Highway Fatality program.
Partnered with OHS in conducting several highway safety public service announcements such as Safety booths at state and county fairs and at motorcycle rallies.

Community Service - BPS
Participated in the fun run in conjunction with the Law <i>Enforcement Torch Run</i> .
Community Service - OHS
Conducted the Annual Memorial Service for 2011 highway fatality victims.
Community Service - STP
SC Truck Show; 7th Annual Truck Driving Safety Rodeo; SCPGA Truck Rodeo- Pre-Trip Inspections; Big Truck Day Foundation Inn; National Truck Driver Appreciation Week; Clemson Police Department- LE Expo & 9th Annual Fun Day; Traffic Incident Management Team - Greenville, Spartanburg, Rock Hill, Florence, Charleston; DOT Summer Transportation Institute; 2011 Labor Day Safety Break.
Career Fairs; Greenville Tech Charter High School; Trident Technical College.
TASCO Rodeo Competition; MCASC 2012 Coach Rodeo Schedule.
Operation: Rolling Thunder Interstate Enforcement, Spartanburg; Southern Heat 2012; Strike Force 2012- Florence County; NC State Hwy Patrol Operation Road WATCH Media Event.
SC DOT Traffic Incident Management Team, DOT Regulatory Training Request.
McCormick's National Night Out against Crime; National Night Out against Crime & Back to School Bash; Benedict College Strengthening Our Neighborhood Community Day.
Safety Meetings/Talks - Bennettsville, Greer, Greenville, Charleston, Edgefield, Horry, Landstar, Columbia, Eagles Transport Corp, New South Express, Laurens County Cattleman's Association, Anderson County Cattleman's, Oconee Cattleman's Association, Glasscock Co. Inc., SCEG, Meetze Plumbing, Budweiser of Columbia, Oconee County Roads Dept, Greenville Safety Awareness Meeting, Greenville Paris Elementary, Tri-County Technical College, Chandler Creek Elementary School in Greer SC, Cheraw Head Start, Orangeburg- Calhoun Technical College; NAGA Convention; NAFA Fleet Management Association Meeting.
SCLE Memorial Services, Santee Wateree Committee 38th Annual Expo Program; Preferred Pump Open House.

7.6B Charitable Giving Chart

- The Charitable Giving chart shows the number of employees and the total funds donated to community charities and organizations during the 2011-2012 fiscal year.

Charities and Organizations	Number of Employees	Amount Given
United Way Association of SC	62	\$3,653.80
Friends of State Museum	1	\$35.04
Columbia Area UNCF Office	1	\$115.00
Community Health Charities of SC	47	\$2,047.00
SC State Employees Association	29	\$985.25
SC Troopers Association	675	\$78,740.10