

Department of Public Safety



2015

Restructuring

&

Seven-Year Plan

RESTRUCTURING & SEVEN-YEAR PLAN

Department of Public Safety

Date of Submission: *March 31, 2015*

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	Leroy Smith	October, 2011	LeroySmith@scdps.gov
Previous Agency Director	Mark Keel		

	Name	Phone	Email
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Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):

Leroy Smith	

If applicable, Board/Commission Chair
(Sign/Date):

(Type/Print Name):

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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the **Historical Perspective Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the **Purpose/Mission/Vision Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
 - Traffic Safety and Law Enforcement:
 - o Reduced traffic collision fatalities
 - o Increased seatbelt usage
 - Commercial Vehicle Safety and Law Enforcement:
 - o Reduced commercial vehicle fatalities
 - Police and Protection Services for the Capitol Complex, Governor's Mansion, and State Offices:
 - o External security review conducted
 - o Increase presence and manpower
 - Administering Law Enforcement and Highway Safety Grants to law enforcement agencies:
 - o Law Enforcement Network Partnership
 - o Public Safety Coordinating Council
 - o Lower Mileage Death Rate

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

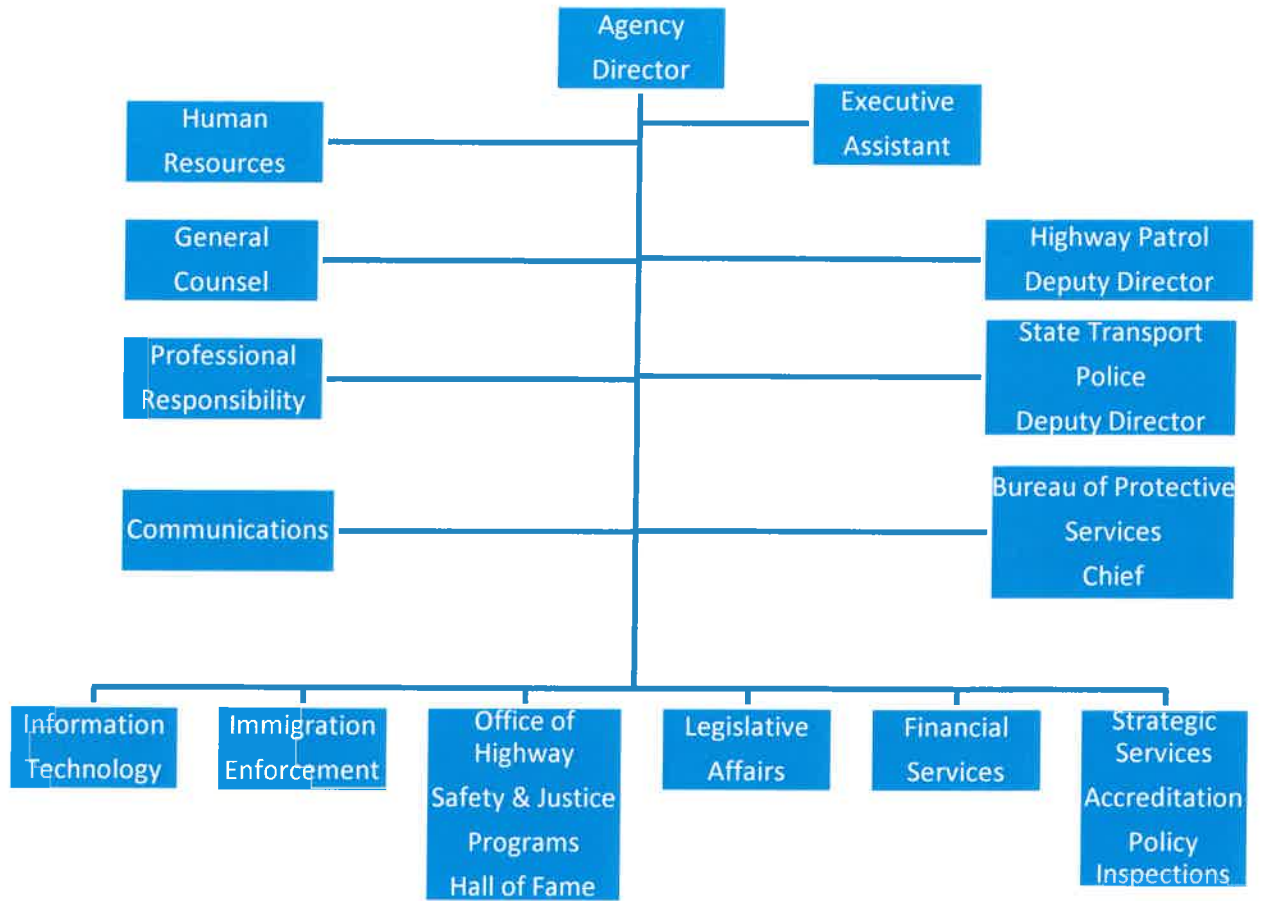
1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the **Key Deliverables Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the **Key Customers Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the **Key Stakeholders Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the **Key Partner Agency Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s):

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.

The 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 Troop's effectiveness. HP uses computer-aided dispatch (CAD) to track patrol activity and ensure the efficient use of time. Strategic, short and long-term, planning is used to ensure constant performance improvement.

STP Command Staff uses the console to track and analyze enforcement officer activity through the District Activity Report or the Officer's Audit Report. Supervisors also use the console to audit officer citations. Using STP's Safety Net database, a monthly report is generated which provides a breakdown of inspection activity and high-crash corridors by district to aid supervisors in planning monthly activities.

6. The agency's organizational structure in flow chart format;



7. Details about the body to whom the Agency Head reports;

- a. Complete the **Overseeing Body Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."

8. Please complete the **Major Program Areas Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

Facilities

DPS continues to evaluate our facilities to make them more efficient for the state's employees, customers and stakeholders. In coming years, we will continue to move toward upgrading facilities and technology within these facilities to ensure that we are operating as efficiently as possible.

Mobile Data

The implementation of mobile data will benefit DPS law enforcement officers, customers and stakeholders. Mobile Data will give our officers wireless access within their vehicles and the capability to electronically transfer reports and citations. In addition, mobile data will allow officers to have real-time information from partnering agencies.

Electronic Ticketing and Collisions

DPS continues to coordinate with the Department of Motor Vehicles, local courts and local law enforcement agencies to ensure all requirements are met in order to deploy electronic ticketing and collisions to all law enforcement agencies. In order for agencies to be able to use electronic ticketing and collisions to the fullest of its capabilities, DPS will require necessary equipment to enable officers to be able to fully utilize the electronic ticketing and collision system.

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos (“Laws”) which apply to the agency.

1. Please complete the **Legal Standards Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Legal Standards.” In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency (“Laws”). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency’s internal review process.

1. Please complete the **Agency Reporting Requirements Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Agency Reporting Requirements.” In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the **Internal Audit Chart**. In the Excel document attached, there is a template to complete under the tab labeled, “Internal Audits.”

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Traffic Safety and Law Enforcement

DPS has focused on reducing the injuries and fatalities that occur in South Carolina because of traffic collisions. The agency has set a goal of Target Zero. Target Zero is a campaign to eliminate fatal collisions in South Carolina.

A: Performance goals for traffic safety and law enforcement

DPS has carefully researched and analyzed the cause of fatal collisions in South Carolina. To reduce fatal collisions, the agency has focused its traffic safety and law enforcement on three primary areas:

- Driving Under the Influence
 - Speeding
 - Seatbelt Enforcement
- i. DPS uses research and information from several different groups to establish this information and develop best practices:
- National Highway Traffic Safety Administration
 - SC Department of Transportation
 - International Association of Chiefs of Police
- ii. DPS uses information from these entities.
- iii. N/A

B: Senior Leaders who review performance measures:

- DPS Director Leroy Smith
- Colonel Mike Oliver, Highway Patrol
- Colonel Leroy Taylor, State Transport Police
- Chief Zack Wise, Bureau of Protective Services

These leaders in addition to all command staff, executive leadership, and regional commanders monitor the results daily. In-depth meetings are conducted quarterly to evaluate results as compared to enforcement activities. Employees and supervisors are engaged in these meetings and discussions.

C: Trends the agency has seen in this area:

In the past several years, many improvements have occurred in these areas. Their success is measured against historical data, comparison with other states, and the direct impact on South Carolinians:

- Seatbelt usage has reached over 90% of motorists in South Carolina. A record high for our state. Seatbelt usage was 74.5 % in 2007 and has increased to 91.7% in 2013.
- Fatalities from traffic collisions have fallen to a 30 year low. There were 1077 fatalities in 2007 as opposed to 767 in 2013. This reduction is in spite of the number of licensed drivers and registered vehicles increasing annually.

The agency is currently working to target areas that present the greatest risk on our roads. Several initiatives are being implemented:

- The Highway Patrol is working in cooperation with the S.C. Department of Transportation to fund and create a team of troopers who will focus on the three traffic safety initiatives (DUI, Speeding, Seatbelts). These troopers will work in areas that are high crash corridors which will be determined from DOT data.
- DPS has a program where officers make contact with pedestrians and cyclists and educate them about the dangers of being in the roadway particularly after dark.
- DPS will begin a limited program of distributing traffic safety vests and offering safety education to moped drivers in five counties.

D: Does the agency have reasonable control over these results

The agency has seen a very positive impact on traffic safety in South Carolina. Through a combination of enforcement activities and safety education campaigns several changes have occurred.

- Seatbelt usage has increased.
- Traffic fatalities have decreased.
- Highway work zone collisions have decreased.

The efforts of DPS employees have had a very positive impact on South Carolinians by making the roads of our state safer and reducing the economic and personal loss of fatal collisions. Continued efforts by the agency will further reduce the toll that fatal collisions take on our state.

Commercial Vehicle Safety and Law Enforcement

DPS has focused on reducing the injuries, fatalities, and economic loss that occur in South Carolina because of commercial vehicle traffic collisions. The agency seeks to reduce the damage to the state's road and bridges through enforcement of commercial size and weight laws. The agency uses a combination of weigh stations and portable scales to ensure that commercial vehicles are operating properly.

A: Performance goals for commercial vehicle safety and law enforcement:

DPS has carefully researched and analyzed the cause of commercial vehicle collisions in South Carolina. To reduce commercial vehicle collisions, the agency has focused its commercial vehicle safety and law enforcement on these areas:

- Enforcement of commercial vehicle laws
 - Enforcement of size and weight laws
 - Education of commercial vehicle drivers and operators
 - Inspections of commercial vehicles
 - Cooperation of commercial vehicles associations and federal transportation organizations
- i. DPS uses research and information from several different groups to establish this information and develop best practices:
- US Department of Transportation
 - SC Department of Transportation
 - SC Department of Motor Vehicles
 - SC Trucking Association
- ii. DPS uses information from these entities.
- iii. N/A

B: Senior Leaders who review performance measures:

- DPS Director Leroy Smith
- Colonel Leroy Taylor, State Transport Police

These leaders in addition to all command staff, executive leadership, and regional commanders monitor the results daily. In-depth meetings are conducted quarterly to

evaluate results as compared to enforcement activities. Employees and supervisors are engaged in these meetings and discussions.

C: Trends the agency has seen in this area:

In the past several years, many improvements have occurred in the area of commercial vehicle collisions. Their success is measured against historical data, comparison with other states, and the direct impact on South Carolinians:

- The economic impact from commercial vehicle collision decreased from \$175 million in 2012 to \$151 million in 2013.
- Fatalities from commercial vehicle traffic collisions have fallen from 86 in 2012 to 68 in 2013.

The agency is currently working to target areas that present the greatest risk on our roads. Several initiatives are being implemented:

- The State Transport Police works with all stakeholders to increase safety and reduce collisions.
- The State Transport Police has a Motor Carrier Advisory Committee that meets to discuss issues and develop solutions.
- The State Transport Police has introduced technology to more efficiently complete their mission. Examples of this include a system that allows commercial vehicles to be weighed without having to stop at the weigh station.

D: Does the agency have reasonable control over these results:

The agency has seen a very positive impact on commercial vehicle traffic safety in South Carolina. Through a combination of enforcement activities and safety education campaigns several changes have occurred.

- Commercial vehicle fatal collisions have decreased.
- Economic loss from commercial vehicle collisions has decreased.

The efforts of DPS employees have had a very positive impact on South Carolinians by making the roads of our state safer and reducing the economic and personal loss of commercial vehicle fatal collisions. Continued efforts by the agency will further reduce the toll that fatal collisions take on our state.

Police and Protection Services for the Capitol Complex, Governor's Mansion and State Offices

DPS is focused on providing a safe and secure environment for all employees and visitors to the State House Complex, Governor's Mansion, and State offices. The agency seeks to allow the facilities to be as open as possible while providing the most stringent security. The agency also seeks to provide professional and prompt police services to these locations.

A: Performance goals for Police and Protection services for the Capitol Complex, Governor's Mansion and State Offices:

DPS has carefully researched and analyzed the security of the locations that it services. It seeks to work with all stakeholders to ensure their safety. The agency accomplishes this through:

- External reviews of the security of the facilities.
 - Use of technology to enhance security operations.
 - Coordination with agencies to create safer working environments.
- i. DPS uses research and information from several different groups to establish this information and develop best practices:
- National Legislative Services and Security Association
 - Florida State Capitol Police
 - Virginia State Capitol Police
 - International Association of Chiefs of Police
 - U.S. Capitol Police
 - U.S. Secret Service
- ii. DPS uses information from these entities.
- iii. N/A

B: Senior Leaders who review performance measures:

- DPS Director Leroy Smith
- Chief Zack Wise, Bureau of Protective Services
- Assistant Chief John Hancock
- Captain Alan Curtis

These leaders in addition to all command staff, executive leadership, and regional commanders monitor the results. In-depth meetings are conducted quarterly to evaluate results as compared to enforcement activities. Employees and supervisors are engaged in these meetings and discussions.

C: Trends the agency has seen in this area:

In the past several years, the agency has seen a notable increase in the following areas:

- Public events being held on the State House grounds.
- Call for service from state agencies in regard to visitors or employees.
- Need for more security services at other state offices.

The agency is currently working to target areas that present the greatest risk to state offices. Several initiatives are being implemented:

- The Bureau of Protective Services worked in conjunction with the Budget and Control Board to have an outside security expert conduct an assessment of the security operations.
- The Bureau of Protective Services and General Services have been upgrading camera and recording equipment in use at the State House and Governor's Mansion.
- The Bureau of Protective Services is implementing an emergency warning system to alert all agencies and employees to any emergency events in their areas.

D: Does the agency have reasonable control over these results:

Through a combination of enforcement activities, security assessments, technology upgrades, and safety education campaigns, the agency has impacted the security of the facilities. Services to the public have also expanded.

- The State House is open to visitors on Saturdays.
- New monitoring and security equipment is being installed in the Court of Appeals.
- The department's officers are more visible to employees and visitors.

DPS will continue to constantly assess and monitor all state offices to ensure the security of all employees and visitors. Continued efforts by the agency continue the safety at these locations.

Administering Law Enforcement and Highway Safety Grants to Law Enforcement Agencies

DPS is charged with the administration of the federally funded State and Community Highway Safety Program and coordination of highway safety activities on behalf of the Office of the Governor. DPS works with all law enforcement agencies to develop, promote, and coordinate traffic safety initiatives.

A: Performance goals for administering Law Enforcement and Highway Safety Grants to law enforcement agencies:

DPS worked diligently to create several traffic safety campaigns involving both state and local law enforcement. Some of these campaigns are:

- Target Zero
- Prom Safety Talks
- W8 2 Text
- Buckle Up SC
- Sober or Slammer
- Hands Across the Border
- 100 Deadly Days of Summer

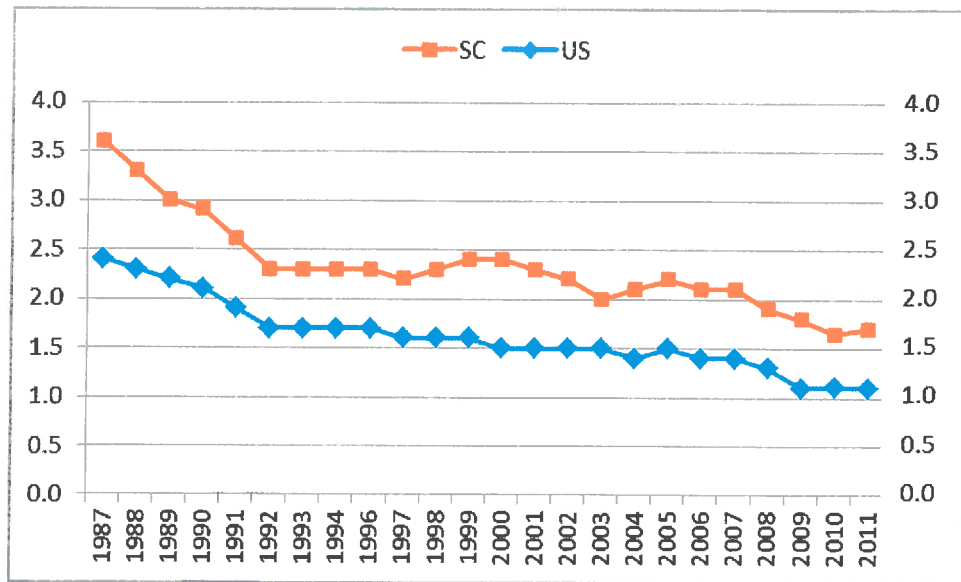
Federal grants pay for many of these traffic safety initiatives. DPS has also created a network of law enforcement agencies (SC Law Enforcement Network) who meet regularly to discuss, plan and coordinate traffic safety programs. These networks are established by Judicial Circuit and are led by one of the member agencies.

Involving all agencies in a single coordinated effort has brought renewed focus to traffic safety. It has also gone far to reduce fatal collisions, encourage more seatbelt usage, and make South Carolina roads safer. DPS awards grants and equipment to agencies actively engaged in traffic safety initiatives.

All of these traffic safety campaigns are promoted through the media, publicized locally in the community, and coordinated with enforcement activities. The results have been impressive as South Carolina's mileage death rate has decreased significantly over the past 25 years.

Chart Mileage Death Rate

MILEAGE DEATH RATE SOUTH CAROLINA vs. NATIONAL AVERAGE



Source for U.S. data: National Highway Traffic Safety Administration. (NHTSA)

South Carolina's mileage death rate (MDR), (defined as "the number of traffic fatalities per 100 million vehicle miles of travel (VMT)), demonstrated a slight increase during 2011 while the national rate remained unchanged

- i. DPS uses research and information from several different groups to establish this information and develop best practices:
 - National Highway Traffic Safety Administration
 - US Department of Justice
 - US Department of Transportation
 - South Carolina Law Enforcement Network
 - Public Safety Coordinating Council

- ii. DPS uses all above mentioned entities for results

iii. N/A

B: Senior Leaders who review performance measures:

- DPS Director Leroy Smith
- Director Phil Riley, Office of Highway Safety and Justice Programs

These leaders, executive leadership, grants staff, and local law enforcement agencies monitor the results. In-depth meetings are conducted quarterly to evaluate results as compared to enforcement activities.

C: Trends the agency has seen in this area:

In the past several years, the agency has seen a notable increase in the following areas:

- More local agencies are participating in the Law Enforcement Network traffic safety initiatives.
- The mileage death rate has decreased significantly.
- Seatbelt usage has increased for SC drivers and passengers.

The agency is currently working to target areas that present the greatest risk. Several initiatives are being implemented:

- Vulnerable Roadway Users: Pedestrians, Bicyclist, Mopeds, and Motorcycles
- Driving Under the Influence enforcement
- Seatbelt Usage

D: Does the agency have reasonable control over these results

Highway safety in South Carolina has improved through a combination of enforcement activities, agency coordination, and the awarding of grants. The grants encourage the involvement of local agencies in traffic safety by giving them the funds and equipment to participate in this important endeavor.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

Reducing Fatalities

The reduction in fatalities is related to our agency's campaign of Target Zero. Target Zero is an effort to eliminate fatal collisions by focusing on three key areas:

- Driving Under the Influence
- Speeding
- Seatbelt Usage

Because of our focus in these areas, fatalities from traffic collision fatalities are down over 30% since 2007, bringing the state to a 31-year low in traffic related fatalities in 2013.

Increasing Seatbelt Usage

Because of DPS' focused enforcement efforts on seatbelt usage, South Carolina has reached over 90% seatbelt usage for all motorists. Seatbelt usage has increase by 17.2% since 2007 to reach an all-time high of 91.7% in 2013.

Lower Commercial Vehicle Fatalities

In an effort to reduce commercial vehicle collisions, the agency has placed on focus on several main areas:

- Enforcement of commercial vehicle laws.
- Enforcement of size and weight laws.
- Education of commercial vehicle drivers and operators.
- Inspections of commercial vehicles.
- Cooperation of commercial vehicles associations and federal transportation organizations.

Because of the focus in these areas for commercial vehicles, the state has recognized a decrease in commercial vehicle fatalities of 18 between 2012 and 2013.

Mission Efficiency

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?)) including measures of cost containment, as appropriate?

Creation of DUI Enforcement Team through Grants

The Highway Patrol has partnered with the Department of Transportation to create and fund a team of troopers who will focus on the three traffic safety initiatives: DUI, Speeding, and Seatbelts. This DUI Enforcement Team will work in areas designated by DOT as high crash corridors.

Emphasis on Seatbelt Enforcement

South Carolina has reached and maintained a 90% or higher seatbelt usage rate because of the efforts and focus on seatbelt enforcement.

Modern Weigh Stations

State Transport Police has introduced new technology to help complete their mission more efficiently. STP has added a system (Weigh-In-Motion) that allows commercial vehicles to be weighed while traveling on the interstate without having to stop at the weigh station.

Consolidation of DPS Offices

Over the past several years, DPS has consolidated multiple facilities in an effort to help DPS operate more efficiently and help save on expenses for operations, maintenance, data/phone costs, equipment and insurance.

- Greenville/Spartanburg; 6 facilities were consolidated into 1
- Rock Hill; 4 facilities were consolidated into 1
- Consolidation of Telecommunications Center from 5 to 4

Implementation of Mobile Data

DPS is working on completing the implementation of mobile data. The deployment of mobile data will benefit the agency, troopers and stakeholders/customers in several ways:

- Troopers will be able to receive real-time information concerning record checks and dispatch information.
- Collision reports and tickets will be able to be submitted electronically, eliminating paper transactions.
- Time spent completing and delivering reports will be reduced, allowing troopers to focus more on traffic safety.

Quality (Customer Satisfaction)

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Administrative Services

- Audits and process review to identify methods of improving performance, service and customer satisfaction.
- Training evaluations, exit interviews, grievances, complaints, and turnover issues are used to determine how to best use resources to improve services.

Highway Patrol / Illegal Immigration

- HP uses Commission on Accreditation for Law Enforcement Agencies Assessment contact information that is received from the public as a mechanism to gauge the success/improvements that may be needed within the division.
- Assist South Carolina Law Enforcement Network with maintaining statewide highway safety initiatives.
- Troop Commanders reach out to and maintain relationships with their local law enforcement agency heads and receive positive and negative input to assist with future programs and initiatives.
- Service the public with professionalism and courtesy in order to build public confidence.
- Assist other law enforcement agencies and local and state government agencies with voluntary contact during hurricane evacuation exercises, safety campaigns and other collaborative activities.
- Provide classes to other law enforcement agencies in unique fields that we specialize in.
- Participate in victim service activities and community education activities.

- HP PEER Team assists SC Law Enforcement Assistance Program in providing crisis support to other law enforcement agencies.

State Transport Police

- CMV safety inspections and incident data are used to track and evaluate activity related to satisfaction.
- Public relations activities and citizen surveys are used to provide additional feedback from the commercial motor vehicle industry.
- Data Q's are used to provide insight into levels of customer satisfaction.
- Motor Carrier Advisory Committee meetings to discuss any issues or concerns of the commercial motor vehicle industry.
- Daily contact through roadside inspections, compliance reviews and safety audits.

Bureau of Protective Services

- Satisfaction is measured through the renewal of service contracts and citizen complaints.
- Community-oriented policing approach to coordinate with their customers and assess how their security concerns can be improved.

Hall of Fame

- Providing a place for the public and families of fallen law enforcement a memorial and place of remembrance for those who lost their lives in the line of duty.

Safety and Grants

- Highway Safety data and surveys are used to plan proactive measures and countermeasures, in an effort to increase public awareness of highway safety issues.
- In person monitoring of all projects in the field, workshop evaluations and subgrantee reports to provide indicators for improvement.

Workforce Engagement

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

DPS implements the same workforce engagements for all divisions within the agency. Some of the areas that DPS focuses on are:

Training

- DPS offers and encourages training in law enforcement leadership and supervisory skills.
- Employees to develop and conduct training that benefits DPS objectives.
- Law Enforcement and civilian training on human resource topics such as disciplinary, performance management, leave, workers compensation and FMLA.
- In-Service training for officers, mid-level management, and executive staff that focuses on leadership in law enforcement.

Retention and Development

- Established career paths for law enforcement officers and telecommunications officers.
- Offer challenging positions, flexible work hours, personal and professional growth opportunities and employee recognition programs.

Operational/Work System Performance

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

Mobile Data

DPS is in the process of completing implementation of Mobile Data for our officers. With the implementation of mobile data, it will allow our officers to focus more on the agency's mission and less on administrative duties. Mobile data will allow our officers to:

- Have access to real time information within their vehicles.
- Electronically submit reports and citations.

Law Enforcement Network

DPS works with the Law Enforcement Network to partner with law enforcement agencies to identify/combat highway safety problems by judicial circuits. HP units actively participate in the International Association 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.

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?
 - Reducing Fatalities
 - Lowering Commercial Vehicle Fatalities
 - Increasing Seatbelt Usage

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to, all relational database management systems.
 - SCEIS (South Carolina Enterprise Information System)
 - o Finance, Material Management, Human Resources
 - PEW (Personnel Early Warning System)
 - o Identifies employees who have 3 incidents (Vehicle Accident, Disciplinary Action, Use of Force, Vehicle Pursuit and Citizen Complaint) within a year.
 - SCATTS
 - o Traffic collision database
 - Police Central
 - o Police Incident Reports
 - IA Pro
 - o Internal investigations database
 - Power DMS
 - o DPS policy and training software
 - CTS
 - o Computer Aided Dispatch system
 - CRS (Carolina Recording System)
 - o Telecommunications/Voice Recording System
 - Sun Data
 - o Internal document tracking system
 - Facility Dude
 - o Facility maintenance and repair database

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?
 - a. If yes, please provide the agency's suggestions.

No, we do not have any recommendations for restructuring at this time. Our organization always works to operate efficiently and effectively in accordance with our mandate established by the General Assembly. One of the main priorities of our agency is to function at peak efficiency while fulfilling our mission.

Since being appointed director of the agency in 2011, the Department of Public Safety team members have worked diligently to analyze our operations in order to identify areas that could be reorganized, improved, and made more cost effective. Some of the initiatives that have been implemented since that time include:

- The agency merged the offices of Highway Safety and Justice Programs. This merger created a more efficient unit to service other agencies in the areas of highway safety and law enforcement grants. Administrative costs were reduced and service to our customers was improved.
- The law enforcement telecommunications centers that the agency operates were consolidated from seven centers to four. This consolidation reduced costs related to facilities, equipment, and personnel required to operate this function.
- An electronic traffic collision reporting system was implemented. This system eliminated the need for officers to produce written collision reports. All of the agency's reports are now processed electronically. This reduces reporting time, reduces costs, and allows officers to spend more of their time on enforcement activity.
- The agency recently implemented a mobile data program for the agency. This program allows officers to have computers and data/internet service in their vehicles. Mobile data creates the opportunity for agency employees to work more effectively while better serving the citizens of the state.

SEVEN-YEAR PLAN

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

No

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - a. Recruit, Hire, Train and Retain quality employees.
 - b. Upgrading Technology to improve efficiency:
 - i. Mobile data
 - ii. Records Management System
 - iii. Digital Cameras
 - iv. Weigh Stations
 - c. Securing recurring funds for required needs:
 - i. Vehicles
 - ii. Facilities

2. What are the fundamentals required to accomplish the objectives?

Recruit, Hire, Train and Retain quality employees:

DPS continually evaluates recruiting and retention policies to ensure DPS secures and maintains highly qualified employees. DPS faces competition from other local law enforcement agencies and loses trained law enforcement officers to our competitors due to higher salaries, benefits or advancement opportunities that our agency is unable to match.

In light of the ongoing competition with other local law enforcement agencies, DPS has put in to place a new recruitment and hiring process in order to attract more qualified applicants. In addition, in an effort to retain those applicants and current law enforcement employees, DPS is working to raise the starting salary for new hires and raise existing law enforcement officers' salaries.

Upgrading Technology to improve efficiency

DPS strives to offer our officers and stakeholders the best in means of technology. With technology evolving daily, DPS is often faced with operating antiquated equipment until funds become available to purchase updated systems.

DPS is working on implementing mobile data. As of now, officers have wireless access inside their vehicles. This allows the officers to complete tasks without having to go into a centralized office, cutting down on administrative time.

Mobile data also consists of RMS, a records management system. This system will link together all programs that troopers currently use, allowing them to only have to enter information once, in turn cutting down on administrative time and keying errors.

As we move to mobile data, the agency's in-car camera systems must be updated as well. The agency is moving towards replacing all VHS recording systems with digital in-car systems.

The state continues to see an increase in commercial motor vehicles. In an effort to keep up with the increasing population, DPS is required to upgrade the technology in our weigh stations. This would entail equipping weigh stations with sensors that are capable of weighing commercial vehicles while they are on the road without requiring them to pull into the station.

Securing recurring funds for required needs

DPS evaluates its needs on an annual basis. Two areas that we strive to keep up with financially are facilities and law enforcement vehicles. DPS does not have a designated funding source to replace law enforcement vehicles or upgrade and maintain facilities.

DPS law enforcement vehicles are a critical necessity to the agency in order to complete our mission. By having designated funding for replacing law enforcement vehicles will help to cut down on maintenance expenses; offer greater safety for our officers; and cut down on officer down-time.

DPS is moving towards consolidating facilities to make them more efficient and centrally locate offices to better serve employees and customers. As the agency grows, many current facilities no longer meet the agency's needs. In an effort to be more economic, DPS is working to consolidate and down size offices that no longer suit the needs of the agency. In order to move forward, DPS will need recurring funds to support the consolidation of facilities.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

www.scdps.gov

4. Is there any additional information the agency would like to provide the Committee or public?

No additional information for the committee

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process
 - i. 11 days
 - b. Complete this Report
 - i. 9 days
6. Please complete the **Personnel Involved Chart**. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Dept. of Public Safety	2006 - 2007	Criminal Justice Academy separated from the Dept. of Public Safety	The training for all state law enforcement officers became a separate stand alone agency.
Dept. of Public Safety	2011-2012	Illegal Immigration Unit Created	The Illegal Immigration Unit was created to assist agencies with immigration enforcement and education.

Purpose/Mission/Vision Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parentheses. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Purpose	Mission	Vision	Legal Standards Cross References
Dept. of Public Safety	1993	<p>The purpose of DPS is to enforce traffic, motor vehicle, commercial motor vehicle, and criminal laws. The agency engages in highway safety, driver training, and safety programs to improve highway safety. The agency also administers funds and grants distributed to other agencies in support of highway safety or law enforcement programs.</p>	<p>The mission of DPS is to protect and serve the public with the highest standard of conduct and professionalism; to save lives through educating its citizens on highway safety, and diligent enforcement of laws governing traffic, motor vehicles and commercial carriers; and to ensure a safe, secure environment for the citizens of the state of South Carolina and its visitors.</p>	<p>The vision of DPS is to ensure that the agency is setting the standard for public safety excellence as a cohesive team by making South Carolina a safer place to live, work, and visit through protection, education, and services. Embedded within SCDPS' efforts and initiatives to be of service to the public are the SCDPS' core values: Integrity, Excellence, Accountability, and Leadership.</p>	<p>Purpose: 23-6-30 Mission: 23-6-20 Vision: 23-6-30</p>

Key Deliverables Chart

Agency Name: Department of Public Safety
 Agency Code: K05
 Agency Section: 63

INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services), primary methods by which these are delivered, and, as applicable, actions that may reduce the general public need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of these most significant, do not put anything in this column. The Major Program Areas Cross Reference Column should link the deliverable to the major program area, in the Major Program Areas Chart, within which that product or service is provided. **NOTE:** Responses are not limited to the number of rows below that have circles around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Dept. of Public Safety	1	Traffic Safety and Law Enforcement	1	Enforcement of Traffic Laws and Safety Initiatives	The number of licensed drivers and registered vehicles continues to increase annually. In addition to this, the increase in visitors to South Carolina creates a need for more services from the Highway Patrol. The state has experienced an increase in fatalities from traffic collisions, but there is still much work to improve the safety of South Carolina roads.	N/A	The agency needs to increase the number of troopers to effectively provide this service. Even though the number of troopers has increased in the past few years, there are still fewer troopers working than in 2008. The agency also needs dedicated funding to purchase vehicles and equipment.	Highway Patrol
Dept. of Public Safety	2	Commercial Vehicle Safety and Law Enforcement	2	Enforcement of Commercial Vehicle Traffic Laws and Safety Initiatives	The amount of commercial vehicle traffic in South Carolina continues to expand as large corporations and suppliers continue to set up operations in South Carolina. The additional commercial traffic at the port of Charleston also creates an additional need for this service.	N/A	The agency needs to increase the number of officers to effectively provide this service. As commercial vehicle traffic increases, the demand for this service will increase.	State Transport Police
Dept. of Public Safety	3	Police and Protection services for the Capital Complex, Governor's Mansion and State Offices	3	Security and Policing of Capital and State Complexes	Security enhancement and concerns have created a greater need for these services. The opening of the State House on weekends for visitors also creates more need of the Bureau of Protective Services.	N/A	The agency needs to increase the number of officers to effectively provide this service.	Bureau of Protective Services
Dept. of Public Safety	4	Administering Law Enforcement and Highway Safety Grants		Administering Law Enforcement and Highway Safety Grants to local law enforcement agencies	Grants to local law enforcement agencies is an administrative function that is handled efficiently and effectively. There must be initial contact to properly award the grant.	N/A	In order to comply with grant requirements, follow up contact with the local agency is often required. The process is designed to be minimally burdensome to the local agency while still ensuring that all grant requirements are followed.	Safety and Grants
Dept. of Public Safety	5	Enforcement and Education of Immigration Laws		Enforcement and Education of State and Federal Immigration Laws	Agency provides assistance to other law enforcement agencies on the complicated matter of illegal immigration enforcement. Services are assigned to assistance other agencies as needed.	N/A		Legal Immigration Enforcement Unit
Dept. of Public Safety	6	Operation of the South Carolina Criminal Justice Hall of Fame		Operation of facility that is accessible to public and family members to honor law enforcement officers killed in the line of duty	The Hall of Fame provides a facility to honor law enforcement officers killed in the line of duty in South Carolina. It is a place of respect and reflection for police officers who have made the ultimate sacrifice for South Carolina.	N/A		Criminal Justice Hall of Fame

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Dept. of Public Safety	1	Drivers, motorists, and travelers in South Carolina	To create a highway system that is safe for drivers and passengers by reducing collisions, injuries, and fatalities through traffic law enforcement and education	Traffic Safety and Law Enforcement
Dept. of Public Safety	2	Commercial vehicle drivers and operators	To enforce commercial vehicle laws to ensure vehicle safety and reduce damage to South Carolina's roads	Commercial Vehicle Enforcement and Law enforcement
Dept. of Public Safety	3	Employees and visitors to South Carolina's Capital Complex, Governor's Mansion and other state offices	To create a safe environment for employees and visitors to conduct business in state offices	Police and Protection services for the Capital Complex, Governor's Mansion and State Offices
Dept. of Public Safety	4	Local law enforcement agencies and other agencies involved in highway safety of criminal justice programs	To receive and disperse both state and federal funds to other agencies and groups involved in highway safety and law enforcement programs with the goal of making South Carolina safer	Administering Law Enforcement and Highway Safety Grants
Dept. of Public Safety	5	Local, state, and federal law enforcement agencies	To work with local, state, and federal law enforcement agencies on the education and enforcement of immigration laws	Enforcement and Education of Immigration Laws
Dept. of Public Safety	6	Visitors to the Criminal Justice Hall of Fame	To provide a facility to honor law enforcement officers who are killed in the line of duty in South Carolina	Operation of the South Carolina Criminal Justice Hall of Fame

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Dept. of Public Safety	1	Drivers and Passengers traveling within and through South Carolina	Drivers expect fair and impartial enforcement of traffic laws and prompt, professional response for calls to service. Expect to be safe when traveling on South Carolina roads.	Traffic Safety and Law Enforcement
Dept. of Public Safety	2	Commercial Vehicle Drivers/Operators	Commercial drivers and operators expect professional enforcement of all commercial vehicle regulations and laws	Commercial Vehicle Safety and Law Enforcement
Dept. of Public Safety	3	Employees and Visitors to State Offices	Employees and visitors expect a safe and secure place to conduct the state's business with minimal intrusion.	Police and Protection services for the Capital Complex, Governor's Mansion and State Offices
Dept. of Public Safety	4	State and Local Law Enforcement Agencies	Other law enforcement agencies expect to receive the support they need from DPS. This support may be from the awarding of a grant, the assistance of the Highway Patrol, or the expertise of the Illegal Immigration Unit.	Administering Law Enforcement and Highway Safety Grants
Dept. of Public Safety	5	Families of Law Enforcement Officers killed in the line of duty	Families and visitors expect the agency to maintain the Hall of Fame as a place of reverence to honor the ultimate sacrifice made by the officer.	Operation of the South Carolina Criminal Justice Hall of Fame
Dept. of Public Safety	6	DPS Employees	DPS needs employees who are competent, motivated and eager to implement the agency's mission. The employees expect to work at an agency that promotes positive experiences while allowing them to accomplish many things.	Traffic Safety and Law Enforcement

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Dept. of Public Safety	Dept. of Transportation	Funding for Troopers for DUI and Work Zone Enforcement	Reduction of crashes, injuries, and fatalities in DOT Work Zones	Highway Patrol
Dept. of Public Safety	Dept. of Motor Vehicles	Insurance Enforcement and Operations	Enforcement actions taken with drivers and vehicle owners who operate uninsured vehicles	Highway Patrol
Dept. of Public Safety	Dept. of Administration	State Procurement, Information Technology, State Fleet Management	Administrative assistance in purchasing law enforcement equipment and managing fleet operations	Highway Patrol

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
Dept. of Public Safety	Governor of South Carolina			Appointed	Governor of South Carolina	4 years	No	No	No	

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Dept. of Public Safety	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Major Program Areas Chart

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report, just make sure of the following:
 a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Programs", with those program expenditures detailed in the box labeled "Remainder of Expenditures." If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11.
 b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes Section (ex. Chart 5.2-1 or Graph 5.2-2). If the agency has trouble understanding what is requested, refer to the 2012-13 Accountability Report, Section II, number 11; and included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references or remainder of expenditures, however the agency must complete these columns when submitting this chart in final form. Please delete the example information before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Note:
 -Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
 -Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures				TOTAL	Federal	Other	Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other	Federal	TOTAL					
Department of Public Safety	I. Administrative Services	To support the agency by providing high quality human resources, financial, technological, and legal services.	2.88%	2.16%		5.03%		2.45%		23-6-20	
Department of Public Safety	II. A.1. Highway Patrol / Illegal Immigration	To provide equitable services and protection, and to assist the citizens of the United States and the State of South Carolina, in order to promote a safe and secure environment for the public	35.06%	15.84%		48.92%		17.07%		Traffic Safety & Law Enforcement 23-6-100 23-6-60 23-6-140	
Department of Public Safety	II. B. State Transport Police	To protect the public by enforcing State and Federal laws governing commercial motor vehicles	1.67%	3.24%	1.95%	6.87%		2.89%		Commercial Vehicle Safety & Law Enforcement 23-6-100 23-6-140	
Department of Public Safety	II. C. Bureau of Protective Services	To provide law enforcement, public safety, and security services for visitors and employees at the Capitol Complex, members of the Legislature, and at several state	1.45%	1.07%		2.52%		0.75%		Police & Protection Services for Capitol Complex, State's Mansion, and State Outreach 23-6-90 23-6-140	
Department of Public Safety	II. D. Hall of Fame	To serve as a memorial to South Carolina Law Enforcement officers killed in the line of duty	0.00%	0.13%		0.13%		0.13%		23-25-20	
Department of Public Safety	II. E. Safety and Grants	To work with law enforcement agencies and other groups to develop, promote, and coordinate traffic safety initiatives. To administer federally funded programs to reduce fatalities and traffic-related fatalities and injuries.	0.37%	0.55%	17.86%	18.81%		1.27%		Administering Law Enforcement & Highway Safety Grants to law enforcement agencies	
Department of Public Safety	III. Employee Benefits	To provide benefits for the employees of the agency.	14.85%	1.80%	0.94%	17.72%		2.47%		18.82%	

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

Remainder of Expenditures:	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget

Legal Standards Chart

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Dept. of Public Safety	1	23-6-20	State	Establishes DPS as an agency.
Dept. of Public Safety	2	23-6-30	State	Establishes the duties and powers of the SCDPS.
Dept. of Public Safety	3	23-6-40	State	Establishes the appointment of the Director, sets the Director's duties to set policy, and empowers the Director to employ persons necessary to perform all responsibilities of the SCDPS.
Dept. of Public Safety	4	23-6-60	State	Establishes the Illegal Immigration Enforcement Unit and details the duties of the unit.
Dept. of Public Safety	5	23-6-90	State	Establishes the Bureau of Protective Services to provide security and police services for the Capitol Complex, Governor's Mansion, and other state buildings.
Dept. of Public Safety	6	23-6-100	State	Establishes the Highway Patrol and State Transport Police as divisions of DPS.
Dept. of Public Safety	7	23-6-210	State	Establishes the authority to commission retired DPS law enforcement officers as constables.
Dept. of Public Safety	8	23-6-500	State	Establishes the Public Safety Coordinating Council to administer certain responsibilities of the DPS and coordinate certain activities between DPS, SLED, and local law enforcement.
Dept. of Public Safety	9	23-4-110	State	Establishes the Governor's Committee on Criminal Justice, Crime, and Delinquency. Directs DPS to provide staff for the committee.
Dept. of Public Safety	10	23-25-20	State	Establishes the SC Law Enforcement Officers Hall of Fame to memorialize law enforcement officers killed in the line of duty.
Dept. of Public Safety	10	23-6-140	State	Establishes the power, duties, and responsibilities of officers and troopers of DPS.

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if only the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent (from legislative intent, statute, regulation or other source) in providing the report; e) Frequency of report (i.e. annually, monthly, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report and any positive results from completing and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. receive via emailed word document, log in to website, etc.). Included below are examples of reports the agency may have to submit. The example does not include information in the columns under # of staff needed to complete the report, approx. total amount of time to complete the report and approx. total cost to complete the report, however the agency must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form. Unless it applies to the agency, in which case ensure the information about these reports is complete. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit the Report	# of Staff Members Needed to Complete Report	Cost to Complete Report	Approx. Total Cost to Agency to Complete Report (considering staff time)	Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Report (i.e. email; mail; click based form; word, excel)	Format in which Agency Submits Report (i.e. Word and Excel)
Dept. of Public Safety	1	Restructuring Report	House Legislative Oversight Committee Executive Budget Office	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	February	March	4	\$2,000	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel	
Dept. of Public Safety	2	Accountability Report	House Legislative Oversight Committee Executive Budget Office	\$1.4, 820 Proviso 117.31	Performance Measurement	Inception of 2012-S, 1995	Annually	Ongoing	In 2014, July 16th	September	11	\$5,000	Performance Indicator; Internal/external transparency of fees and costs	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel & Website	
Dept. of Public Safety	3	Fees and Fines Report	Executive Budget Office	Proviso 117.70	Agency Revenue		Annually	90		September	1	\$100		Email	Excel	Web	Excel	
Dept. of Public Safety	4	Senate Oversight Report	Senate	1-30-10(G)(1)	Legislative Oversight	2014	Annually	30	November	December	4	\$2,000	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel	

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits; individuals responsible for hiring the internal auditor; general subject matters audited; the individual or body that makes decision of when internal audits are conducted; information considered when determining whether to conduct an internal audit; total number of audits performed in the last five fiscal years; # of months in book for shortest audit; # of months for longest audit; average number of months to complete an internal audit; and date of the most recent Peer Review of Self-Assessment by SIC State Internal Auditors Association or other entity (if other entity, name of that entity).

NOTE: All audits are not the result of suspicious activity or alleged improper actions. Often times regular audits are required by statute/regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors? Y/N	Date Internal Audits Began	Individuals responsible for hiring internal auditors	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision when an internal audit is conducted	Information considered to conduct an internal audit	Do internal auditors conduct an agency's self-assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's internal controls measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SIC/AAIA or other entity (if other entity, name of that entity)
Dept. of Public Safety	Y	Inception of SCDPS, 1993	FY 13 - 18, the commander of the Office of Strategic Services, Procurement, and Construction Inspectors. In previous fiscal years, the auditor was assigned by the Office of Financial Services.	Major J. D. Moore	Continually, resorted due to workload.	Procurement Cards Control Evidence Mileage / CVRP Fuel Reimbursements Inventory Physical Security/CS Access Pay Connections Employment Eligibility Revenue Accounting	Major J. D. Moore with Internal Auditor's recommendation or request from a division head.	Risk to the agency; Ensuring Accountability; Agency's Credibility; Adherence to policy and procedures; Safeguarding of assets; Process management improvement.	Y	Y	Approximately 46 plus internal reviews.	12 (excluding reporting)	1	1	N/A

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Dept. of Public Safety	Scott Watford	803-896-7920	ScottWatford@scdps.gov	Highway Patrol	Major		
Dept. of Public Safety	Jerry Moore	803-896-9693	JerryMoore@scdps.gov	Administration/Policy and Procedure	Major	Audits/Reports	In charge of Internal Audits and Accountability Reports
Dept. of Public Safety	Paul Lewis	803-896-8605	paullewis@scdps.gov	Financial Services	CFO	Finance	Financial Information
Dept. of Public Safety	John Hancock	803-896-5442	johnhancock@scdps.gov	Bureau of Protective Services	Major	State offices security	In charge of security for BPS

Similar Information Requested Chart

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Department of Public Safety	Total Report	Restructuring Report and Cost Savings Plan S.C. Code 1-30-10(G)		Office of Senate Oversight	At least once every seven years.
Department of Public Safety	Total Report	Accountability Report		S.C. General Assembly	Annually