

South Carolina Department of Public Safety-Accountability Report, FY2000-2001
Transmittal Form

Agency Name _____South Carolina Department of Public Safety

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Section I - Executive Summary

1. Major achievements from past year

- a. Strategic Planning Process-DPS began a formal strategic planning process in March 2001.
- b. Reaccreditation (CALEA)-DPS was reaccredited by the Commission on Accreditation for Law Enforcement Agencies, Inc.
- c. Project Phoenix-Project Phoenix continued to be deployed in the Division of Motor Vehicles which will improve technology used to enhance customer service at DMV branch offices.
- d. Governor's Highway Safety Conference-was held May 7-9, 2001 and was attended by more than 400 highway safety advocates. A comprehensive package of recommendations for improving highway safety was presented to Governor Hodges. It is anticipated that a conference of this kind will be held annually.
- e. Click It Or Ticket Campaign-during the period May 21 to June 3, highway fatalities dropped 42% and seat belt use climbed by 5%.
- f. Criminal Justice Academy Regional Training Concept-The Criminal Justice Academy began implementation of regional training in partnerships with state technical colleges. This allows their customers more flexibility in scheduling, less downtime and increased availability of course curriculum.

2. Mission, Vision and values

Mission:

The South Carolina Department of Public Safety will serve and protect the public in South Carolina through training, education, prevention and enforcement.

Vision:

The vision of the South Carolina Department of Public Safety is to be the model state agency by making the best use of resources.

Values:

- a. The South Carolina Department of Public Safety values excellence in:

- service to customers
- relationships among its employees
- continuous improvement of its operations
- communications inside and outside of the organization
- teamwork among it's subordinate units and employees

- b. The South Carolina Department of Public Safety values the provision of justice for its customers and stakeholders.
- c. The South Carolina Department of Public Safety values the trust put in it by the public.
- d. The South Carolina Department of Public Safety values a well-trained, professional workforce.
- e. The South Carolina Department of Public Safety values its reputation for integrity.

3. Key strategic goals for present and future years

All DPS strategic goals are ultimately linked to the Safe and Healthy Communities component of the Governor's Business Plan which states as a priority that 'citizens are confident in the safety of their surroundings.'

DPS Strategic Plan for 2001-2006

DPS, through its' strategic planning process has identified four critical issues and the key strategic goals or strategies by which we will address them. They are as follows:

- 1) The South Carolina Department of Public Safety strives to be a unified agency.

Key Strategic Goals

- Provide a headquarters building that will meet the needs of the staff located in Columbia and provide a physical plant throughout the state that will allow the Department to meet its mission.
- Develop and adhere to a strategic plan.
- Improve the willingness and ability to communicate internally among Department units.
- Enhance the Department's technology.
- Expand revenue generation and expenditure reductions.
- Implement a comprehensive recruitment and retention system.
- Develop a statewide communication system for law enforcement.
- Improve financial and statistical reporting by making it useful and timely.
- Increase the internal auditing capacity.

- 2) The South Carolina Department of Public Safety should provide excellent customer service at all times.

Key Strategic Goals

- Recruit, hire and promote a professionally qualified and diverse staff in numbers adequate to provide excellent service.
- Provide training for staff that prepares them for the content of their jobs and to put the customer first.
- Make use of technological solutions to customer needs and desires.
- Determine the needs and desires of customers regarding service from the Department.
- Examine and improve internal customer service processes.
- Design and implement a quality control system.
- Institute a continuing improvement program.
- Incorporate a culture of professional, courteous customer services in all phases of leadership and management and in all employee development programs.
- Match resources to the workload demands.
- Develop the capacity to respond to emergencies.
- Empower front-line supervisors, reward them for making their own decisions and hold them accountable if they do not do so.
- Assure that the workforce of the Department reflects the diversity of the population they serve.

- 3) Traffic Safety.

Key Strategic Goals

- Institute primary seat belt legislation.
- Identify and remove from the highways habitual offenders who pose high risk to the motoring public.
- Educate high risk drivers and others about safety issues.
- Improve enforcement through:
 - timely and visible prosecution
 - increased visibility and numbers of officers
 - partnering with cities and counties
 - targeting enforcement according to research and safety data
- Improve the ability of examiners and other DMV staff to identify and take action against high-risk drivers.
- Coordinate activities with insurance companies regarding uninsured motorists.
- Develop partnerships with State and Federal agencies, the transportation industry and other highway safety advocates.
- Link DMV and enforcement through data-sharing and provide adequate training.
- Provide traffic safety education to the public and the legislature.
- Use data to make vehicles safer through:

- Crash investigation data
- Computer crash data in certain brands of vehicles
- Commercial vehicle information
- Improve the technology used by enforcement such as GPS and improved radar.
- Carry out additional testing requirements at driver's license renewal time for targeted groups.
- Build additional commercial vehicle monitoring facilities.
- Require mandatory driver training before someone is licensed to drive.

4) Data should be used in making decisions.

Key Strategic Goals

- Develop organizational capacity to analyze data and other information to make decisions throughout the Department.
- Develop financial and activity reports that are real time and actionable.
- Communicate and use information in strategic planning, program development, budgeting, and deployment of resources.

4. Opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals.

The agency's strategic planning process identified opportunities and barriers that may affect the agency's success in fulfilling its mission and achieving its strategic goals.

Opportunities:

- Revenue sources outside of state appropriations.
- The emphasis on highway safety and support for enforcement of the law on the part of the media, the public, the General Assembly and the Governor's Office.
- The use of tools such as access to the world wide web, data links, the internet, and other digitized technology.
- Partnerships and collaborations with private and public organizations that have mutual interests with the Department.

Barriers:

- Inadequate facilities to house the Department in Columbia and elsewhere.
- Inadequate revenue.
- Difficulties recruiting and retaining qualified personnel.
- Uncoordinated efforts to maintain and improve upon the technology available to the Department.
- Agency level business processes that do not meet the needs of the subordinate units.
- Accountability practices within the Department that are not systematic.
- A communications and coordination system that emphasizes vertical rather than horizontal mechanisms.

Section II – Business Overview

1. Number of employees 2,647
2. Operation locations 185
3. Expenditures/appropriations chart

Base Budget Expenditures and Appropriations

Major Budget Categories	99-00 Actual Expenditures		00-01 Actual Expenditures		01-02 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$82,697,952	\$72,300,468	\$93,023,642	\$80,786,164	\$93,087,548	\$80,810,179
Other Operating	\$65,274,200	\$29,632,328	\$51,907,629	\$19,022,286	\$32,382,125	\$10,974,785
Special Items	\$0	\$0	\$0	\$0	\$0	\$0
Permanent Improvements	\$4,680,816	\$1,994,605	\$2,960,705	\$282,773	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$19,049,913	\$0	\$22,139,230	\$0	\$24,774,354	\$0
Fringe Benefits	\$25,373,183	\$22,448,068	\$30,826,960	\$26,953,441	\$27,330,987	\$23,935,794
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$197,076,063	\$126,375,470	\$200,858,166	\$127,044,664	\$177,575,014	\$115,720,758

Other Expenditures

Sources of Funds	99-00 Actual Expenditures	00-01 Actual Expenditures
Supplemental Bills	\$180,253.92	\$813,977.96
Capital Reserve Funds	\$12,459,532.82	\$3,183,154.30
Bonds	\$0.00	\$4,418,232.01

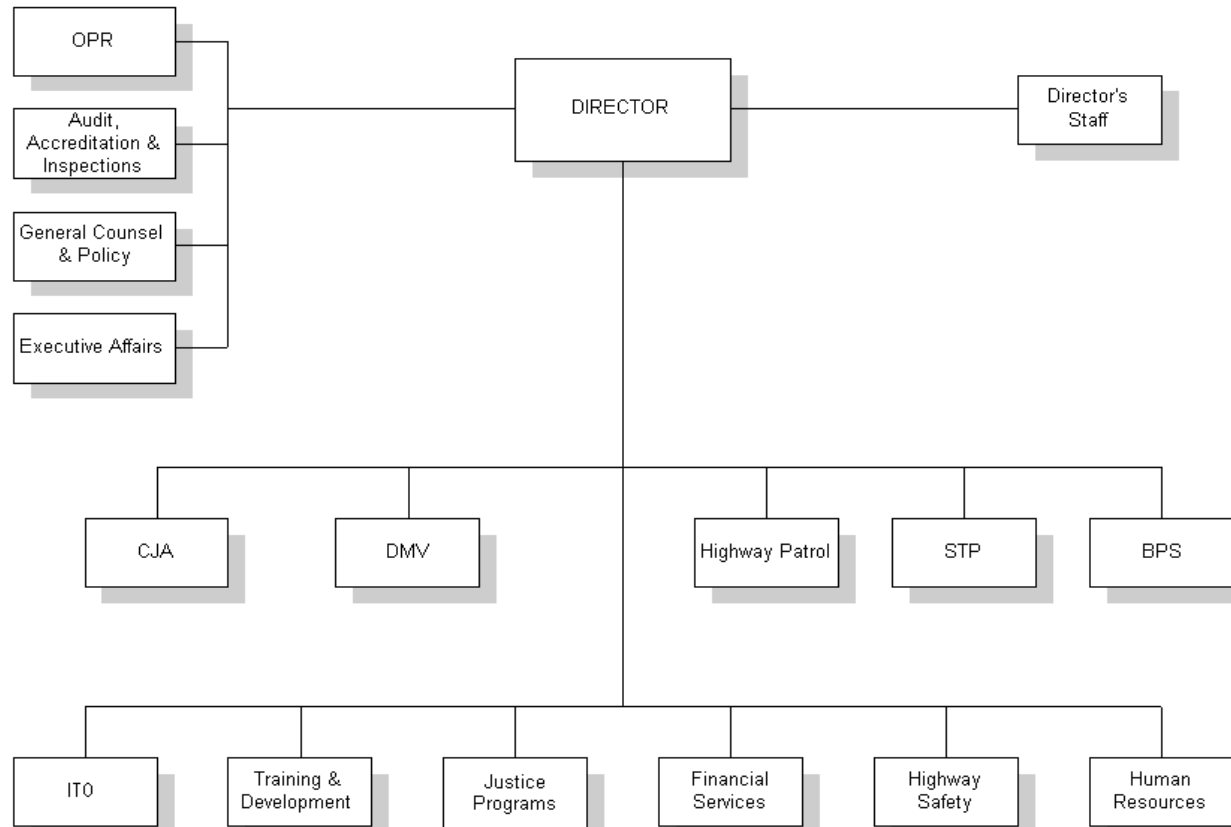
4. Key Customers-As outlined in Category 3 of this report, the key customers of the Department of Public Safety are the citizens of South Carolina and others who are permanently or temporarily in the state, the private sector, the transportation industry, motor carriers, the media, grant recipients, insurance companies,

finance companies, vehicle dealers, visitors to state buildings, driving schools, Sheriffs and Chiefs of Police. Stakeholders include the Governor's Office and General Assembly, other federal, state and local agencies, the judicial and correctional system.

5. Key Suppliers-As outlined in Category 6 of this report, key suppliers of the Department of Public Safety are those on the DPS vendor list. In addition, anyone included on the list referenced above in item 4 may, at any time, become a supplier to DPS as well as a customer. Please see 3.1 for complete discussion.
6. Description of major products and services-The major products and services of the Department of Public Safety are law enforcement, driver license administration, vehicle registration, title administration, criminal justice education, protective security, and grants administration.
7. Organizational structure. (see next page)

SC DEPARTMENT OF PUBLIC SAFETY

July 18, 2001



Section III

- Category 1 – Leadership
- Category 2 – Strategic Planning
- Category 3 – Customer Focus
- Category 4 – Information and Analysis
- Category 5 – Human Resource Focus
- Category 6 – Process Management
- Category 7 – Business Results

Category 1 – Leadership

1.1 How do senior leaders set, deploy and communicate:

a) Short and long term direction?

- Through compliance with the Governor's Business Plan.
- Through the Accreditation and Reaccreditation process.
- Through the agency's ongoing strategic planning process, which incorporates the Baldrige Award criteria and contains key agency performance measures. Involving the agency's top management and 39 other DPS employees at all levels and all divisions.
- Regular meetings of the Executive Steering Committee.
- Communicated through interaction with DPS deputy directors, managers and their direct reports.
- Communications through the DPS Newsletter (The SafetyNet) and bulletin boards.

b) Performance expectations?

- The Employee Performance Evaluation Process is used more effectively by incorporating the timely completion and execution of employees' EPMS evaluations into supervisory EPMS success criteria.
- Through the DPS Awards Policy which formally establishes awards for desired employee performance in the areas of excellence, customer service and community involvement.
- Annual Awards Recognition ceremony each January.
- There is a unique 'Director's Award' for exemplary performance.

c) Organizational values?

- Outlined in the Strategic Plan as follows:
 - Excellence
 - Provision of excellence
 - Trust by the public
 - Well-trained professional workforce
 - Reputation for integrity

d) Empowerment and innovation?

- Director and senior managers are readily accessible to employees.
- Director's Office established a dedicated e-mail address for the submission of employee's cost-savings ideas.

e) Organizational and employee learning?

- Executive Leadership Series offered for Deputy Directors and Administrators through the Office of Training and Development.
- Leadership training for all law enforcement officers above the rank of Corporal.
- 2 DPS deputies have attended the Executive Institute.
- Baldrige Award criteria training provided to agency managers.
- DPS participates in SmartForce web-based training initiative. Over 300 employees have enrolled and taken courses.
- DPS is participating with other cabinet agencies in a pilot initiative to share training resources.

f) Ethical behavior?

- Agency Ethics Policy that is to avoid even the appearance of impropriety.

- Ethics training course is under development through the Office of Training and Development.
- Office of Professional Responsibility Hotline allows anonymous reporting of any unethical conduct by DPS employees, vendors or others.
- Office of Human Resources Affirmative Action Office direct line for reporting of violations or questions.
- Conducted 18 sessions of Equal Employment Opportunity/Preventing Sexual Harassment training since December 2000. Over 670 DPS managers and employees have received this training.

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

- By fostering a culture that values excellence and customer service.
- Through the Governor's Business Plan.
- Through the Accreditation and Reaccreditation process.
- Through the DPS Strategic Plan. The first organizational value listed is 'service to customers' in the Strategic Plan.
- Law Enforcement Training Council.
- Through participation and leadership in the Public Safety Coordinating Council.
- Through partnerships with trucking companies.

1.3 What key performance measures are regularly reviewed by your senior leaders?

- All highway safety data from the DPS Statistical Analysis Center within the Office of Highway Safety.
- Customer satisfaction data from the DPS Ombudsman's Office.
- DMV customer traffic and transaction levels as reported from offices equipped with the Q-Matic System. (Q-Matic is an automated lobby traffic tracking system which allows customers to sit down while waiting for their number to be called. It generates reports for DPS showing wait time for each transaction)
- Key measures from the Strategic Plan.
- Financial data.
- OPR statistical data.

1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

- Employee Performance Management System (EPMS) for agency managers.
- Agency strategic planning sessions which reviewed leadership styles.
- Leadership training sessions presented by Rebecca Gonzales and Dale McKee on leadership. These sessions include self-assessment exercises on leadership style.

1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

- Regular review of state and national demographic data from 2000 Census.
- Regular review of data and statistics from the Statistical Analysis Center within the Office of Highway Safety.
- Testing performed for the deployment of Project Phoenix.
- Review of planned initiatives through the Office of General Counsel.
- Audits performed by the Office of Audit, Accreditation and Inspections.
- Systematic, mandatory training performed on Ethics and EEO/Sexual Harassment issues.
- The first organizational value listed is 'services to customers' in the Strategic Plan.
- Regular review of publications outlining relevant social, demographic and economic trends.

1.6 How does senior leadership set and communicate key organizational priorities for improvement?

- By routinely reviewing compliance with CALEA accreditation standards.
- Through the Strategic Planning process and the key measures contained therein.
- Based on greatest needs as articulated by customers, improvement priorities are identified and implemented as resources permit. Example: Project Phoenix; Highway Safety Initiatives.
- Through staff inspections.

1.7 How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.

The Department of Public Safety is highly visible and involved with the community. There are a number of ways that we contribute, such as:

Offering assistance in the proper installation of child restraint seats, Good Health Appeal, Gift-of-Life, Adopt-A-Highway Program, United Way Campaign, Habitat for Humanity, Co-operative Food Banks, Adopt-A-Family, Brace-A-Child (BAC), Community Resource Officers, Safety City, Job Shadowing Program, Summer Institute, and Camp Smokey.

DPS Community Involvement

Adopt-A-Highway

Various number of employees participate.
Help to beautify the community.

Groundhog Job Shadow Day

All DPS divisions participated.
54- 7th and 8th grade students were taught about the functions of DPS.

First Ladies Walk for Life

35 employees participated.
\$525.00 raised for breast cancer research.

Richland School District 1 Mentoring Program

4 employees participated.
4 children were provided a lunch time mentor.

United Way Campaign

Agency Wide Contributions.
Contributed \$15,429.77 to the United Way.

Harvest Hope

Agency Wide Contributions.
Contributed 1,866 pounds of food to Harvest Hope Food Bank.

Salvation Army's Red Kettle Bell-Ringing

11 employees participated.
\$326.42 raised for the Salvation Army.

Families Helping Families

21 offices participated.
44 families were provided for during Christmas.

Habitat for Humanity's Woman Build 2001

35 employees participated.
House built for a single mother and her family.

Community Health Charities

Raised \$9,500.00

Highway Patrol District One held 7 child safety seat installation clinics, adopted 2 families at Christmas, and raised \$14,140.00 via Buck-A-Cup campaign.

Highway Patrol District Two donated nine boxes of canned food this year at Christmas to the Greenwood Food Bank. Buck-A-Cup campaigns included Bass, Golf and Softball tournaments and waiting tables at a local restaurant. District

Two also participated in Bears for Bears which raised money for toys which were taken to a local hospital and children's home on Christmas Eve.

Highway Patrol District Four participated in "War on Wheels" in which District Four Troopers played wheelchair basketball against local wheelchair basketball champions to raise money for charity.

Highway Patrol District Six: Colleton County, Cpl. J.E. Brown coaches football, softball and basketball at a local school. Cpl. K.B. Martin helps coach youth baseball. Dorchester County, Lance Cpl. C. T. Fredericks assists in coaching Youth Football, Jasper County, Sgt. T.L. Collins is on the Crime Stoppers Board, Cpl. L. Kelly coaches youth softball.

Highway Patrol District Seven raised a total of \$4,912.00 for Easter Seals Buck-A-Cup and had participation from 85 employees. The Annual United Way Campaign 2000 raised \$992.00. The Annual Good Health Appeal raised \$765.00 from 40 employees. Participated in the Adopt-a-Family program. Each county in the district adopted families and delivered toys and clothes at Christmas.

Orangeburg County has held a Buck-A-Cup golf tournament for the past five years and raised \$2,811.69 this year. Barnwell County held a golf tournament which raised \$2,362.50 for Buck-A-Cup. Hampton County raised \$1,957.42 through a motorcycle Poker Run with 50 participants.

The Office of Highway Safety, as part of its mission, attends community, corporate, state and federal based functions as a supporter, provides promotional items, informational and educational materials to various outlets, prepares and performs lectures, which could include instruction, education and/or could be informational providing avenues for funding. Assist local law enforcement with enforcement efforts, campaigns and press conferences. Our in-house Safety Center provides a host of safety publications, videos, brochures, and promotional items to those customers/partners who file requests at no charge.

The statistics area provides, at no or little cost, statistical studies to various customers. The Occupant Protection group travels the state supporting and providing to community groups child safety seat inspections, child safety seats and other giveaways, and assistance to mothers and guardians for the installation of car seats.

The Office of Highway Safety also strengthens the community by using federal funds to promote new and existing safety programs.

Examples of Community groups: Key customers and stakeholders

The Office of Highway Safety works with Highway Safety Advocates, which includes schools K-12, private organizations, Safe Communities, colleges, local governmental agencies, church groups, corporations, state and federal governmental agencies, automobile dealerships, law enforcement agencies, Diversity Outreach programs and many more.

Category 2 - Strategic Planning

2.1 What is your Strategic Planning process, including participants, and how does it account for:

In developing its strategic plan, DPS contracted with Social Work Solutions Inc., a Columbia area-based management consulting firm for assistance. During March 2001, the DPS Executive Steering Committee

participated in three planning sessions held to develop an initial draft strategic plan. The Executive Steering committee consists of all 17 members of DPS top management. These individuals represent the heads of all program areas, operational and support departments. In addition, 40 key DPS employees representing all levels in the organization were directly involved in these sessions.

It was determined that the highest value at the Department of Public Safety is achieving excellence.

- Members of the Executive Steering committee participated in training in these areas.
- A review and revision of the existing DPS Mission, Vision and Values was performed.
- A description of the organization's current status, resulting from a SWOT (strengths, weaknesses, opportunities and threats) analysis was produced.

The development of the draft agency level strategic plan was followed by meetings of the management teams of each major subordinate unit of the Department. These meetings generated information to refine the agency level strategic plan and began the process of each unit developing action plans for its contribution to carrying out the Department-wide plan.

CRITICAL ISSUES FACING THE SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY OVER THE NEXT THREE TO FIVE YEARS IN PRIORITY ORDER:

1. Becoming a unified agency with a common mission, vision and culture working towards implementing a single strategic plan.
2. Developing the infrastructure needed to meet the department's mission, including personnel, revenue, buildings, equipment, technology and public and legislative support.
3. Traffic safety.
4. The growth in the state's population, highways, highway miles driven, crime and the number of drivers.
5. Economic changes that influence the workload and resources of the Department.

The DPS Strategic Plan 2001-2006 (draft), incorporates the Baldrige criteria and the Governor's Business Plan, and addresses (a) through (e) below by way of the four critical issues which form the basis of the plan.

a. Customer needs and expectations?

CRITICAL ISSUE 2-THE SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY SHOULD PROVIDE EXCELLENT SERVICE AT ALL TIMES.

Factors:

Organizational culture.

Training.

Customer service improvements are recognized by the public.

A tight job market.

Inadequate pay and equipment.

Support from the Legislature.

Internal customer service.

b. Financial, societal and other risks?

CRITICAL ISSUE 3-TRAFFIC SAFETY

Factors:

Speed-516 fatal collisions involved speeding during the period 1996-2000.

Commercial Motor vehicles were involved in 135 of fatal collisions from 1996-2000.

Being under the influence of alcohol accounted for 14.5% of fatal collisions from 1996-2000.

Drivers over 55, and 21 and younger account for a large number of crashes.

Seat belt usage-73.9 % of drivers in S.C. use seat belts.

Traffic safety education is an important consideration in reducing crashes, deaths, injuries and property damage.

External Factors:

The state's growth in population, roadways, travel, crime, drivers and vehicles.

Economic uncertainty.

Limitations of state government financing.

Legislation that increases responsibilities without increasing resources.

Basing legislative and administrative decisions on limited information.

c. Human resource capabilities and needs?

CRITICAL ISSUE 1-THE SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY STRIVES TO BE A UNIFIED AGENCY

Factors:

Strengths.

Leadership.

Professionalism, commitment and experience found among many of the Department's personnel.

Strong knowledge of management and leadership methods found among the upper and middle management of the Department.

Training.

Communication.

Difficulties recruiting and retaining qualified personnel.

d. Operational capabilities and needs?

CRITICAL ISSUE 1-THE SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY IS NOT YET A UNIFIED AGENCY

Factors:

Inadequate facilities to house the Department in Columbia and elsewhere.

Inadequate revenue.

Uncoordinated efforts to maintain and improve upon the technology available to the Department.

Agency level business processes that do not meet the needs of the subordinate units.

e. Supplies/contractor/partner capabilities and needs?

CRITICAL ISSUE 3-TRAFFIC SAFETY

Factors:

Coordinate activities with insurance companies regarding uninsured motorists.

Develop partnerships with DOT and the Transportation Industry.

Link DMV and enforcement through data sharing and training.

Provide traffic safety education for the public and the legislature.

The Criminal Justice Academy Regional training concept is a significant effort in establishing partnerships with technical colleges, the Savannah River Site Training Academy, Border Patrol Academy and law enforcement agencies, Community Policing Consortium, and military bases and colleges for innovative delivery of training to law enforcement personnel.

The Highway Patrol has continued to partner with S.C. Welcome Centers administered by the Department of Parks, Recreation and Tourism to provide security.

DMV has established partnerships with DOR, DNR, IRS, and county offices to provide more efficient and convenient service to its customers.

2.2 How do you develop and track action plans that address your key strategic objectives?

Currently, the Office of Audit, Accreditation, and Inspections tracks objectives and measures through each audit it performs. It is anticipated that this process will continue and that action plans will continue to be deployed throughout the agency.

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

At this time, the DPS strategic planning process has progressed to the level of Director, Executive Steering committee and those 40 key managers who participated in the planning process.

Category 3 – Customer Focus

3.1 Identify key customers and stakeholders.

DPS provides more direct services to more citizens of South Carolina than almost any other state agency. There is no limit to the ways in which citizens can interact with DPS employees; from the infant being buckled into a safety seat by a certified technician or an elderly citizen renewing a Driver's License at DMV. Through the strategic planning process and other means, key customers and stakeholders have been identified as shown below.

The South Carolina Department of Public Safety serves customers from the general public, the private sector and the government sector.

General Public

The citizens of South Carolina.

The citizens of other states and nations who are permanently or temporarily in South Carolina.

Violators of South Carolina law.

The Private Sector

Companies and individuals involved in the transportation and automobile industries.

Insurance companies.

Finance companies.

Vehicle dealers.

The transportation Industry.

The media.

Private academic and driving schools.

Recipients of grant funds.

The Public Sector

South Carolina Department of Public Safety employees.

Other employees of the State of South Carolina.

Elected officials.

Visitors to state buildings.

City and county agencies.

Law enforcement agencies.

The judicial system.

The corrections system.

Public schools, colleges and universities.

Individual criminal justice personnel.

Sheriffs and Chiefs of Police.

Federal agencies.

Agencies of other states and the local jurisdictions in other states.

Recipients of grant funds.

Stakeholders

The general public.

The citizens of South Carolina.

The citizens of other states and nations who are permanently or temporarily in South Carolina.

The private sector.

Private industry, particularly the motor vehicle, transportation and insurance industries.

Special interest groups, such as: victim's groups, transportation associations, criminal justice associations and crime victims' groups.

The Public Sector

The Governor and legislature.

The Department's employees.

Federal agencies.

Other state agencies.

City and county agencies.

Government sub-grantees.

CUSTOMERS BY DPS DIVISION

Highway Patrol

SC Motoring Public.

Anyone traveling through SC requiring assistance.

Violators.

Persons involved in Motor Vehicle Crashes.

Division of Motor Vehicles

Regular, disabled, foreign and illiterate customers.

New residents.

Military.

Law enforcement.

Insurance companies.

Legislature.

Tax offices.

Banks and Lienholders.

Media.

Governor's office.

Driving schools.

Medical community.

Special interest groups.

State Transport Police

SC motoring public.

Owners and drivers of commercial vehicles.

Ports Authority.

Citizens.

Commercial vehicle industry.

Bureau of Protective Services

SC motoring public.

Contracted agencies.

Agency heads and personnel.

Governor.

Legislature.

Court personnel.

Visitors to state buildings for tourism, hearings, etc.

Criminal Justice Academy

SC motoring public.

State, county and local law enforcement agencies.

County and local detention facilities.
 Law enforcement associations.
 Private citizens.

Office of Justice Programs

Subgrantees on the state and local levels. (Annually the Office supervises up to 600 separate projects totaling approximately \$20 million)
 All local units of government large enough to support a law enforcement agency. This encompasses sheriff's offices, police departments and solicitor's offices.
 State criminal justice agencies.
 Private non-profit organizations in the areas of juvenile delinquency prevention and victims of crime.
 Non-criminal justice agencies.
 Federal agencies.
 The media.
 Citizens.

Office of Highway Safety

Schools K-12.
 Safe Communities participants.
 Highway safety advocates.
 Colleges.
 Local, state and federal government.
 Churches.
 Corporations.
 Diversity Outreach program participants.
 The Media.
 Citizens.

Administrative

SC motoring public.
 DPS employees, managers and deputies.

3.2 How do you determine who your customers are and what are their key requirements?

Through the strategic planning process and other means, key customer requirements are known for DPS customer groups. The primary way DPS identifies its customers is through the legislative mandates and initiatives, both new and existing, which the Department is required to implement. Customers are identified as any individual or entity who makes contact with the Ombudsman, the Director's Office or any other agency with whom DPS conducts business. Key requirement is to resolve a complaint and to be given information in a timely and professional manner.

<u>METHOD</u>	<u>DIVISION</u>	<u>KEY REQUIREMENT</u>
Legislative Mandates	All Divisions	Accuracy Courtesy Helpfulness Tangibles Problem Resolution Telephone Access and Courtesy
Strategic Planning, (See Category 2)		
Federal Mandates	All	"
Law Enforcement Training Act	CJA	Provide Law Enforcement Training to S.C. officers. Establish and maintain minimum standards in law

enforcement selection and training. Establish and maintain a central training facility located near the geographical and population center of the state.

CALEA Standards	Law Enforcement Divisions and Administrative	
Citizen Survey	Law Enforcement and DMV	
Comment Card	DMV	Accuracy Courtesy Helpfulness Tangibles Problem Resolution Telephone Access and Courtesy
Anyone with a commercial vehicle with a GVW over 10,001 pounds	STP	Educational assistance and program services
Highway safety initiatives	OHS	Users of statistical data Grant program funding (Subgrantees) Uses public information and educational materials provided by the Media and Resource Center

3.3 How do you keep your listening and learning methods current with changing customer/business needs?

In addition to the chart below, DPS employs two full-time ombudspersons to respond to inquiries from citizens and other states, other S.C. state agencies, resolve customer complaints, pass along kudos for excellent customer service to DPS employees and provide background for requested process changes and improvements. E-mail, fax, telephone, cell phone, pagers and the DPS webpage are the most effective and most often-used tools in establishing and maintaining contact with customers.

<u>DIVISION</u>	<u>FEEDBACK METHOD(S)</u>
Highway Patrol	Headquarters 46 county offices E-mail, telephone, postal mail Community Relations Officers Traffic Accident Victim Advocates Ombudsman Citizen survey Office of Professional Responsibility Website
Division of Motor Vehicles	AAMVA Driver training seminars E-mail, telephone, letters Feedback during speaking engagements Ombudsman Comment card Office of Professional Responsibility Website Ombudsman
State Transport Police	National Training Center Federal Highway Administration

Motor Carriers Safety Office
Research
Special program administration
Transportation Safety Institute
Federal Registry
Ombudsman
Citizen survey
Office of Professional Responsibility
Website

Bureau of Protective Services

Verbal and written feedback
Investigative statistical data
Number of incidents logged
Ombudsman
Citizen survey
Office of Professional Responsibility
Website

Criminal Justice Academy

Job-tasks analysis
Departmental advanced training needs assessment
Surveys
Questionnaires
Conferences and workshops
Ad-hoc committees
Certification procedural manuals
Televised training
Field ride-a-longs
Feedback from the Law Enforcement Training Advisory Council
Student critique sheets
Daily dialogue with field training officers through personal, telephonic and electronic contact.

The CJA Research and Development (R&D) Unit supports training delivery by validating content via research. The unit coordinates agency research projects and individual course development. The R&D unit conducts a job-task analysis every five years and the advanced training needs assessment biennially. The tools are used in conjunction with other information gathering processes (legislative/judicial mandates, societal changes, subject matter expert (SME) opinions, etc.) allowing the Academy to discover, validate/revalidate various curricula and training service delivery methods.

Ombudsman
Office of Professional Responsibility
Website

Office of Justice Programs

Grant Workshops for victims of crime
Criminal justice and juvenile justice programs
Annual Strategic Plans for which involve outreach and active solicitation of information of information
Staff travels to grant-funded sites
Staff phone and written surveys
E-mail
Ombudsman
Office of Professional Responsibility
Website

Office of Highway Safety Users of traffic collision data in 12 program areas
 Federal grant applicants
 Workshops
 Users of Safety and Media Research Center
 Ombudsman
 Office of Professional Responsibility
 Website

Administrative Feedback from internal customers
 Ombudsman
 Office of Professional Responsibility
 Website
 Office of Audit, Accreditation, and Inspections

3.4 How do you use information from customers/stakeholders to improve services or programs?

The Ombudsman has developed a method of tracking customer service complaints from across the state. Many DMV customers, upon completing their transactions at the local DMV field office, complete a comment card outlining their reason for the visit and the level of service they received. These cards are mailed to a central location. The information for each office is collected and summarized. Quarterly reports which show specific county and office performance data are generated and provided to the Director. Additionally, a thank you note is sent to each customer from the Director inviting them to contact the Ombudsman if/when they have future complaints/concerns. The Office of Professional Responsibility provides annual statistics regarding investigations.

Another avenue used to improve customer service and delivery is establishing and maintaining communication with all parties involved in an issue. For example, procedural memoranda are important documents to be disseminated to ensure standard procedures, protocol and policies are followed. Additionally, the Office of Professional Responsibility responds to complainants as necessary.

Highway Patrol Any information received through methods in 3.3 above

Division of Motor Vehicles Mail-in registration process
 Driver license renewal by mail
 Motor Voter
 DMV Call Center
 Dealer Central Offices (specialize in dealer transactions)
 Skip-the-Trip Campaign
 Q-Matic system (automated wait-time management)

State Transport Police Implementation of programs
 Ideas from public

Bureau of Protective Services Requested security enhancements

Criminal Justice Academy Creating or revising course content to meet job task needs

 Revising procedures to facilitate access and/or service

Establishment of a regional training concept for outreach using technology with success measured through the Steering Committee and consensus of Sheriffs and Chiefs of Police.

CJA-MINIMUM ENTRANCE STANDARDS DEVELOPED

The Nelson-Denny Study Guide and the Nelson-Denny Administrators Handbook were created and distributed. States and agencies nationwide, were surveyed to establish testing protocol and to collect background information on available cognitive and psychological pre-employment measures. A policy to restrict the number of times an applicant can take the Nelson-Denny test was proposed and instituted.

CJA-TRAINING DISTRICTS ELIMINATED

This facilitated law enforcement attendance based on availability, distance, and departmental schedule. It also allowed the training catalog to be scheduled on a six-month rather than year basis. Thereby, agencies have more flexibility to realistically schedule officer training based on actual need rather than annual projection. A cost analysis of SCDPS screening procedures was conducted to assess the impact of adjusting the Nelson-Denny entrance criteria, and to facilitate the most efficient placement of additional screen measures, such as the Preliminary Screening Report (PSR). This battery of pre-employment assessments is designed to measure trainability, background suitability, and personality. The Preliminary Screening Report was unanimously supported by each of the SCDPS law enforcement divisions. The PSR is expected to enhance the quality of selected law enforcement candidates and the efficiency of the hiring process.

Office of Justice Programs

Annual Strategic Plans
Briefings to criminal justice executives
Example: Streamlining of the grants reporting procedures required of subgrantees
Example: Ability of subgrantees to download grant application forms
Example: Acceptance of grant applications electronically

Office of Highway Safety

Recipients of 50-75 Highway Safety Programs in SC:
Insurance companies
SC Petroleum Assn.
Emergency Medical Service (EMS)
S.C. Hospital Assn.
Medical community
Other state agencies

3.5 How do you measure customer/stakeholder satisfaction?

In general, measures of customer satisfaction are identified as: a reduction in citizens and stakeholder complaints, letters of recognition for specific employees or divisions, positive trends in key measures, and audits/reviews performed by the Office of Audit, Accreditation, and Inspections.

Highway Patrol

Communication with the community
Traffic collision statistics
Fatality statistics
Tracking correspondence that is received in Headquarters
Citizen survey

Division of Motor Vehicles

Comment cards

	<ul style="list-style-type: none"> Feedback from presentations E-mail and website feedback Legislature Safety presentations
State Transport Police	<ul style="list-style-type: none"> SafetyNet data Highway safety data Letters of satisfaction Public relations activities Citizen survey
Bureau of Protective Services	<ul style="list-style-type: none"> Contract renewal Commendation letters Citizen survey
Criminal Justice Academy	<p>Course critique sheets are employed to measure student satisfaction of the training, facilities, and overall experience at CJA.</p> <p>Task analyses are employed to weigh the course content relevancy against the practical field application. Test grades and completion rates also help to measure student success.</p>
Office of Justice Programs	<ul style="list-style-type: none"> Written, Telephone and E-mail survey feedback Workshop evaluations Measurement data from quarterly reports
Office of Highway Safety	<ul style="list-style-type: none"> Letters of appreciation Federal and office Surveys Cards received Quarterly meetings Program workshops
Administrative	<ul style="list-style-type: none"> Feedback from internal customers Measurement results Process improvements

3.6 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

The key to relationship building is effective listening and communication, both of which the Ombudsman must be proficient. The skills necessary focus on responding to customer needs and ultimately, satisfaction. The level of frustration has risen to a level of exacerbation by the time the customer has reached the Ombudsman, therefore the necessity for quick response time coupled with dissemination of accurate information cannot be overstated.

Highway Patrol	<ul style="list-style-type: none"> Public Speaking/Safety Talks American Legion Cadet Academy American Legion Boys State Trooper Explorer Post Troopers involved in the community (see Section 1) Community Relation Officers instructing parents in the correct way to install a child safety seat and other activities such as helping victims involved in an alcohol/drug related traffic accident. Traffic Accident Victims Assistance (TAVA) Public education programs Click It or Ticket
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	<ul style="list-style-type: none"> Career fairs
Division of Motor Vehicles	<ul style="list-style-type: none"> Animated Driver's Handbook Brochures and pamphlets Parent-Teen driving information Teen driver presentations Website additions and features Annual promotions e.g. "Survive the Drive" and "Skip The Trip" Partnerships with DOR, DNR, and IRS Specialized Plates Motor Voter Organ Donor Program
State Transport Police	<ul style="list-style-type: none"> Safety talks Educational contacts Operation LifeSaver Career fairs Adopt-a-Family Click It or Ticket Community outreach activities Partnerships with the trucking industry
Bureau of Protective Services	<ul style="list-style-type: none"> Professional Interaction with clientele C.O.P.S. Concept (Community-Oriented Policing) Daily Interaction Agency contract liaisons
Criminal Justice Academy	<ul style="list-style-type: none"> Open dialogue with the Law Enforcement Training Advisory Council Visibility in various law enforcement associations Encouraging citizens to attend basic law enforcement and basic jail commencement exercises Tours of CJA and SC Law Enforcement Officers Hall of Fame Historically, CJA has co-sponsored the annual Law Enforcement Expo designed to foster public awareness about the law enforcement community. Informational Brochures
Office of Justice Programs	<ul style="list-style-type: none"> Face-to-face meetings with subgrantees Field visits to subgrantees Annual grant workshops Grants staff addresses stakeholder groups Staff participation on projects and committees
Office of Highway Safety	<p>Regular meetings to share ideas, look at new and existing laws, review new grant funding programs, and develop campaigns.</p> <p>For the most part, services are free to a wide variety of users. With federal grant programs, applicants are normally provided funding which allows them to start and build new safety programs. Other safety advocates who use our statistical department to gather and research collision data will ultimately develop plans of action that will reduce traffic collisions in their respective divisions.</p> <ul style="list-style-type: none"> Training classes Educational and training conferences Workshops Highway Safety Media and Research Center Roundtable work sessions with community groups and law enforcement Funding programs Request for materials Safety City presentations

Category 4 – Information and Analysis

4.1 How do you decide which operations, processes and systems to measure?

Key measures were identified through the strategic planning process. These measures are directly related to the Governor's Business Plan, Agency Strategic Plan, agency mission and the requirements communicated from stakeholders, citizens, the Governor's Office, General Assembly and suppliers. Also, DPS is aware of and has incorporated the balanced scorecard approach to measurement which consists of measures of cycle time, cost effectiveness and customer satisfaction. We know that results measures relative to overall accomplishment of the agency mission are the truest measures of our effectiveness and success. CALEA requirements for reaccreditation are also a source of process measures. The DPS measurement system also incorporates national benchmarks provided by organizations such as the National Highway Traffic Safety Association relative to our most critical indicators. One example of this would be the Mileage Death Rate which shows highway deaths for miles traveled on an objective national basis. See Category 7, Table 7.2(b).

We are continuing to work toward an activity-based costing system for numerous processes. Recent examples include a determination of the cost to train an Academy cadet broken down by instruction, firing range, human services, dormitory, driving range, certification, meals, range overhead, tests and general overhead. It was determined that the total cost to train a cadet is \$5,089.53. See Category 7, Table 7.6.

In all cases, Department measures are traceable to strategic goals as in the Strategic Plan and Reaccreditation package.

4.2 How do you ensure data quality, reliability, completeness and availability for decision-making?

The DPS Statistical Analysis Center (SAC), located in the Office of Highway Safety, is the centerpiece of our data collection and validation. SAC prepares the annual South Carolina Traffic Collision Fact Book with over 130 pages of information on traffic crashes, deaths and injuries. It is a valuable, and validated tool for law enforcement, legislators, traffic safety advocates and others striving to improve highway safety and is widely used both within and outside DPS. Prepared by professional statisticians, the reliability and validity of this information is unquestioned. Information is presented in a concise and readable format for every imaginable variable relative to the factors influencing highway safety. See Category 7, Tables 7.2 (a-g) for examples of this collected data.

Information Available:	
Quick Facts	Collision Characteristics
Ten Year Trends	Driver
Data Since 1965	Time
S.C. versus U.S. Fatality Rates	Location
Traffic Collisions By:	Environment
Probable Cause	Units (vehicle type)
First Harmful Event	
Manner of Collision	
Collision Consequences	
Injury Profile	
Restraint Usage	
Ejection Status/After Impact	
Transported to Medical Facility	
Children Under 6	
Seating Location	
Effect of Alcohol and Drugs	

*Additional iterations of this information are often generated by SAC upon request.

The Division of Motor Vehicles uses the Q-Matic system as an objective and reliable method of tracking one of the most critical satisfaction indicators for DMV customers. Where this system has been installed, detailed and objective information is available concerning one of the most important indicators of DMV customer satisfaction (dissatisfaction) --"Length of time to be served". This system has the benefit of providing an exact transaction time broken down by time of day without having to rely upon subjective recollection. DMV also is continuing with the implementation of Project Phoenix, which utilizes technological advancements, continuous process improvement, communication with DPS staff and the public, and an improved work environment which consists of employee career paths, improved management styles and practices and increased training. Project Phoenix will change, and has already begun to change, and improve the way DMV conducts business. Ultimately, this endeavor will allow us to create an overall new DMV. Some improvements are:

- More customer service focused
- Solicitation of customer needs and implementing a plan for addressing them
- Better technology:
 - has assisted in reducing hardware down time
 - has reduced the processing time for a driver's license renewal from the previous 8-10 minutes wait to only a 1-2 minute(s) waiting period
 - has reduced the time it takes the customer to complete the required Driver's License Knowledge Test

4.3 How do you use data/information analysis to provide effective support for decision-making?

All of the sources above are actively used by the Director and Executive Steering Committee to support data-based decision making for ongoing initiatives and to identify needed improvements. This information is proactively sought and used at the appropriate time by personnel responsible for research and implementation of legislative mandates and other process changes.

DPS Resources for Data-based Decision Making:

- DPS Statistical Analysis Center
- Traffic Collision Fact Book
- AAMVA publications, website and personal contacts
- Federal Highway Administration
- NHTSA
- Other state's law enforcement, motor vehicle, police training associations and personnel
- Internet subject matter research
- DPS Law Enforcement Data

4.4 How do you select and use comparative data and information?

All national law enforcement, motor vehicle and police training information is the cornerstone resource whenever planned changes are made. DMV's active participation in The American Association of Motor Vehicle Administrators (AAMVA) provides valuable comparative data for benchmarking both improvement initiatives and the results they produce. The DMV Director and his staff regularly review AAMVA publications and communicate with their counterparts in other states to assess S.C. DMV's standing relative to comparable states. The AAMVA website provides DMV the opportunity to interact with other state motor vehicle administrators, ask questions, test solutions and avoid 'reinventing the wheel'.

The Office of Human Resources serves as a focal point in collaborating with other DPS divisions for salary comparisons, EEO performance and other indicators with other agencies and states. Additionally, the Highway Patrol, State Transport Police, and the Bureau of Protective Services periodically perform workload assessments.

Wherever and whenever possible, comparative data is used to assess DPS performance relative to comparable entities.

Category 5 – Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

There are a number of ways that the Department of Public Safety’s managers and supervisors encourage and motivate employees to develop and utilize their full potential. Some of those ways include the following:

- GEMS (Great Employees Mean Success) is an informal recognition program defined as impromptu celebrations and immediate praise of daily activities. This program is available to all employees.
- Awards are presented annually to one employee in each of the following categories:

<p style="text-align: center;">Director’s Award Commissioned Officer of the Year Equal Opportunity Award BPS Officer of the Year Highway Patrol Trooper of the Year STP Officer of the Year CJA Instructor of the Year DMV Employee of the Year DPS Employee of the Year</p>

- Quarterly awards are given to an employee in the following categories:

STP gives quarterly awards in the following areas:

- Regional Law Enforcement Awards
- Special Operations Award
- Weight Specialist Award
- Headquarters Award

Highway Patrol gives quarterly awards in the following areas:

- District Awards
- Aggressive Criminal Enforcement (ACE) Team
- Headquarters
- MAIT Team
- Telecommunications

BPS gives an officer of the month award.

Flex time - used by approximately 300 employees

- Career Paths are set up for the following:
 - Law Enforcement Officers
 - MAIT Team

Telecommunications
CJA Instructors

- Career Paths are being established for DMV employees
 - * DMV career paths will depend on the agency budget and availability of funds.
- Casual Fridays – dress down day for employees
- Tuition Assistance Program – 42 applicants
- The Office of Training and Development was formed in July 1998 to address agency-wide training. They offer a classes on leadership and professional development, offer in-house training for all levels of employees, including a comprehensive leadership series for managers and supervisors. Some of their new classes include:

Law Enforcement Leadership Series*

Comprehensive series for new supervisors

Introduction to DPS for new employees and four-hour Human Resources orientation.

Smart Force – automated training offered to employees through the internet. Over 300 DPS employees have accounts. Established SmartForce Learning Center at 955 Park Street with 4 dedicated terminals for DPS employees at Park Street to use SmartForce during working hours. This gives over 300 DPS employees access to all topics in Microsoft 97, Microsoft 2000 and project management at a cost of \$17 per person for all courses for one year.

Technical training offered through the Office of Information Technology.

In Fiscal Year 2000-01, training attendance totaled 3,053.

- Pay Increases*
 - Performance Increases – based on their EPMS rating
 - Temporary Salary Adjustments – given to employees who serve on the Motorcycle Unit, Canine Handlers, Community Relations Officers and Governor’s Executive Protection Detail
 - Additional Skills and Knowledge – given to employees who obtain a degree or attend special training outside of DPS
 - Retention Increases – given to employees who receive a bona fide job offer from another employer
- * Pay increases and some training will depend on the agency budget and availability of funds.

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

Several informal methods of assessing needs have been used, such as:

- Asking for feedback from participants at all training functions
- Asking for input from management personnel
- Receiving direction from the Director’s Office
- Responding to requests for training or consultation from managers and employees

Research and development are also used to determine what topics are in demand in the current work environment. Law enforcement personnel and those requiring certification have a training/performance plan and are required to attend in-service and training sessions to maintain certification and/or to get promoted. The Highway Patrol Training Unit plans, conducts, coordinates and tracks the training for troopers. Training

effectiveness has been routinely measured at a basic level through participant evaluations. A follow-up survey was conducted regarding the law enforcement leadership series.

The Office of Information Technology provides technical assistance and has conducted training in Microsoft Word, Excel, Access, PowerPoint, and Outlook. A fully equipped training room is available with instructors to provide individual help as needed. Due to the present workload and recent reduction in budget, ITO training has been suspended. * Training will depend on the agency budget and availability of funds.

DPS is an active participant in a consortium for training directors of South Carolina state agencies that has been formed to share ideas and look into possibilities of sharing resources, talent and facilities. DPS Office of Training and Development conducted a summer pilot program open to all cabinet agencies.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

All new employees are evaluated on a quarterly basis during their 12-month probationary period. The Agency uses the "Probationary Quarterly Evaluation Form" to establish and develop high performance standards and a strong work ethic. The Agency encourages supervisors and employees to engage in discussions pertaining to the planning and development of performance reviews. Supervisors are encouraged to communicate performance expectations throughout the review period through discussion and informal reviews.

Supervisors are rated on the quality of employees' reviews to ensure that fair and impartial reviews are completed within the specified time period. The EPMS form provides supervisors the opportunity to denote areas of improvement and accomplishment. In addition, the Agency requires supporting documentation to justify performance that substantially exceeds expectations or falls below performance expectations. Employees may also attach written statements or rebuttals to the EPMS form for review by upper management and Human Resources.

EPMS training is offered on a biannual basis to both supervisors and employees to educate all employees on the importance of performance reviews as a management and communication tool.

Law enforcement personnel and those requiring certification have a training and performance plan and are required to attend in-service training to maintain certification and to receive consideration for promotion.

Project Phoenix at DMV also incorporates many initiatives that will improve employee performance through technology, training and improved working conditions.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

The Office of Human Resources reviews exit interviews returned by employees leaving the agency to determine if employees are satisfied with the job or if there is a problem area. The Highway Patrol is starting a new program where an employee is selected each month to have breakfast with the Colonel and Agency Director to discuss any problem areas or dissatisfaction of the employee. DPS is in the process of addressing with Headquarters the possibility of sending a survey to a percentage of employees, on a yearly basis, to determine employee satisfaction and motivation. Training effectiveness has been routinely measured at a basic level through participant evaluations. A follow-up survey was conducted regarding the law enforcement leadership series, and the results have been summarized.

5.5 How do you maintain a safe and healthy work environment?

The Agency provides a safe and healthy work place for employees by maintaining:

- Smoke free environment

- OSHA compliance
- ADA compliance
- Air Quality Testing
- Offering balanced meals to employees and cadets through the Criminal Justice Academy
- Continuous upgrading of boardwalk connectors between modules
- Availability of the gym located in the Criminal Justice Academy to all employees and cadets
- Post all required OSHA and DHEC posters in all buildings/modulars

The DPS Office of Medical Services takes a proactive approach to ensuring the health and safety of DPS employees by:

- Providing annual flu shots to 600 employees statewide for a nominal charge.
- Providing medical screening to approximately 1,000 DPS law enforcement personnel. (Of these, there were 285 physician referrals for follow up and six surgical interventions)
- The Benefits and Health Fair offers lab tests for glucose, cholesterol and iron. 200 DPS employees participated this testing.
- Palmetto Baptist Medical Center Mobile Mammogram Unit provides their services to our qualified female employees annually in the Columbia area.
- The Chaplaincy Program, South Carolina Law Enforcement Assistance Program (SCLEAP) was officially developed in April 2001. It provides services to all DPS employees and their families. These services include critical incident debriefing and support services. Visits to the home or hospital rooms of employees and family members who experience serious illness and injuries are provided as well as marriage counseling intervention.

5.6 What is the extent of your involvement in the community?

As stated in Section 1.7, The Department of Public Safety is highly visible and involved with the community. There are a number of ways that we contribute, such as:

Offering assistance in the proper installation of child restraint seats, Good Health Appeal, Gift of Life, Adopt A Highway Program, United Way Campaign, Habitat for Humanity, Co-operative Food Banks, Adopt-A-Family, Brace-A-Child (BAC), Community Resource Officers, Safety City, Shadowing Program, Summer Institute, and Camp Smokey.

Category 6 – Process Management

6.1 What are your key design and delivery processes for products/services, and how do you incorporate new technology, changing customer and mission-related requirements, into these design and delivery processes and systems?

Even under current budgetary constraints, DPS continues to strive to assure and improve the quality and reliability of the products and services it offers to the citizens of South Carolina. We, like many government agencies, recognize that the motoring public often does not desire to have any contact with the agency. When the citizen is compelled to transact business with DPS, they expect and deserve that contact to be fast, accurate, efficient and complete. The DPS Strategic Plan recognizes that this is not always the case. The comment card used by DMV in actuality shows the expectations of all DPS customers. Key metrics are: 1) accuracy of information you received from our staff, 2) courtesy of our staff, 3) helpfulness of our staff, 4) appearance of office and grounds, 5) our ability to solve your individual problems if they arose, 6) helpfulness of the 1-800 telephone system, and 7) treatment received when you telephoned our office. The results of this feedback are reported directly to the Director's Office.

DPS is organized into discrete program areas and departments. However, the reality is that the process the customer is expected to use often covers multiple departments simultaneously. DPS uses a model for process improvement to cover these contingencies. Always assembling the right team is critical to the success of this approach.

I. PROJECT (sources: market demand, business need, user request, legal or regulatory requirement, management initiative--gain commitment, assemble the right team and prepare written plan)
II. CURRENT SITUATION (problem to be solved, objectives, constraints, deadlines)
III. CAUSE ANALYSIS (data collection and analysis)
IV. SOLUTIONS (evaluate possible solutions, select optimum solutions, test and monitor solutions, communicate changes)
V. RESULTS (evaluate results and modify as appropriate)
VI. STANDARDIZATION (close-out, continue to communicate)

6.2 How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

KEY PROCESSES	REQUIREMENTS	MEASURES	STANDARDS	CONTROL STRATEGIES
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Highway Patrol

Issue Citations	Knowledge	Number Issued	State Law	State/Fed. Law
Investigate Accidents	Accuracy	Number Investigated		Feedback
Training	Professionalism	Number Trained Officers		Policy and Procedures
	Speed	Response Time		Guidelines

Division of Motor Vehicles

Issue DL	Accuracy	Issuance Time	State Law	State/Fed. Law
Register Vehicle	Speed	Number Issued		Feedback
Issue Title	Knowledge	Error Rate		Policy and Procedures
	Professionalism	Processing Time		Guidelines

State Transport Police

Inspect CMV's	Knowledge	Number Inspections	State/Fed. Law	State/Fed. Law
HAZMAT	Accuracy	Number Trained Officers		
		Feedback		
Training	Professionalism			Policy and Procedures
				Guidelines

Bureau of Protective Services

Public Official Security	Professionalism	Number of Reported Incidents	State Law	State/Fed. Law
Building Security	Knowledge	Number of Arrests		Feedback Alertness
				Policy and Procedures
				Guidelines

Criminal Justice Academy

Training	Knowledge	Number Trained	State Law	State Law
Certification	Professionalism	Number Re-certified		Policy and Procedures

Tracking

Experience

Feedback

Training Delivery: Based on increased demand for training and more specifically, an increase in the need for both regional and off-site training deliveries and the ability to make use of non-traditional training partners such as technical colleges, CJA has established a regional model of training which locates sites near service population centers and provides direct contact with the service areas. This maximizes local involvement in the regional facilities and reduces commuting distances and travel expenses for officers. It allows officers to return to their communities and families at night and provides convenient access to departments for in-service training. A Master Instructor Program has been developed to prepare a cadre of highly skilled trainers to develop and present advanced/in-service training for law enforcement statewide at the regional sites. These master instructors were selected from a group of 1,472 certified instructors representing 309 law enforcement agencies statewide.

6.3 What are your key support processes, and how do you improve and update these processes to achieve better performance?

KEY PROCESSES	REQUIREMENTS	MEASURES	STANDARDS	CONTROL STRATEGIES
Human Resources Hiring/Evaluating	Knowledge Interview Skills Professionalism	Cycle Time Number of Hires EPMS Compliance	State Regulations	State Regulations
Information Tech. Providing IT assistance	Knowledge Timeliness Tech. Skill	Downtime Calls handled Response time	Industry	Certified Technicians
Financial Services Financial Reporting	Knowledge Accuracy Timeliness	Cycle Time Accuracy	Industry State Regs.	Feedback
Executive Affairs Communicating with Media	Knowledge Timeliness Professionalism	Number of contacts Response Time	Industry Policy and Procedures	Feedback
General Counsel Agency representation and Interpretation of Law	Knowledge of Law Professionalism	Cases handled Judgments	State/Fed. Law Policy and Procedures Professional Canons	Feedback
Audit Services Perform Internal Audits Accreditation	Knowledge Professionalism Audit Skills	Number audits Number of requests	Professional Canons	Feedback

DPS is an active participant in a consortium of training directors for South Carolina state agencies that has been formed to share ideas and look into possibilities of sharing resources, talent and facilities. DPS Office of Training and Development conducted a summer pilot program open to cabinet agencies. This consortium will be promoted through the State Government Improvement Network Website.

The DPS Office of Medical Services has taken a proactive approach to the management of Worker's Compensation claims. Employees with claims involving lost time are offered, on a case-by-case basis and with physician approval, other duties. This approach reduces lost time caused by injuries and allows the employee to remain at full salary.

6.4 How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

The primary way DPS manages relationships with suppliers, etc. is through the list of qualified vendors maintained by the Procurement Office. Vendors are held to the standard required for the specific process. The DPS Strategic Plan identifies as a key strategy to develop partnerships with entities in order to provide a process benefit to the public. So far, partnerships have been established with the Department of Transportation, the transportation industry, local law enforcement, county tax offices, media, banks, lienholders, driving schools, the medical community, the Hospital Association, AAMVA, and state technical colleges. The Office of Resource Management ensures that the vendor delivers the products or services requested to meet the specifications within the required timeframe. Working closely with vendors ensures that they provide timely information concerning shipment and delivery. If unable to deliver a full shipment, the vendor informs the Office of Resource Management so that the internal customer can be notified. DPS utilizes the South Carolina Vendor Complaint Form process so that if customers are not receiving what they contracted for, a complaint can be issued to facilitate performance improvement.

The use of inmate labor is beneficial for DPS, the Department of Corrections and the inmate. DPS uses approximately 45 inmates daily. The Department of Corrections screens the inmates and final approval is given by the DPS Bureau of Protective Service Division. The inmate cannot be a violent offender and must meet the criteria for work release.

DPS pays \$4.00 per day/per inmate. Services provided include food service at the Criminal Justice Academy, grounds service (mowing etc.), construction, renovation, maintenance and janitorial. There is a significant cost saving to DPS from using inmates. In addition, the inmate demonstrates the potential for parole and acquires valuable skills that can be utilized when released.

Category 7-Results

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

A public opinion survey was conducted on October 6, 2000 at the South Carolina State Fair in Columbia. The survey was distributed by the Department through employees assigned to manage the DPS booth. Each year at the fair, the Department operates an informational booth in an enclosed building where various information is provided to the public. The state fair is attended by citizens of all ages, from all over South Carolina.

A total of 83 surveys were completed. A simple tally of responses showed that 50% of respondents considered DPS officers' overall performance to be 'excellent' and 93% thought officers' performance to be better than average. Several comments addressed the slow lines and service at DMV offices and several respondents commented that more officers are needed. Many of the comments were positive such as "keep up the good work" and "great job."

7.2 What are your performance levels and trends for the key measures of mission accomplishment?

The key results measures for the Department of Public are found below in Tables 7.2(a) through 7.2(i) concerning the Department's primary mission: highway safety.

Note: In some cases, 2000 data was not available.

Table 7.2(a) (2000 data)

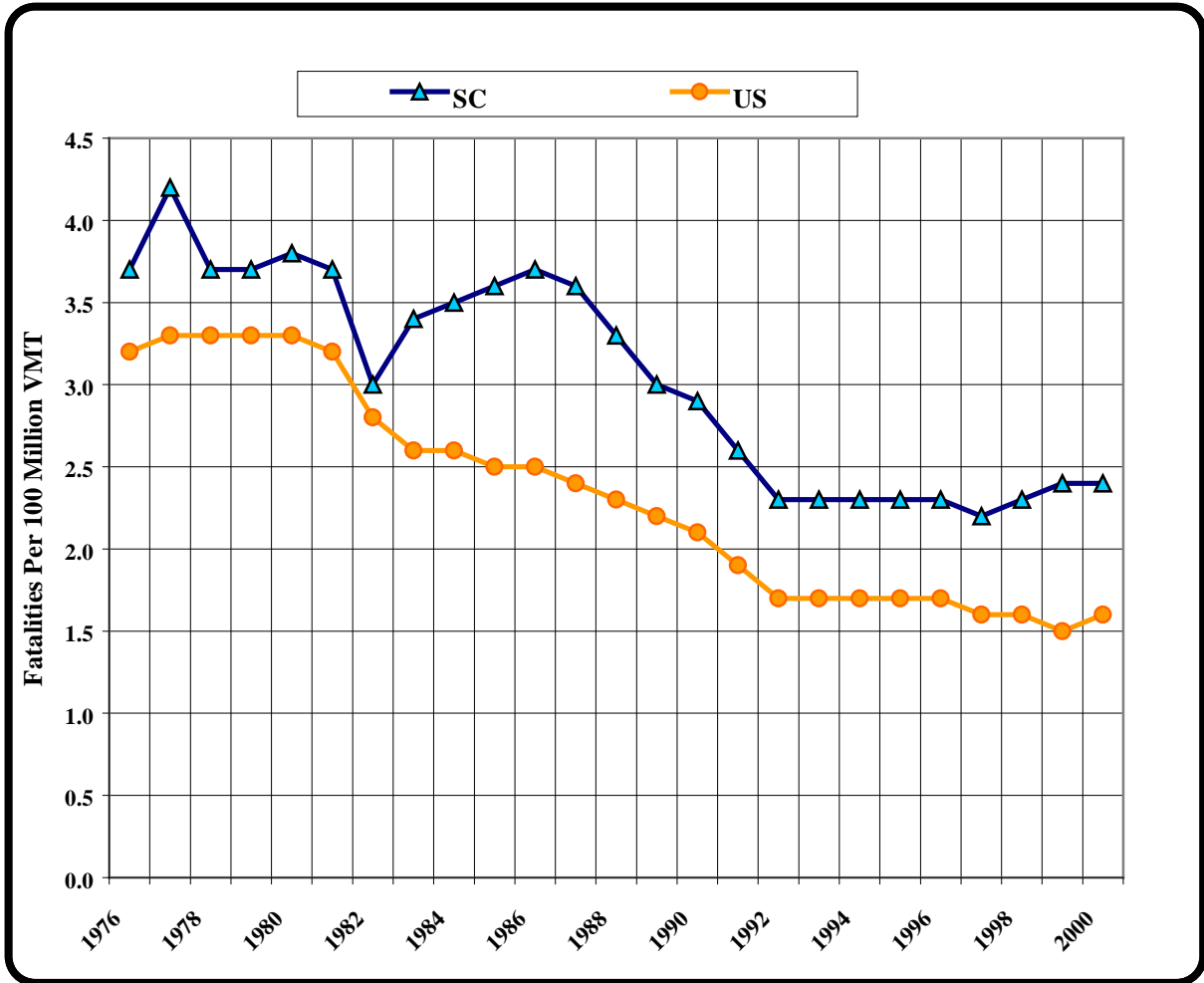
TRAFFIC COLLISION QUICK FACTS

	2000	1999	1998	% Change 1999-2000	% Change 1998-2000
FATAL COLLISIONS	948	943	911	0.5%	4.1%
INJURY COLLISIONS	32,319	33,138	33,624	-2.5%	-3.9%
PROPERTY DAMAGE ONLY COLLISIONS	70,936	70,403	65,282	0.8%	8.7%
TOTAL COLLISIONS	104,203	104,484	99,817	-0.3%	4.4%
FATALITIES	1,063	1,064	1,001	-0.1%	6.2%
NON-FATAL INJURIES	53,721	55,322	56,801	-2.9%	-5.4%
FATALITIES FROM COLLISIONS INVOLVING:					
TRUCK TRACTOR	105	114	118	-7.9%	-11.0%
MOTORCYCLE	86	66	67	30.3%	5.0%
BICYCLE	25	14	20	78.6%	25.0%
PEDESTRIAN	83	112	114	-25.9%	-27.2%
RAILWAY TRAIN	7	3	5	133.3%	40.0%
MOPED	1	2	6	-50.0%	-83.3%
SCHOOL BUS	3	4	2	-25.0%	50.0%
ECONOMIC LOSS	\$2,147,900,000	\$2,191,400,000	\$2,097,800,000	-2.0%	2.4%
VEHICLE MILES TRAVELED	45,083,000,000	44,287,000,000	42,912,000,000	1.8%	5.1%
ROADWAY MILES	64,921	64,904	64,896	0.0%	0.0%
MOTOR VEHICLE REGISTRATIONS	3,071,743	3,118,751	3,139,346	-1.5%	-2.2%
LICENSED DRIVERS	2,850,194	2,815,781	2,686,203	1.2%	6.1%
MILEAGE DEATH RATE*	2.4	2.4	2.3	0.0%	4.3%

*Traffic Fatalities per 100 million vehicle miles of travel

Table 7.2(b)

**MILEAGE DEATH RATE
SOUTH CAROLINA vs. UNITED STATES
1976-2000**



* Source for U.S. Data: - Fatality Analysis Reporting System (FARS).

2000 U.S. data is estimated.

Table 7.2(c) The use of occupant restraints such as lap belts, shoulder belts, properly-installed child safety seats as well as cars equipped with air bags is a vital component of highway safety, impacting both the nature and severity of roadway crashes. These results, combined with highway safety education initiatives, demonstrate the effectiveness of these precautions. **(2000 data)**

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	
No Restraint Used						
No Safety Equipment Available	513	179	83	24	9	808
None Used	8,664	3,484	2,222	973	446	15,789
TOTAL - NO RESTRAINT USED	9,177	3,663	2,305	997	455	16,597
Restraint Used						
Shoulder Belt Only Used Air Bag Not Deployed	3,194	629	123	19	0	3,965
Lap Belt Only Used Air Bag Not Deployed	3,116	666	133	18	3	3,936
Shoulder & Lap Belt Used Air Bag Not Deployed	89,969	11,845	3,020	499	64	105,397
Child Safety Seat Used Air Bag Not Deployed	1,165	163	26	0	0	1,354
Air Bag Deployed - No Shoulder or Lap Belt Used	474	327	295	144	64	1,304
Air Bag Deployed Shoulder Belt Only Used	191	111	53	8	3	366
Air Bag Deployed Lap Belt Only Used	143	73	36	5	0	257
Air Bag Deployed Lap & Shoulder Belt Used	6,743	3,358	1,767	404	87	12,359
Air Bag Deployed - Child Safety Seat Used	29	28	5	1	1	64
Shoulder Belt Only Used No Air Bag Available	1,170	318	75	19	10	1,592
Lap Belt Only Used No Air Bag Available	4,930	854	234	50	5	6,073
Lap & Shoulder Belt Used Air Bag Not Available	83,092	12,098	3,548	735	133	99,606
Child Safety Seat Used Air Bag Not Available	4,351	587	123	16	6	5,083
TOTAL - RESTRAINT USED	198,567	31,057	9,438	1,918	376	241,356
UNKNOWN RESTRAINT USAGE	5,507	592	192	80	36	6,407
GRAND TOTAL	213,251	35,312	11,935	2,995	867	264,360

Table 7.2(d)

DPS uses targeted enforcement methods and education during holiday periods because these results show the increase in crashes and fatalities during these times.

PERSONS KILLED AND FATAL COLLISIONS FOR SELECTED HOLIDAY PERIODS 1991-2000

Holiday & Years	Time Beginning	Days & Dates	Hours	Actual Holiday	Persons Killed	Fatal Collisions
Memorial Day						
1991	6 p.m.	05/24-05/27	78	Mon	12	9
1992	6 p.m.	05/22-05/25	78	Mon	10	9
1993	6 p.m.	05/28-05/31	78	Mon	10	7
1994	6 p.m.	05/27-05/30	78	Mon	10	9
1995	6 p.m.	05/26-05/29	78	Mon	13	11
1996	6 p.m.	05/24-05/27	78	Mon	6	5
1997	6 p.m.	05/23-05/26	78	Mon	11	11
1998	6 p.m.	05/22-05/25	78	Mon	11	10
1999	6 p.m.	05/28-05/31	78	Mon	10	10
2000	6 p.m.	05/26-5/29	78	Mon	15	13
Fourth of July						
1991	6 p.m.	07/03-07/07	102	Thur	19	17
1992	6 p.m.	07/02-07/05	78	Sat	11	11
1993	6 p.m.	07/02-07/05	78	Sun	6	6
1994	6 p.m.	07/01-07/04	78	Mon	10	10
1995	6 p.m.	06/30-07/04	102	Tue	12	12
1996	6 p.m.	07/03-07/07	102	Thur	15	14
1997	6 p.m.	07/03-07/06	78	Fri	9	8
1998	6 p.m.	07/02-07/05	78	Sat	14	13
1999	6 p.m.	07/02-07/05	78	Sun	20	13
2000	6 p.m.	06/30-07/04	102	Tue	26	25
Labor Day						
1991	6 p.m.	08/30-09/02	78	Mon	7	7
1992	6 p.m.	09/04-09/07	78	Mon	14	11
1993	6 p.m.	09/03-09/06	78	Mon	5	5
1994	6 p.m.	09/02-09/05	78	Mon	10	10
1995	6 p.m.	09/01-09/04	78	Mon	6	6
1996	6 p.m.	08/30-09/02	78	Mon	18	11
1997	6 p.m.	08/29-09/01	78	Mon	15	13
1998	6 p.m.	09/04-09/07	78	Mon	9	8
1999	6 p.m.	09/03-09/06	78	Mon	9	9
2000	6 p.m.	09/03-09/06	78	Mon	9	9

Table 7.2(d) continued

**PERSONS KILLED AND FATAL COLLISIONS
FOR SELECTED HOLIDAY PERIODS 1991-2000**

Holiday & Years	Time Beginning	Days & Dates	Hours	Actual Holiday	Persons Killed	Fatal Collisions
Thanksgiving						
1991	6 p.m.	11/27-12/01	102	Thur	8	8
1992	6 p.m.	11/25-11/29	102	Thur	9	6
1993	6 p.m.	11/24-11/28	102	Thur	10	10
1994	6 p.m.	11/23-11/27	102	Thur	12	10
1995	6 p.m.	11/22-11/26	102	Thur	12	11
1996	6 p.m.	11/27-12/01	102	Thur	12	11
1997	6 p.m.	11/26-11/30	102	Thur	11	10
1998	6 p.m.	11/25-11/29	102	Thur	13	13
1999	6 p.m.	11/24-11/28	102	Thur	14	13
2000	6 p.m.	11/22-11/26	102	Thur	11	9
Christmas						
1991	6 p.m.	12/24-12/25	30	Wed	2	2
1992	6 p.m.	12/24-12/27	78	Fri	17	14
1993	6 p.m.	12/23-12/26	78	Sat	7	7
1994	6 p.m.	12/23-12/26	78	Sun	9	8
1995	6 p.m.	12/22-12/25	78	Mon	4	4
1996	6 p.m.	12/24-12/25	30	Wed	3	3
1997	6 p.m.	12/24-12/28	102	Thur	13	10
1998	6 p.m.	12/24-12/27	78	Fri	8	8
1999	6 p.m.	12/23-12/26	78	Sat	10	7
2000	6 p.m.	12/22-12/25	78	Sun	10	10
New Years						
1991	6 p.m.	12/31/91-01/01/92	30	Wed	1	1
1992	6 p.m.	12/31/92-01/03/93	78	Fri	4	4
1993	6 p.m.	12/30/93-01/02/94	78	Sat	2	2
1994	6 p.m.	12/30/94-01/02/95	78	Sun	5	3
1995	6 p.m.	12/29/95-01/01/96	78	Mon	6	5
1996	6 p.m.	12/31/96-01/01/97	30	Wed	3	3
1997	6 p.m.	12/31/97-01/04/98	102	Thur	14	12
1998	6 p.m.	12/31/98-01/03/99	78	Fri	8	8
1999	6 p.m.	12/30/99-01/02/00	78	Sat	13	13
2000	6 p.m.	12/29/00-01/01/01	78	Mon	13	11

Table 7.2(e)

Another key work component of DPS law enforcement activity is accident investigation. DPS law enforcement personnel investigate almost 60% of all collisions.

COLLISIONS INVESTIGATED BY AGENCY TYPE (2000)

AGENCY TYPE	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
HIGHWAY PATROL / STATE POLICE / TRANSPORT POLICE	819	17,106	40,005	57,930	924	28,226
COUNTY POLICE	1	212	315	528	1	362
SHERIFF'S DEPARTMENT	29	1,160	2,129	3,318	33	1,924
MUNICIPAL / CITY POLICE	99	13,746	28,274	42,119	105	23,046
OTHER AGENCY / NOT STATED**	0	95	213	308	0	163
TOTALS	948	32,319	70,936	104,203	1,063	53,721

* Property Damage Only

**Includes Federal or Military Police, Public Utility/Service Commissions, Other Police Agencies, Non-Law Enforcement Agencies, and Agencies Not Stated

Table 7.2(e) (Continued)

COLLISIONS INVESTIGATED BY AGENCY TYPE (2000)

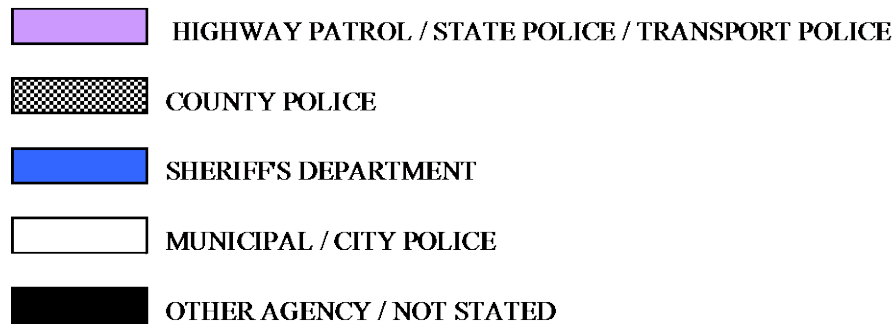
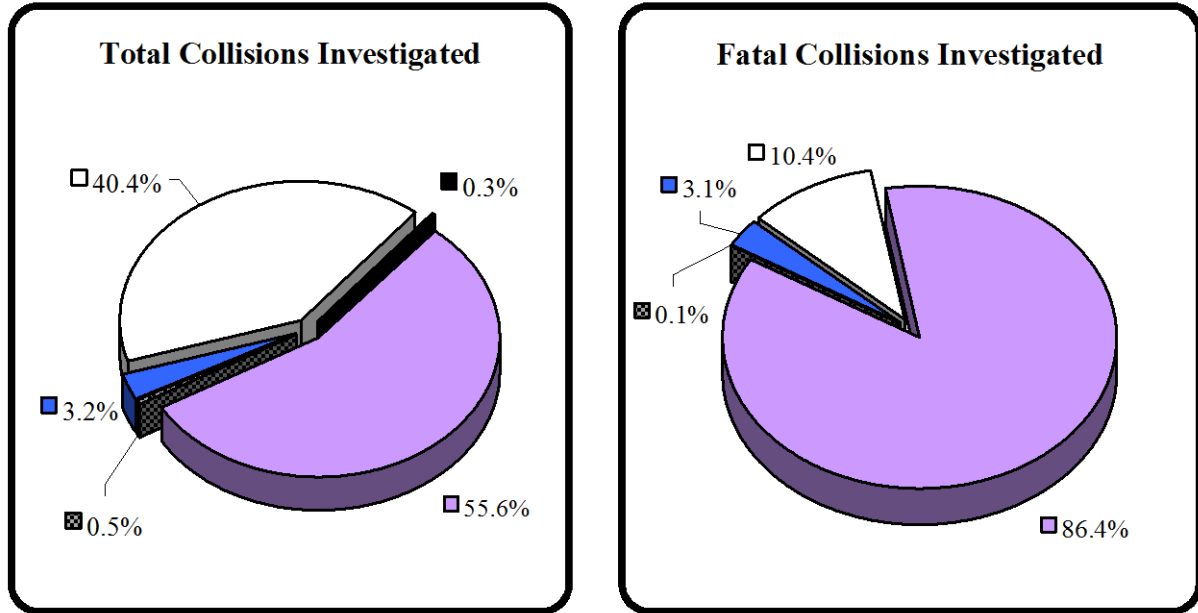


Table 7.2(f) TRAFFIC COLLISIONS WITH A PROBABLE CAUSE OF ALCOHOL OR DRUGS BY COUNTY (2000)

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	1	14	9	24	1	27
Aiken	2	78	72	152	2	118
Allendale	0	6	1	7	0	9
Anderson	13	110	73	196	15	178
Bamberg	1	8	6	15	2	21
Barnwell	2	7	11	20	2	10
Beaufort	3	40	71	114	3	60
Berkeley	7	85	69	161	7	146
Calhoun	0	11	3	14	0	18
Charleston	13	184	171	368	14	298
Cherokee	5	39	38	82	5	73
Chester	3	25	25	53	3	38
Chesterfield	3	49	26	78	6	64
Clarendon	1	21	20	42	1	38
Colleton	1	27	17	45	1	37
Darlington	5	66	39	110	5	103
Dillon	2	28	34	64	3	50
Dorchester	2	34	44	80	2	49
Edgefield	1	11	11	23	1	17
Fairfield	0	19	9	28	0	30
Florence	5	89	84	178	5	144
Georgetown	4	44	37	85	5	65
Greenville	9	174	232	415	9	269
Greenwood	3	47	42	92	3	75
Hampton	0	5	15	20	0	10
Horry	11	190	181	382	13	290
Jasper	1	8	30	39	2	12
Kershaw	2	26	35	63	2	39
Lancaster	3	50	44	97	3	70
Laurens	3	57	28	88	3	86
Lee	2	25	12	39	2	45
Lexington	10	118	119	247	10	188
McCormick	0	4	6	10	0	6
Marion	1	30	16	47	1	50
Marlboro	0	33	21	54	0	53
Newberry	1	25	23	49	1	38
Oconee	1	30	29	60	1	43
Orangeburg	5	56	52	113	5	89
Pickens	7	46	48	101	7	74
Richland	5	153	156	314	5	247
Saluda	2	16	5	23	5	31
Spartanburg	5	174	150	329	5	275
Sumter	2	68	54	124	2	101
Union	1	30	18	49	1	39
Williamsburg	2	49	22	73	2	73
York	5	97	110	212	5	148
TOTAL	155	2,506	2,318	4,979	170	3,944

As Table 7.2(f) demonstrates, alcohol and or drugs remains a leading cause of South Carolina highway crashes and fatalities.

Table 7.2(g) MOTOR VEHICLE TRAFFIC COLLISIONS BY COUNTY (2000)

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	3	151	249	403	3	250
Aiken	19	991	2,108	3,118	21	1,679
Allendale	3	82	108	193	3	141
Anderson	50	1,246	2,469	3,765	62	1,996
Bamberg	6	106	168	280	7	195
Barnwell	5	116	194	315	5	212
Beaufort	25	763	2,170	2,958	26	1,190
Berkeley	30	891	1,794	2,715	34	1,474
Calhoun	6	116	198	320	9	190
Charleston	46	3,754	7,040	10,840	52	6,022
Cherokee	20	470	919	1,409	20	865
Chester	9	296	562	867	10	543
Chesterfield	12	323	527	862	15	535
Clarendon	16	228	475	719	20	430
Colleton	18	384	608	1,010	21	639
Darlington	25	595	800	1,420	27	1,049
Dillon	11	321	582	914	14	653
Dorchester	16	562	1,609	2,187	17	894
Edgefield	4	152	250	406	4	237
Fairfield	8	224	346	578	8	422
Florence	28	1,309	2,766	4,103	31	2,268
Georgetown	19	525	830	1,374	21	922
Greenville	70	2,500	7,745	10,315	76	3,781
Greenwood	14	504	1,234	1,752	14	829
Hampton	8	78	262	348	8	150
Horry	68	2,039	5,417	7,524	81	3,421
Jasper	18	193	570	781	21	348
Kershaw	18	385	771	1,174	20	641
Lancaster	19	519	1,048	1,586	21	826
Laurens	22	532	942	1,496	24	882
Lee	9	147	193	349	9	281
Lexington	47	1,650	3,632	5,329	52	2,767
McCormick	3	65	133	201	4	124
Marion	9	379	402	790	11	872
Marlboro	8	278	364	650	9	525
Newberry	14	246	558	818	15	410
Oconee	23	434	795	1,252	24	685
Orangeburg	31	835	1,596	2,462	35	1,485
Pickens	27	553	1,478	2,058	31	850
Richland	49	2,935	6,813	9,797	62	4,928
Saluda	10	120	244	374	13	224
Spartanburg	40	1,787	4,381	6,208	41	2,760
Sumter	20	797	1,615	2,432	20	1,328
Union	6	239	353	598	6	360
Williamsburg	8	363	459	830	8	673
York	28	1,136	3,159	4,323	28	1,765
TOTAL	948	32,319	70,936	104,203	1,063	53,721

*Property Damage Only

Table 7.2(h)

Criminal Justice Academy
Training Summary Trend

Law enforcement training provided by the Criminal Justice Academy is crucial to the missions of all law enforcement and corrections jurisdictions statewide. To this end, the CJA has proactively established and implemented a regional training approach in response to customer and stakeholder needs. (See Category 6.2)

	#Offerings / #Attendees		
	FY98	FY99	FY2000
Law Enforcement Basic/CJA	57/1,787	78/2,275	74/2,168
Law Enforcement Basic/Field	14/344	13/296	10/245
In Service Courses	628/12,614	248/4125	318/4,527
Corrections	13/252	8/171	12/123
Supervisory/Management	10/214	10/213	10/195
Judicial	29/906	22/646	25/698
Instructor	27/413	27/436	36/590
Instructor Recertification	8/34	6/57	6/59
Guest Instructor	52/515	55/465	58/544
External	183/12,055	181/11,581	137/10,774
Distance Learning	74/2,716	101/3,151	106/6,048
Special Operations	*/*	566/13,606	513/12,368
TOTAL	1,095/31,850	1,315/37,022	1,305/38,339

(*) During the year 1998-1999, *Special Operations* training was scheduled in the *In Service Courses* training category.

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

Strategic Plan Strategy 1.1.3.6 "Implement a comprehensive recruiting and retention system"

Of the 2,647 DPS employees, 715 are minority and 1,251 are female.

Flex-time-300 employees.

Established SmartForce Learning Center at 955 Park Street with 4 dedicated terminals for DPS employees at Park Street to use SmartForce during working hours. Over 300 employee accounts have been established agencywide.

Tuition Assistance-42 recipients

Training Attendance-3,053 employees

Employees Recognized-300 employees recognized annually

Career Paths-1,280 employees have jobs associated with a career path.

Flu shots provided to 600 employees annually.

Medical screening provided to 1,000 law enforcement officers. 285 M.D. referrals and 6 surgical interventions.

Benefits and Health Fair-200 participants received lab testing.

7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

The primary way DPS manages relationships with suppliers is through the list of qualified vendors maintained by the Procurement Office. Vendors are held to the standard required for the specific process. The DPS Strategic Plan identifies as a key strategy to develop partnerships with entities in order to provide a process benefit to the public. So far, partnerships have been established with the Department of Transportation, the transportation industry, local law enforcement, county tax offices, media, banks, lienholders, driving schools, the medical community, Hospital Association, AAMVA, and State Technical Colleges. The Office of Resource Management ensures that the vendor delivers the products or services requested to meet the specifications within the required timeframe. Working closely with vendors ensures that they provide timely information concerning shipment and delivery. If unable to deliver a full shipment, the vendor informs the Office of Resource Management so that the internal customer can be notified. DPS utilizes the South Carolina Vendor Complaint Form process so that if customers are not receiving what they contracted for, a complaint can be issued to facilitate performance improvement.

The use of inmate labor is beneficial for DPS, the Department of Corrections and the inmate. DPS uses approximately 45 inmates daily. The Department of Corrections screens them and final approval is given by the DPS Bureau of Protective Service Division. The inmate cannot be a violent offender and must meet the criteria for work release.

DPS pays \$4.00 per day/per inmate. Services provided include Food Service at the Criminal Justice Academy, grounds service (mowing etc.), construction, renovation, maintenance and janitorial. There is a significant cost saving to DPS from using inmates. In addition, the inmate demonstrates the potential for parole and acquires valuable skills.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

The Department of Public Safety is highly visible and involved with the community. There are a number of ways that we contribute, such as:

Offering assistance in the proper installation of child restraint seats, Good Health Appeal, Gift-of-Life, Adopt-A-Highway Program, United Way Campaign, Habitat for Humanity, Co-operative Food Banks, Adopt-A-Family, Brace-A-Child (BAC), Community Resource Officers, Safety City, Job Shadowing Program, Summer Institute, and Camp Smokey.

DPS Community Involvement

Adopt-A-Highway

Various numbers of employees participate.
Help to beautify the community.

Groundhog Job Shadow Day

All DPS divisions participated.
54- 7th and 8th grade students were taught about the functions of DPS.

First Ladies Walk for Life

35 employees participated.
\$525 raised for breast cancer research.

Richland School District 1 Mentoring Program

4 employees participated.
4 children were provided a lunchtime mentor.

United Way Campaign

Agency Wide Contributions.
Contributed \$15,429.77 to the United Way.

Harvest Hope

Agency Wide Contributions.
Contributed 1,866 pounds of food to Harvest Hope Food Bank.

Salvation Army's Red Kettle Bell-Ringing

11 employees participated.
\$326.42 raised for the Salvation Army.

Families Helping Families

21 offices participated.
44 families were provided for during Christmas.

Habitat for Humanity's Woman Build 2001

35 employees participated.
House built for a single mother and her family.

Community Health Charities

Raised \$9,500

Highway Patrol District One held 7 child safety seat installation clinics, adopted 2 families at Christmas, and raised \$14,140 via Buck-A-Cup campaign.

Highway Patrol District Two donated nine boxes of canned food this year at Christmas to the Greenwood Food Bank. Buck-A-Cup campaigns included Bass, Golf and Softball tournaments and waiting tables at a

local restaurant. District Two also participated in Bears for Bears which raised money for toys which were taken to a local hospital and children's home on Christmas Eve.

Highway Patrol District Four participated in "War on Wheels" in which District Four Troopers played wheelchair basketball against local wheelchair basketball champions to raise money for charity. Examples of individuals who provide community leadership include State Troopers from Highway Patrol District 6: Colleton County, Cpl. J.E. Brown coaches football, softball and basketball at a local school. Cpl. K.B. Martin helps coach youth baseball. Dorchester County, Lance Cpl. C. T. Fredericks assists in coaching Youth Football, Jasper County, Sgt. T.L. Collins is on the Crime Stoppers Board, Cpl. L. Kelly coaches youth softball.

Highway Patrol District Seven raised a total of \$4,912 for Easter Seals Buck-A-Cup and had participation from 85 employees. The Annual United Way Campaign 2000 raised \$992.00. The Annual Good Health Appeal raised \$765.00 from 40 employees. Participated in the Adopt-a-Family program. Each county in the district adopted families and delivered toys and clothes at Christmas.

Orangeburg County has held a Buck-A-Cup golf tournament for the past five years and raised \$2,811.69 this year. Barnwell County held a golf tournament which raised \$2,362.50 for Buck-A-Cup. Hampton County raised \$1,957.42 through a motorcycle Poker Run with 50 participants.

The Office of Highway Safety, as part of its mission, attends community, corporate, state and federal based functions as a supporter, provides promotional items, informational and educational materials to various outlets, prepares and performs lectures, which could include instruction, education and or could be informational providing avenues for funding. Assist local law enforcement with enforcement efforts, campaigns and press conferences. Our in-house Safety Center provides a host of safety publications, videos, brochures, and promotional items to those customers/partners who file requests at no charge.

The statistics area provides at no or little cost statistical studies to various customers. The Occupant Protection group travels the state supporting and providing to community groups child safety seat inspections, child safety seats and other giveaways, and assistance to mothers and guardians for the installation of car seats.

The Office of Highway Safety also strengthens the community by using federal funds to promote new and existing safety programs.

Examples of Community groups: Key customers and stakeholders

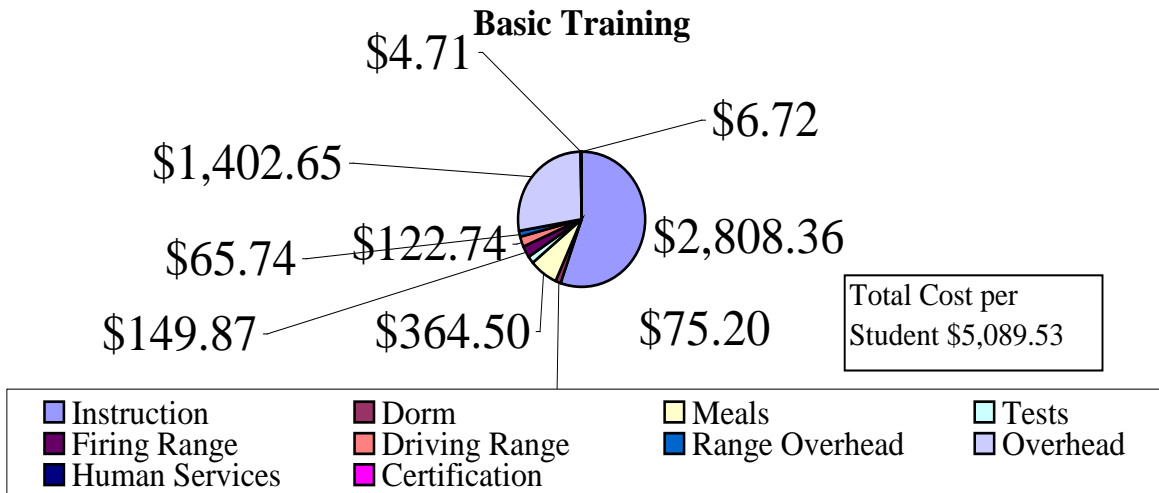
The Office of Highway Safety works with Highway Safety Advocates, which includes schools K-12, private organizations, Safe Communities, colleges, local governmental agencies, church groups, corporations, state and federal governmental agencies, automobile dealerships, law enforcement agencies, Diversity Outreach programs and many more.

7.6 What are your current levels and trends of financial performance?

We are continuing to work toward an activity-based costing system for numerous processes. Recent examples include a determination of the cost to train an Academy cadet broken down by instruction, firing range, human services, dormitory, driving range, certification, meals, range overhead, tests and general overhead. It was determined that the total cost to train a Academy cadet in the basic training course is \$5,089.53.

Table 7.6

The total cost to train an Academy cadet in the basic training course is broken down by instruction, firing range, human services, dormitory, driving range, certification, meals, range overhead, tests and general overhead.



The use of inmate labor by the Department:

The use of inmate labor is beneficial for DPS, the Department of Corrections and the inmate. DPS uses approximately 45 inmates daily. The Department of Corrections screens them and final approval is given by the DPS Bureau of Protective Service Division. The inmate cannot be a violent offender and must meet the criteria for work release.

DPS pays \$4.00 per day/per inmate. Services provided include food service at the Criminal Justice Academy, grounds service (mowing etc.), construction renovation, and maintenance and janitorial. There is a significant cost saving to DPS from using inmates. In addition, the inmate demonstrates the potential for parole and acquires valuable skills.