

South Carolina Department of Public Safety-Accountability Report, FY2001-2002  
Transmittal Form

Agency Name \_\_\_\_\_South Carolina Department of Public Safety

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## **Section I - Executive Summary**

### **1. Mission 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.

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 its 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.

### **2. 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**

- Develop and adhere to a strategic plan.
- Improve the ability to communicate internally among Department units.
- Enhance the Department's technology.
- Explore revenue generation and expenditure reductions.
- Implement a comprehensive recruitment and retention system.
- Develop a statewide communication system for law enforcement.
- 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.
- 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.

### **3. 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:

- Explore revenue sources other than 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.
- Limited funding through appropriations and other revenue sources.
- 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 communication and coordination system that emphasizes vertical rather than horizontal mechanisms.

**4. Major achievements from past year**

- a. Strategic Planning Process-DPS began a formal strategic planning process in March 2001 and has continued this process by refining the strategic plan objectives and implementing them.
- b. Project Phoenix-hardware rollout has been implemented within the Division of Motor Vehicles which will improve technology used to enhance customer service at DMV branch offices.
- c. DPS has finalized plans to relocate to a permanent Headquarters building by early 2003.
- d. Fasten For Life Campaign-to promote seatbelt usage.
- e. Criminal Justice Academy Regional Training Concept-The Criminal Justice Academy continued 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.

**Section II – Business Overview**

- 1. Number of employees                      2,626 (Filled positions)
- 2. Operation locations                      256
- 3. Expenditures/appropriations chart

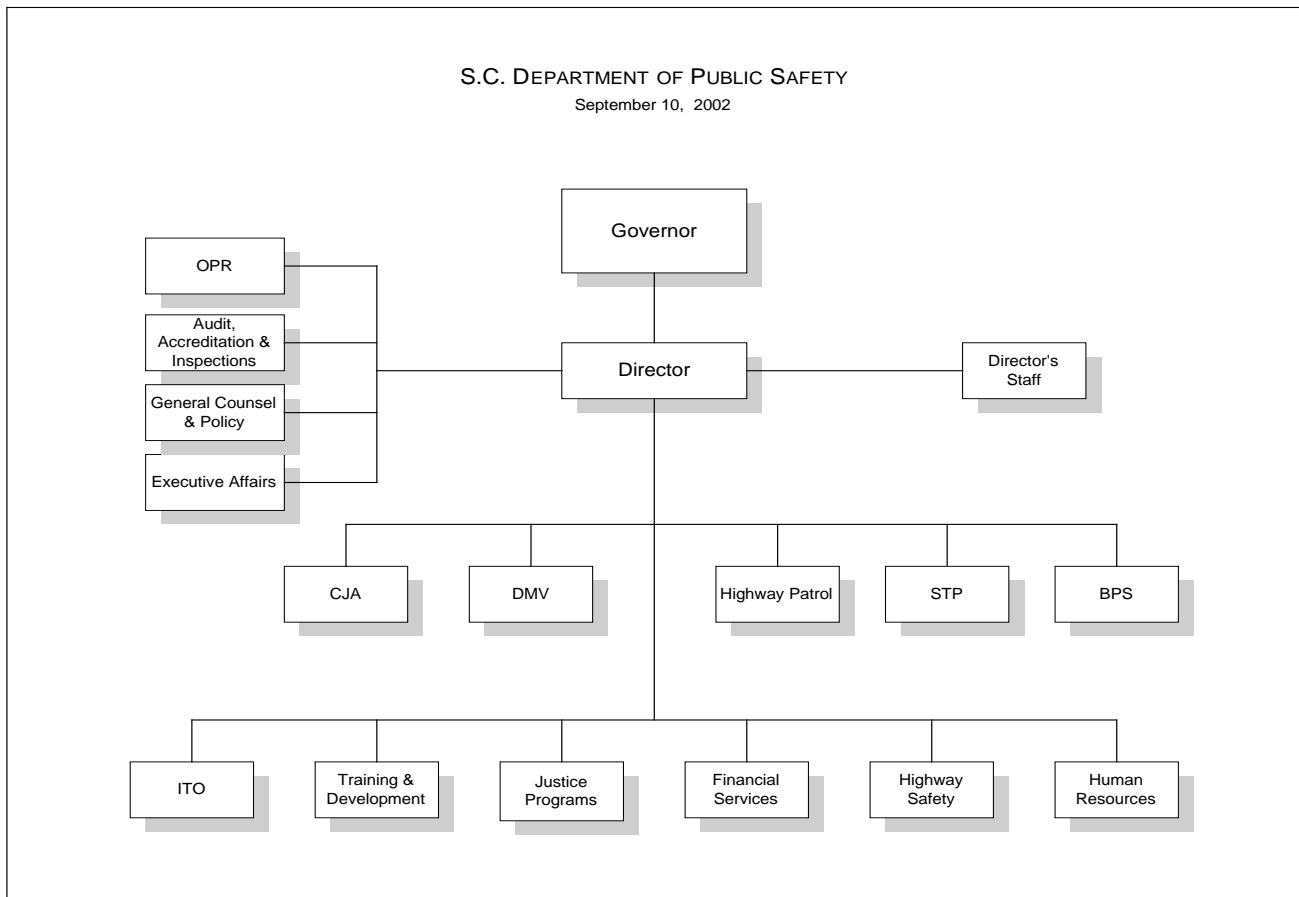
**Base Budget Expenditures and Appropriations**

Major Budget Categories	00-01 Actual Expenditures		01-02 Actual Expenditures		02-03 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$93,023,642	\$80,786,164	\$86,800,839.32	\$73,365,051.11	\$83,659,768	\$72,770,268
Other Operating	51,907,629	19,022,286	54,807,269.58	16,672,983.32	57,628,712	15,166,811
Special Items	0	0	110,989.88	110,989.88	110,000	110,000
Permanent Improvements	2,960,705	282,773	1,651,872.87	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	22,139,230	0	24,586,218.95	0	28,987,500	0
Fringe Benefits	30,826,960	26,953,441	27,977,779.20	24,153,244.78	25,000,750	21,376,307
Non-recurring	0	0	0	0	0	0
<b>Total</b>	<b>\$200,858,166</b>	<b>\$127,044,664</b>	<b>\$195,934,969.80</b>	<b>\$114,302,269.09</b>	<b>\$195,386,730</b>	<b>\$109,423,386</b>

**Other Expenditures**

Sources of Funds	00-01 Actual Expenditures	01-02 Actual Expenditures
Supplemental Bills	\$813,977.96	\$5,728.12
Capital Reserve Funds	3,183,154.30	0
Bonds	4,418,232.01	4,881,767.98

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



## **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 other DPS employees at all levels and all divisions.
- Regular meetings of the Executive Steering Committee.
- Communication through interaction with DPS deputy directors, managers and their direct reports.
- Communications through management briefings, all-agency email, bulletin boards and the DPS Intranet site.
- Through DMV electronic newsletters
- Frequent visits to branch offices in the Division of Motor Vehicles

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.
- 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?

- Through the Strategic Plan and its related objectives, senior management has assigned both the responsibility and the authority to department level managers to accomplish the objectives pertaining to their departments. These managers are empowered to accomplish the objective using their experience and judgment with review through the Strategic Plan Executive Steering Committee.
- Director and senior managers are readily accessible to employees.
- Encouraging employee input and sharing of ideas throughout the Division of Motor Vehicles.

e) Organizational and employee learning?

- Leadership training for all law enforcement officers above the rank of Corporal.
- Participation in the Executive Institute and the Governor's Excel Leadership Institute.
- Baldrige Award criteria training provided to agency managers.

- Providing Project Phoenix technical and process training to DMV employees, Highway Patrol and other agency employees.
- DPS has expanded the Cabinet Agencies Training Consortium initiative to share training resources.

f) Ethical behavior?

- Ethics Policy which each employee receives. Copy is available at the department level.
- Office of Professional Responsibility Hotline allows anonymous reporting of any unethical conduct by DPS employees, vendors or others. Posters are displayed in each department.
- Office of Human Resources Affirmative Action Office direct line for reporting of violations or questions.

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.
- Through partnerships with DMV business customers.

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. (See Section 7)
- 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.
- A written survey was conducted by Newman, Saylor and Gregory, the agency's advertising firm. Each division will be asked to appoint a liaison to participate in a discussion board via the Intranet site to provide updates concerning personnel issues, policy changes and current events. A survey will be conducted twice a year among administrators to measure the effectiveness of communication sharing.
- The Division of Motor Vehicles conducted an employee survey in November 2001 to assess employee demographics, needs and salaries.

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, policies and standard operating procedures 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.
- Highway Patrol continues to identify potential statewide emergencies to include coordination with outside agencies. A request has been submitted to establish the first work group in radiological preparedness.
- Continue to meet with local/state agencies to update the traffic control plan for a hurricane evacuation in 2002.

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:

**DPS Community Involvement**

- Child Safety Seat Inspections
- First Ladies Walk for Life
- Good Health Appeal
- United Way Campaign
- Harvest Hope Food Bank
- Brace-A-Child
- Summer Institute
- Families Helping Families
- Habitat for Humanity's Woman Build 2001
- Community Health Charities
- State Fair Booth
- Public Information Phone System
- Muscular Dystrophy Campaign
- March of Dimes Walk America
- American Cancer Society Relay for Life

Examples:

The Office of Justice Programs participates heavily in the Public Information Phone System.

DMV employees raised \$275 for the White Knoll Middle School fire truck for the New York City Fund in November 2001. This was accomplished the week before the USC/Clemson game at DMV Headquarters. Paper helmets were sold for one dollar each and posted at DMV Headquarters. All donations were then presented to White Knoll Middle School.

DMV produces the South Carolina Driver's Manual and other publications that promote safe driving and offers an explanation of DMV services and requirements. These publications are provided to the public at no charge. DMV also makes presentations and hosts programs that promote the agency and the division to organizations and special interest groups as requested. Statistical information and instructional graphics are also provided for little or no cost.

The Office of Highway Safety raised over \$100 for the White Knoll Middle School fire truck for the New York City Fund in November 2001.

The Office of Human Resources participated in the United Way Car Wash, United Way Jail, Harvest Hope Food Bank, United Way, Community Health Charities, Families Helping Families, First Ladies Walk for Life, and Habitat for Humanity.

The Criminal Justice Academy organized a Families Helping Families and New York Police and Fire Widows and Children's Benefit cookout which raised \$800. The State Fair booth collected \$560 for the United Way and Harvest Hope Food Bank.

SCDPS offices in the Midlands area adopted 23 families (49 people) through the 2001 Families Helping Families campaign. The following offices participated in the campaign: Headquarters, OEA, OHR, OJP, CJA, BPS, OPR, ITO, DMV, Financial Services, Training and Development, OHS, and the Office of Audit, Accreditation, and Inspections.

In addition to Families Helping Families, many DPS offices also contributed to a fundraiser for the family of Cynthia Pearson, a DPS employee who died of cancer.

Highway Patrol District One held child safety seat installation clinics, adopted families at Christmas, and sponsored the BAC Run Across the Midlands on March 29, 2002.

Highway Patrol District Four participated in Buck-A-Cup and United Way campaigns, the State Fair Booth, conducted child safety seat inspections, and distributed over 100 child booster seats as well as 20 child restraint seats.

Highway Patrol District Six: Raised \$1,200 for the United Way, \$200 for Families Helping Families, \$1,300 for MDA Lockup, and conducted an average of one child safety seat installation per month.

Highway Patrol District Seven: Raised \$508 for the United Way, \$310 for Community Health Charities, conducted 4 child safety seat inspections and issued 60 child safety seat inspections.

Highway Patrol (all districts) collected a total of \$83,513.20 for Easter Seals (Brace-A-Child).

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 free safety publications, videos, brochures, and promotional items to those customers/partners requesting this material.

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.

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:**

Since last year's Accountability Report, DPS has continued its strategic planning process. The Executive Steering committee consists of all members of DPS top management. These individuals represent the heads of all program areas, operational and support departments. A formal, yet easy to follow system has been established using DPS's newly established Intranet presence to allow each office and division to update the strategic plan in real time. All DPS employees have access to the most recent version of the strategic plan using the intranet site. Every objective in the strategic plan is linked to one of the seven Baldrige criteria. The strategic plan is complete and the Executive Steering Committee meets quarterly to review and update implementation of the plan. The last meeting took place on August 20, 2002. Subordinate unit managers also meet on a regular basis to review progress and make changes as necessary. The Strategic Plan has been updated as of August 27, 2002.

The DPS Strategic Plan (2001-2006) 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-Fatal collisions which involve speed.

Commercial Motor vehicles involved in fatal collisions.

Being under the influence of alcohol as a factor in fatal collisions.

Drivers over 55, and 21 and younger.

Seat belt usage.

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.

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

A formal, yet easy to follow system has been established using DPS's newly established Intranet presence to allow each office and division to update the strategic plan in real time. Each department has an appointed liaison to collect and submit updates to objectives for the Strategic Plan.

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.

Discussions are ongoing with Human Resource managers concerning how to include the mission of the agency in all EPMS documents and connect to the strategic plan and action plans.

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

All DPS employees have access to the most recent version of the strategic plan using the Intranet site. Each unit has an approved action plan as part of the Strategic Plan. Progress is reported on the DPS Intranet site monthly, quarterly and annually for the previous period. The Intranet calendar function may now be used to post events and share pertinent information with colleagues.

**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.

**CUSTOMERS BY DPS DIVISION**

**Highway Patrol**

SC motoring public  
Violators

Anyone traveling through SC requiring assistance  
Persons involved in motor vehicle crashes

**Division of Motor Vehicles**

SC General Public  
Disabled customers  
Military  
Insurance companies  
County tax offices  
Media  
Driving Training Schools  
Special interest groups  
Other states and countries

Non-United States citizens  
New residents  
Law enforcement  
Legislature  
Banks and lienholders  
Medical community  
Judges and Court Administrators  
Federal agencies

**State Transport Police**

SC motoring public  
Ports Authority  
Commercial vehicle industry

Owners and drivers of commercial vehicles  
Citizens

**Bureau of Protective Services**

S.C. motoring public  
Legislature  
Visitors to state buildings for tourism, hearings, etc.

Contracted agencies  
Governor’s Mansion  
Court personnel

**Criminal Justice Academy**

SC motoring public  
County and local detention facilities  
Private citizens

State, county and local law enforcement agencies  
Law enforcement associations

**Office of Justice Programs**

Subgrantees on the state and local levels. (Annually the Office supervises up to 600 separate projects totaling approximately \$20 million dollars)

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  
Highway safety advocates  
Local, state and federal government  
Corporations  
The media

Safe Communities participants  
Colleges  
Churches  
Diversity Outreach program participants  
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. The key requirement is to resolve a complaint and to be given information in a timely and professional manner.

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

DPS employs a full-time ombudsperson 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-mails, faxes, telephones, cell phones, pagers and the DPS webpage are the most effective and most often-used tools in establishing and maintaining contact with customers.

DMV responds to customer correspondence and resolves issues for the general public and business customers through email, letters, telephone calls, stakeholder meetings and management meetings.

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

Information received from e-mail, the DPS website and the Ombudsman's Office is used on a regular basis to monitor the effect of customer service changes which have been made and to identify other potential changes.

The Office of Justice Programs continues to solicit evaluations and appraisals from subgrantees. A recent workshop for largest grant program (Byrne Program) participants resulted in excellent evaluations for workshop and previous customer service.

The Criminal Justice Academy uses several ongoing activities to keep abreast of performance and customer needs such as job task analysis (completed January 2002), instructor ride-alongs, instructor reviews, field reviews, Basic Law Enforcement/Basic Jail Training evaluations, participation in the Regional Training Steering Committee, the Training Officer Association, the Chiefs' Association, and the Sheriffs' Association.

The Highway Patrol uses both complaints and commendations received as appropriate. They are received and investigated by district Headquarters or OPR. A complaint tracking system is maintained by OPR with an annual report indicating breakdown of complaints by type, trooper's name, and disposition, allowing corrective measures to be taken. Use of Force Reports and Collisions involving state vehicles are being monitored for officer safety concerns and reviewed to determine if training issues exist and, if so, to create a lesson plan for future instruction.

The Bureau of Protective Services monitors complaints occurring at the State House and Governor's Mansion.

The State Transport Police examines each complaint received to determine trends in complaints so appropriate action may be taken.

The Office of Highway Safety uses information from the following: Traffic Occupant Protection Strategy Training Forum, "Fasten for Life" regional briefings, 20<sup>th</sup> Annual Lifesavers Conference, four-day CPS Technician training seminars, four-day technician classes, press events focusing on Child Passenger Safety and promoting Safe Communities/NETS (Network of Employers for Traffic Safety).

Legislation has been passed for the elimination of random sampling for vehicle insurance verification effective July 1, 2002. A DMV section dealing with insurance companies will be effective the second quarter of calendar year 2003. A working group will be established in July 2002 to promulgate regulations concerning the interface, including measures to determine the impact on the total number of uninsured motorists.

DMV receives, responds to and monitors both positive and negative feedback from customers. Complaints are investigated and corrective action is taken when required. Positive customer feedback is commended to employees.

DMV surveyed non-commercial driving schools and instructors for their input regarding the revision of the SC Driver's Manual and meets with other stakeholder as needed to resolve issues and improve services.

### 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 that are logged monthly and appropriate action taken.  
Feedback from presentations  
Email and website feedback

	<ul style="list-style-type: none"> <li>Legislature</li> <li>Safety presentations</li> <li>Surveys</li> <li>Feedback from correspondence</li> </ul>
<b>State Transport Police</b>	<ul style="list-style-type: none"> <li>SafetyNet data</li> <li>Highway safety data</li> <li>Letters of satisfaction</li> <li>Public relations activities</li> <li>Citizen survey</li> </ul>
<b>Bureau of Protective Services</b>	<ul style="list-style-type: none"> <li>Contract renewal</li> <li>Commendation letters</li> <li>Citizen survey</li> </ul>
<b>Criminal Justice Academy</b>	<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>
<b>Office of Justice Programs</b>	<ul style="list-style-type: none"> <li>Written, telephone and e-mail survey feedback</li> <li>Workshop evaluations</li> <li>Measurement data from quarterly reports</li> </ul>
<b>Office of Highway Safety</b>	<ul style="list-style-type: none"> <li>Letters of appreciation</li> <li>Federal and office surveys</li> <li>Cards received</li> <li>Quarterly meetings</li> <li>Program workshops</li> </ul>
<b>Administrative</b>	<ul style="list-style-type: none"> <li>Feedback from internal customers</li> <li>Measurement results</li> <li>Process improvements</li> </ul>

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

DPS builds relationships with its diverse customer groups, which can be distinguished mainly by those customers who choose to deal voluntarily with DPS and those who do not.

State Transport Police – R.L.Polk is working on programs at Motor Carrier Services to improve their registration system. SC is preparing to join the IFTA and IRP Clearinghouses which will improve the efficiency of the One-Stop Shop. New laptop computers have been purchased for use by field enforcement personnel to improve the accuracy, timeliness, and reporting of compliance reviews, inspections and other activities for the commercial vehicle safety program. A new information technology manager has been hired for STP. Staff members will travel to Washington State in July to examine the web-based registration network for commercial vehicles as part of our CVISN plan.

The Office of Human Resources is using the DPS webpage to provide vital information for both internal and external customers. This information includes job postings, state applications, a staff directory, an organizational chart, Human Resource forms, and directions to the Human Resource Office.

The Office of Audit, Accreditation and Inspections offers support and assistance in meeting development of process and technological solutions to address customer needs.

The Office of Justice Programs has contracted with the Smart Person Program. Services are scheduled to begin in July to work on the Grants Management and Tracking System which is expected to significantly lower costs and on-time execution.

The Office of Training and Development is using the OnTrack system to maintain more accurate and up-to-date training records. The Criminal Justice Academy is using computer-based activities in dealing with other law enforcement agencies. CJA is presently broadcasting 12 hours of training per week on closed circuit TV. Web-based and CD-ROM based training is currently under review for future use. Construction of two distance learning classrooms will be complete July 2002 with training to begin shortly thereafter.

The Office of Information Technology has made substantial progress in leveraging existing technology in the development of a Project Management framework that will provide a standardized process to better manage time, budget and resources. It will also evaluate technical solutions, align them with customer needs, and better support the Agency's strategic plan.

The Office of Highway Safety is continuing preparations to enhance its web site to include the "Saved by the Belt" slogan. Grant applications and other information are now on the web site. The "Fasten for Life" web site was established by NS&G, with OHS and OEA working to inform visitors about the importance of using seat belts and child restraint seating.

Office of General Counsel— Freedom of Information Act information is now available on the DPS Web site.

Two bills were introduced last year to enact a primary seat belt law. However, neither of these bills received support needed to the necessary three readings in the House and Senate to become law. A bill was passed on July 1, 2001, however, that made the enforcement of the seatbelt law primary for individuals 17 and under. DPS will continue to support legislation calling for a primary seatbelt law regardless of age.

The DPS Youth Program Manager brought together several highway safety professionals from SC HP District #6 including a Community Resource Officer, a EMS representative, and a member of the North Charleston police to conduct educational presentations in high schools in Charleston County. The Youth Program Manager participated in key events and met with school officials about grant funding opportunities. Five mock crash events were held to create a live auto crash showing visual effects of what happens. OHS has been working on developing a youth/alcohol traffic safety planning and strategic document to serve as a guide for highway safety efforts for the upcoming year and continues to make contacts with high schools with efforts underway to reach high-risk individuals (ages 21-25).

A proviso was passed this past legislative session that creates a Motor Carrier Advisory Committee. The committee met on May 30, 2002 with the next meeting scheduled for August 6, 2002. The committee is comprised of members from STP, the SC Trucking Association, the trucking industry, SCDOT, the Public Service Commission, the Federal Highway Administration, and the Federal Motor Carrier Safety Administration.

The Office of Highway Safety has employed Newman, Saylor & Gregory to develop a wide range of public education and information campaigns with potential for reducing traffic-related deaths and injuries. Their task also includes building partnerships within the law enforcement community, government, private and public sectors, medical community and other stakeholders. A steering committee comprising internal and external representatives provides direction in the campaign—the largest in DPS history. PSAs are running at media outlets emphasizing occupant protection from the standpoint of victims and law enforcement. Progress on the Youth Video Project with SCETV, SCDOE, HP, local law enforcement agencies, and the Richland County EMS is scheduled to run June 2002. The Senior Planner serving on the HP committee is tasked with developing a Fatality Reduction Plan for the state. The committee was formed to look at key enforcement strategies, educational approaches, and funding options to reduce crashes, injuries and fatalities. The Enforcement campaign, including Memorial Day 2002 blitz, will be running with 'Fasten for Life' commercials.

The Division of Motor Vehicles communicated in advance with all customers regarding the changes due to Project Phoenix through stakeholder meetings, press conferences and news releases, bulletins, correspondence, website updates and signs posted in branch offices. The DMV website has been updated and contains detailed information regarding Project Phoenix. Office closings and special requirements were also posted on the website and on branch office signs.

DMV seeks to improve services through partnerships with business customers and stakeholders. The division actively seeks feedback and input from these entities and maintains strong business relationships. DMV also uses the Intranet to make information available to all types of customers. The website received the "Notable State Document Award" from the South Carolina State Library in March 2001.



DMV builds relationships with customers through promotional campaigns and publications that target young drivers. The "Prom Night Blues" poster was produced and distributed to high schools across the state to encourage teens to avoid drinking and driving. A high school essay contest was also held in conjunction with the poster distribution. The Graduated Licensing brochure was also revised in compliance with Bill 3933, which became effective March 6, 2002, and revised the laws relating to South Carolina beginner permits, conditional driver's licenses and special restricted driver's licenses. DMV has also developed a "Survive the Drive" campaign that targets college-age drivers. Posters and brochures will be distributed in the fall of 2002 during the campaign. DMV has developed materials targeted for non-citizens and teen drivers. A working group has been established to identify other areas of concern.

## **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. 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.

During FY02, DPS continued its activity-based costing process by analyzing security contract services provided by the Bureau of Protective Services to other state agencies.

DPS performed a base budget analysis of DMV to create a comprehensive service and product array, determine unit costs for services and products and identify performance indicators.

DPS performed a workload analysis of its telecommunication centers to determine activity levels within certain time periods.

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. Data collected by the Office of Highway Safety is used as a basis for the development of agency highway safety initiatives such as those aimed at seatbelt usage and driving under the influence. See Category 7, Tables 7.2 (A-H) for examples of this collected data.

DMV maintains office general activity data on the Legacy mainframe system. Although this information is reliable, the new Project Phoenix Oracle database will allow DMV to expand the type of reports produced. The Division of Motor Vehicles Information Technology/Project Phoenix Teams worked in unison to purge DMV records prior to the implementation of the new application. Examples of the data used in the purging process include a data comparison with vital statistic and social security records.

### **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.

The Office of Information Technology is continuing its efforts to promote cross-training among personnel, meeting with vendors and other enterprises, evaluating new technology for ease of use and administration, and designing an Intranet site for all DPS users in order to make use of technological solutions.

Divisions continue to report that employees are able to use assigned software. Many divisions report the desire for additional training as funding permits.

The DPS Office of Accounting continues to provide training/assistance for the Electronic Report Writer system.

Implementation of the Grants Management and Information System is currently on track for the Office of Justice. ITO has engaged a firm under a Smart Person contract to begin consulting services. Not only will the GMIS be developed more rapidly than under the standard MMO process, but the cost is expected to be significantly less than originally projected.

State Transport Police has hired an IT manager to update current systems and to assure that most current programs are available. A survey has been conducted of all STP employees to determine their software and training needs.

The Criminal Justice Academy Technology Process Action Team has completed all activities. Pertinent CJA employees have completed LETS training. Distance learning is ongoing.

The Highway Patrol has now been trained in the use of Outlook software.

The Office of Highway Safety continues to work with HP, STP, DMV and the Office of Vital Statistics in developing programs to enhance the way we look at traffic crashes; i.e., data collection, causes, vehicle defects, etc. Statistics are created to identify problem areas. Crash zones across state are now incorporated into the Fasten for Life Website. OHS is working with the Office of Vital Statistics to develop charts and graphs to provide direction.

The Division of Motor Vehicles monitors customer wait times using the Q-Matic traffic management system in several large offices across the state. By monitoring the wait times, transaction type, and clerk availability, the system gives DMV branch managers the ability to serve more customers in a shorter period of time. DMV uses office activity data to determine staffing needs and process reassignments.

#### 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:

Department Workforce Plan-The Human Resources Administrator attended a Workforce Planning training session hosted by the Budget and Control Board. A team will be formed to decide how to collect the necessary data to formulate the Plan.

The Office of Human Resources conducts a one-day orientation for newly hired DPS employees twice a month.

Special awards are presented to winners at an annual program in the following categories: 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, and DPS Employee of the Year. Quarterly awards are given to an employee in the following categories: Regional Law Enforcement Awards, Special Operations Award, Weight Specialist Award and the Headquarters Award.

Highway Patrol gives quarterly awards in the following areas: District Award, Aggressive Criminal Enforcement (ACE) Team, MAIT Team, Telecommunications

BPS gives an Officer of the Month award.

Flextime is used by approximately 125 employees

Career Paths are set up for the following: Law Enforcement Officers, MAIT Team, Telecommunications, CJA Instructors

The Office of Training and Development was formed in July 1998 to address the agency's training needs, including an extensive in-house training program for all employees, a comprehensive leadership series for managers and supervisors (mandatory for first-line law enforcement supervisors) and a full-day orientation program for new employees implemented in 1998.

DPS was instrumental in spearheading a training consortium with representatives from other cabinet agencies with the goal of sharing resources and talent. A comprehensive calendar comprising a variety of training classes has been sponsored and well received. A website has been established ([www.CATC@state.sc.us](http://www.CATC@state.sc.us)) so DPS employees may access training consortium information from their PC's.

The Division of Motor Vehicles has developed a comprehensive employee career path based on knowledge and skills rather than years of service. The career path will give employees the opportunity to advance, make them feel more confident about their future with the agency, and help create higher employee morale. Funding is not yet available to implement the program.

DMV developed a 12-week program to boost employee morale, develop office teamwork, and increase office productivity. Designed as a game, the DMV Superbowl required offices to determine their baseline productivity levels and choose mascots for their teams. Teams held "pep rallies" prior to the beginning of the program. Office points were determined by productivity percentage increases. During the game, DMV offices averaged a 25% increase in productivity.

DMV supports division-wide communications and encourages employees to submit their ideas and employees news for the DMV Motorvator, the division newsletter that is sent to employees each month by email. Employees also receive the Kudos Count! newsletter that highlights positive customer feedback for DMV employees.

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 and tracking and summarizing evaluations, asking for input from management personnel, receiving direction from the Director's Office, and 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. All non-law enforcement personnel who hold positions requiring pre-service or in-service training are mandated to receive required training based on their positions. Examples include attorneys, telecommunications operators, weight specialists, license examiners, and instructors. Supervisors monitor training requirements to ensure that required training is received.

Divisions continue to report that employees are now able to use assigned software. Many divisions report the desire for additional training as funding permits.

The Accounting Department within the Office of Financial Services continues to provide training/assistance for the Electronic Report Writer system.

Implementation of the Grants Management and Information System is currently on track for the Office of Justice. ITO has engaged a firm under a Smart Person contract to begin consulting services. Not only will the GMIS be developed more rapidly than under the standard MMO process, but the cost is expected to be significantly less than originally projected.

The State Transport Police has hired an IT manager to update systems and assure that most current programs are available. A survey has been conducted of all employees to determine their software and training needs.

The Criminal Justice Academy Technology Process Action Team has completed all activities. Pertinent CJA employees have completed LETS training. Distance learning is ongoing.

Implementation of the Department Workforce Plan is underway.

The Affirmative Action Plan has been developed, approved and published. Action-oriented programs have been developed to address underutilized job groups.

A formal training needs assessment preliminary survey will go out via email to managers on August 1, 2002. Pending results of survey and other needs assessment results, a training plan will be developed by the first quarter 2003.

A Safety and Health Unit has been established within the Office of Audit, Accreditation, and Inspections. One of the primary responsibilities of this unit is to identify and deliver required OSHA training courses. Additionally, the unit is developing a department-wide safety committee to better recognize needed training.

DMV evaluated employee-training needs for Project Phoenix and developed training programs for every office and function. Employees received in-depth technical and process training as well as practice time in their offices prior to system deployment.

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.

The Office of Audit, Accreditation and Inspections offers assistance to divisions with front-line supervisors in development of guidelines related to empowerment and authority.

The Criminal Justice Academy uses Policy Directive #100, Delegation of Authority, which outlines command protocol and addresses employee accountability. CJA also has an established appropriate chain of command. CJA Cadre Protocol establishes parameters for student conduct and expectations.

Office of General Counsel staff attorneys are empowered to provide legal advice and opinions to requestors without consultation with or review by the Chief General Counsel unless requested by the attorney.

DMV conducted employee surveys in November 2001 to obtain employee demographic data and assess employee opinions and concerns regarding the organization.

The DMV Deputy Director held "Donuts with David" sessions for both headquarters and field office personnel. Employees signed up to attend these sessions to ask questions and voice their concerns. Comments were documented and appropriate action was taken as needed.

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.

A written survey was conducted by Newman, Saylor and Gregory, the agency's advertising firm. Each division will be asked to appoint a liaison to participate in a discussion board via the Intranet site to provide updates concerning personnel issues, policy changes and current events. A survey will be conducted twice a year among administrators to measure the effectiveness of communication sharing.

Training effectiveness is measured periodically at the 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 establishment of a new Safety and Health Unit within the Office of Audit, Accreditation and Inspections devoted to safety, health and risk management and assessment will consolidate the implementation of all voluntary and mandatory health and safety initiatives including OSHA compliance, ADA compliance, and in-door air quality, etc. The Safety and Health Manager is in the process of establishing a Departmental Safety Committee. This committee will be able to better identify safety and health issues throughout the Department and develop plans to address these issues.

The DPS Office of Human Resources Medical Services Unit 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, working with the Palmetto Baptist Medical Center Mobile Mammogram, the Chaplaincy Program and the South Carolina Law Enforcement Assistance Program (SCLEAP). Lexington Medical Center provided medical screenings for all DPS employees-150 employees participated in the Community Health Charities of South Carolina.

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, United Way Campaign, Habitat for Humanity's Woman Build 2001, Brace-A-Child (BAC), Safety City, Community Health Charities, the SC State Fair booth, the Public Information Phone System, and the Muscular Dystrophy Campaign.

## 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?

Design and delivery of DPS products and services involves collaboration between affected divisions of DPS as well as customer groups, stakeholders and vendors.

DPS received approval in late June 2002 from the Joint Bond Review Committee to purchase two buildings in Blythewood. Negotiations are ongoing to finalize the transaction. The building committee with assistance from outside consultants has developed a strategic plan for moving DMV to the new Headquarters building. Other divisions will be contacted and a plan put in place over the next 45 days.

In order to increase the internal auditing capacity as part of the strategic plan, the responsibilities of the internal audit function are defined in the Policy Directive 125 and carried out according to procedures in the Office of Audit, Accreditation and Inspections Audit Manual. These responsibilities include performing internal audits, consultative services and inspections as required. OAAI also manages the agency's accreditation program (CALEA), the health and safety program complying with OSHA regulations, and the agency's law enforcement inspection program.

STP has a 5-yr plan for the construction and improvement of facilities. To date, Townville has been completed. DOT has legal responsibility/authority to build and maintain the facilities and receives appropriated funds. STP has met with the deputy director for Finance and Strategic Planning at DOT to discuss improvements to weigh stations.

House Bill 3933 proposing mandatory driver education training for 15- and 16-year-old applicants has been passed and implemented.

The Division of Motor Vehicles, as a part of Project Phoenix, deployed 1,625 new computers and 656 laser printers in 68 field offices and headquarters. The new computer systems also included new driver license printers and scanning equipment. New multi-lingual driver license testing machines were also installed. This new equipment replaced DMV's inadequate terminals and printers that were no longer serviceable. The new Project Phoenix application, or software, is scheduled for deployment in August 2002. The new system will allow DMV to serve customers more accurately and efficiently

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

The Office of Audit, Accreditation and Inspections submits an Annual Audit Plan to DPS Management listing potential audit areas for the next calendar year. This plan focuses on high-risk areas, those not audited to date, and those requested by management. Those divisions with audit recommendations report those efforts being made to implement recommendations and appropriate changes. OAAI tries to identify areas in which appropriate quality control mechanisms do not exist and recommend needed improvements.

The DPS Office of General Counsel Policy Section, DPS Office of Human Resources, the DPS Office of Financial Services and the DPS Office of Audit, Accreditation and Inspections all work in conjunction to ensure that any new initiative, whether voluntary or mandated, is implemented according to required legal and regulatory requirements.

The Office of Financial Services has developed a detailed business plan which incorporates specific department-level objectives linked to the Strategic Plan.

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

<b>Key Processes</b>	<b>Requirements</b>	<b>Measures</b>	<b>Standards</b>	<b>Control Strategies</b>
<b>Human Resources</b> (Hiring/Evaluating)	Knowledge Interview Skills Professionalism	Cycle Times Number of Hires EPMS Compliance	State Regulations	State Regulations
<b>Information Tec.</b> (Providing IT Assistance)	Knowledge Timeliness Tech. Skills	Downtime Calls Handled Response time	Industry	Certified Technicians
<b>Financial Services</b> (Financial Reporting)	Knowledge Accuracy Timeliness	Cycle Time Accuracy	Industry State Regulations	Feedback
<b>Executive Affairs</b> (Communicating with media)	Knowledge Timeliness Professionalism	Number of contacts Response Time	Industry Policy and Procedures	Feedback
<b>General Counsel</b> (Agency representation and interpretation of law)	Knowledge of law Professionalism	Cases handled Judgements	State/Fed Law Policy and Procedures Professional Canons	Feedback
<b>Office of Audit, Accreditation and Inspections</b> (Perform internal audits, Accreditation, Safety and Health)	Knowledge Professionalism Audit Skills	Number of audits Number of requests	Professional Canons State/Fed law Policy and Procedures Professional Practices Framework	Feedback
<b>DMV</b> (Issuance of SC credentials)	Knowledge Timeliness Professionalism Knowledge of Motor Vehicle Laws	Transaction Activity Accuracy Customer Wait Times	SC Motor Vehicle Laws Policy and Procedures Federal Law	SC Motor Vehicle Laws Feedback Federal Laws

Some current examples of key support processes and their improvements are as follows:

DPS has begun implementation of a statewide communication for law enforcement. Williamsburg, Georgetown, Hampton and Allendale troopers were issued 800 MHz radios which put 25 of the 45 counties on the Palmetto 800 MHz system. The Darlington site is operating in a test mode as of April 15, 2002 and is awaiting authorization from the FCC to begin using this site. Jasper and Clarendon are scheduled for completion May 31, 2002. The Palmetto system is on schedule statewide with mobile 800 MHz coverage by January 1, 2003.

The Highway Patrol continues to identify potential statewide emergencies to include coordination with outside agencies. A request has been submitted to Lt. Col. Roark to establish the first work group in radiological preparedness. HP continues to meet with local/state agencies to update the traffic control plan for a hurricane evacuation in 2002.

There were two bills introduced last year to enact a primary seat belt law. However, neither of these bills received support needed to the necessary three readings in the House and Senate to become law. A bill was passed on July 1, 2001, however, that made the enforcement of the seatbelt law primary for individuals 17 and under. DPS will continue to support legislation calling for a primary seatbelt law regardless of age.

Current monthly suspension bulletins sent to law enforcement do not include all suspensions. Project Phoenix will allow all suspensions to be included. An update will be provided after Project Phoenix is implemented. Rollout is scheduled for mid-July 2002.

#### 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.

State Transport Police – A Commercial Vehicle Safety Plan must be submitted each year to the Federal Motor Carrier Safety Administration to continue receiving \$2.4 million in federal funding. The CVSP provides a framework for continuous improvement by establishing annual goals for units to meet. The Size and Weight Unit reports annual goals to the Engineering Division of the U.S. DOT. The PRISM plan maintains goals that attach safety to registration, requiring compliance before registrations may be renewed. The Motor Carrier Services Unit is working on a notification process for motor carriers. All units are on target to meet the goals established in the guiding documents. Discussion is now underway to set goals in each district/unit.

Office of Justice Programs- Along with the Grants Management and Tracking System, OJP is undertaking office-wide training through the Office of Training and Development, such as time and project management. Efforts to build a cohesive staff have also included a staff retreat off campus with team building exercises.

Criminal Justice Academy- Several ongoing division level and unit level activity teams exists. Additional task-specific work teams are assigned as needed and receive training to complete their mission with access to management.

#### Highway Patrol

Post Fatal Collision Report. Troop Commanders submit reports to District Commanders of all fatal collisions in assigned areas detailing circumstances regarding collisions to include cause, location of departure and destination. The goal is to identify problem areas and assist in the reduction of future fatal collisions. The Fatal Collision Review Process will provide for a thorough review of all fatal collisions to supplement the current system and to provide more interaction with the victim's family and a more detailed look at victim's actions prior to the collision.

Troop Concept has provided greater flexibility in deployment and assignment of personnel. Artificial barriers imposed by county lines no longer hinder available resources and provide expanded supervisory benefits. The concept serves to more clearly define and separate administrative and enforcement duties, allowing corporals to devote more time to enforcement and directly supervise troopers. An additional benefit of the Troop Concept was the establishment of a permanent Executive Officer for the District (Assistant District Commander) who oversees administrative functions for the District and serves as the Acting District Commander in the absence of the Captain.

Monthly Leadership Class deals with specific leadership and/or contemporary principles of scientific management. The overall purpose is to invoke the discussion of and seek solutions to leadership and management issues unique to the district, area, job task or situation. Records of sessions will be recorded and filed to include topic, date, and participants.

Interstate Team – provides daily coverage and conducts selective enforcement duties on I-26 for Troop A (Berkeley & Charleston Counties) and for Dorchester County in Troop B. Experiments are conducted in the assignment of personnel, including supervisors, to permanent shifts. This concept will continue to be monitored and evaluated with the aim of establishing and incorporating this as a standard operating procedure within Patrol District 6.

Memorandum Enforcement-A retired Administrative Enforcement Supervisor has been rehired in a civilian status to assist with duties. The process has been streamlined, thereby allowing troopers previously assigned to Memo Enforcement to focus more on recovering either the driver's license or vehicle tag from violators who will not respond to conventional means.

Bureau of Protective Services- working with officers who have submitted suggestions to make working conditions better.

Office of Highway Safety– Using Highway Safety teams: Occupant Protection, Alcohol, and Public Outreach



DPS Youth Program Manager brought together several highway safety professionals from SC HP District #6 including a Community Resource Officer, a EMS representative, and a member of the North Charleston police to conduct educational presentations in high schools in Charleston County. The Youth Program Manager participated in key events and met with school officials about grant funding opportunities. Five mock crash events were held to create a live auto crash showing visual effects of what happens. OHS has been working on developing a youth/alcohol traffic safety planning and strategic document to serve as a guide for highway safety efforts for upcoming year. Team continues to make contacts with high schools with efforts underway to reach high-risk individuals (ages 21-25).

The Division of Motor Vehicles works with employees, customers and stakeholders regarding suggestions for improvements. DMV supports partnerships that improve customer service.

## 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 5 and 6, 2001 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 107 surveys were completed. A tally of the responses follows:

Fifty-five (55) participants had dealings with a DPS officer. Of those:

96% (53) thought the officer was professional and treated them with respect.

89% (49) felt their situation was handled properly and fairly.

60% (33) had enforcement action taken against them.

87% (48) felt that DPS officers are concerned about their safety.

75% (41) rated DPS officer's overall performance above average (3% said below average).

69% (38) rated the Department's overall performance above average (7% said below average).

**Fifty-two (52) participants did not have dealings with a DPS officer. Of those:**

87% (45) felt that DPS officers are concerned about their safety.

90% (44, n=49) rated DPS officers' overall performance above average (2% below average).

86% (42, n=49) rated the Department's overall performance above average (7% below average).

Of the total respondents, 87% (93, n=107) felt that DPS officers are concerned about their safety.

Of the total respondents, 82% (85, n=104) rated DPS officers' performance above average (3% below average).

Of the total respondents, 77% (80, n=104) rated the Department's overall performance above average (7% below average).

Several comments addressed needed improvements at DMV offices. Many of the comments were positive toward law enforcement such as "keep up the good work" and "great job."

The Division of Motor Vehicles received 1,718 Comment Cards from customers during FY 2001-2002. These cards allowed customers to grade DMV field offices statewide in the following areas - accuracy, courtesy, helpfulness, office appearance and problem-solving. The scale was as follows: 5 = Very Good, 4 = Satisfied, 3 = Neutral, 2 = Unsatisfied, 1 = Very Unsatisfied, and 0 = N/A. The following is a tally of those responses:

Total Cards Received	Accuracy	Courtesy	Helpfulness	Office Appearance	Problem-Solving	Overall Avg.
1,718	3.9	3.8	3.8	3.9	3.4	3.7

DMV Comment Cards also included a section for customers to rate the 1-800 telephone line and the type of service they received from the telephone staff when they called the DMV Call Center or a branch office. Not all customers chose to rate the telephone portion of the card. The resulting grades for telephone services were as follows:

1-800 Telephone Line	3.5
Overall Telephone Service	3.8

### 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 in the following tables. The agency strategic planning process identified specific outcomes related to highway and public safety. Since everyone is affected by highway safety, all DPS program divisions (Highway Patrol, State Transport Police, Division of Motor Vehicles, Bureau of Protective Services, Office of Highway Safety, Criminal Justice Academy) contribute to the overall level of highway and public safety. Data collected on these key

measures enables DPS to target law enforcement, highway safety, training, public information and other initiatives based on the greatest need for improvement.

#### Key Measures of DPS Mission Accomplishment

1. Incidence of fatal collisions. Chart 7.2A,B
2. Incidence of commercial motor vehicle crashes. Chart 7.2A
3. Results of seatbelt use surveys. Chart 7.2C
4. Incidence of driving under suspension.
5. Incidence of uninsured motorists.
6. Incidence of alcohol-related collisions. Chart 7.2D
7. Incidence of speed-related collisions. Chart 7.2D
8. Incidence of commercial vehicles operated in violation. Chart 7.2E
9. Incidence of all collisions. Charts 7.2A,B,D
10. Criminal Justice Academy Training Summary Trend. Chart 7.2H

\*Note: The DPS *Office of Highway Safety Fact Book* appears at [www.scdps.org](http://www.scdps.org).

### CHART 7.2A-TRAFFIC COLLISION SUMMARY

\*Calendar year

	<u>2001</u>	<u>2000</u>	<u>%</u> <u>CHANGE</u>
<b>TOTAL COLLISIONS</b>	<b>100,165</b>	<b>104,203</b>	<b>-3.9%</b>
INJURY COLLISIONS	32,381	32,319	0.2%
PROPERTY DAMAGE ONLY COLLISIONS	66,822	70,936	-5.8%
FATAL COLLISIONS	962	948	1.5%
FATALITIES	1,060	1,063	-0.3%
NON-FATAL INJURIES	52,350	53,721	-2.6%
<b>FATALITIES FROM COLLISIONS INVOLVING:</b>			
TRUCK TRACTOR	89	105	-15.2%
MOTORCYCLE	75	86	-12.8%
BICYCLE	25	25	0.0%
PEDESTRIAN	110	83	32.5%
RAILWAY TRAIN	4	7	-42.9%
MOPED/OTHER MOTORIZED BIKE	12	1	1100.0%
SCHOOL BUS	5	3	66.7%
ECONOMIC LOSS	\$2,248,200,000	\$2,147,900,000	4.7%
VEHICLE MILES TRAVELED	45,558,000,000	45,083,000,000	1.1%
ROADWAY MILES	66,168	64,921	1.9%
MOTOR VEHICLE REGISTRATIONS	3,210,578	3,071,743	4.5%
LICENSED DRIVERS	2,855,690	2,850,194	0.2%

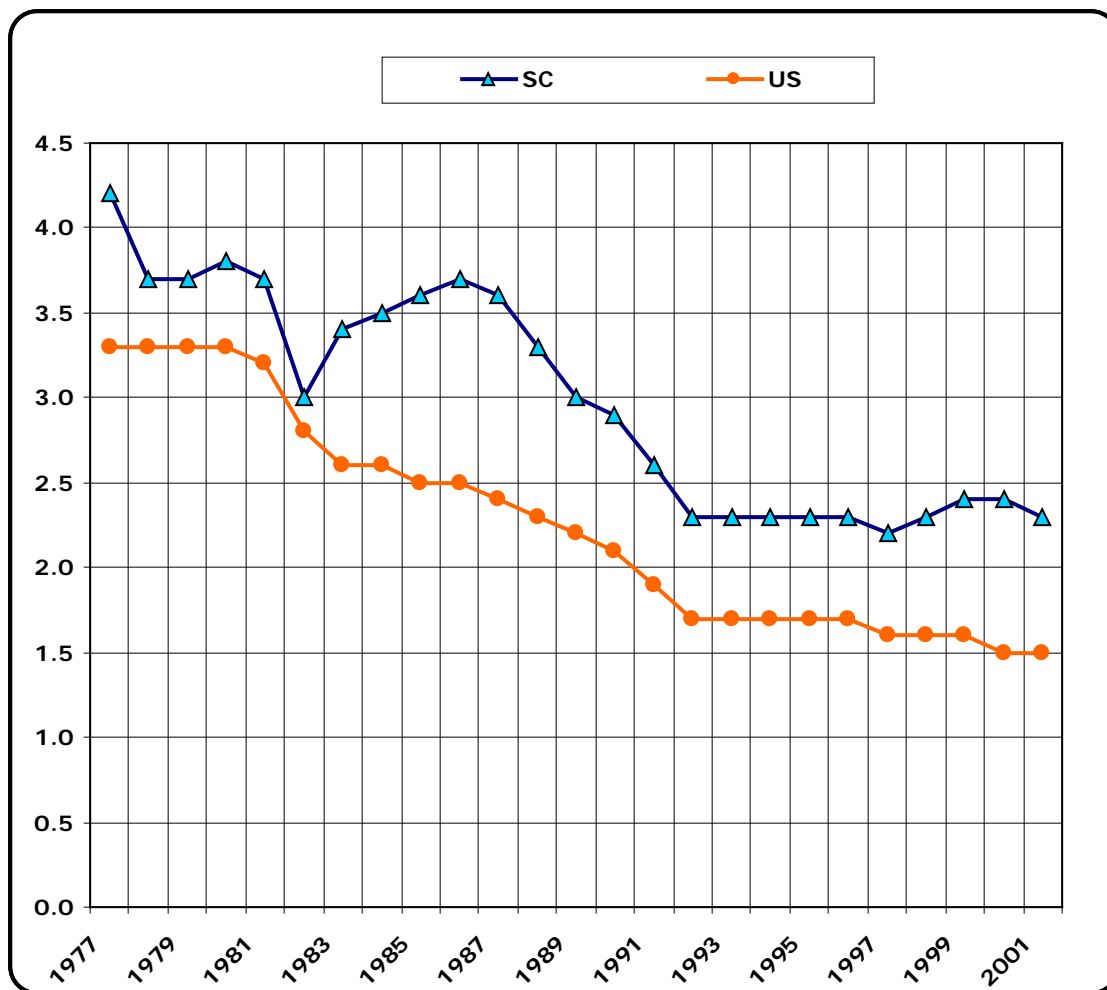
MILEAGE INJURY RATE			115	119	-3.4%
MILEAGE DEATH RATE*			2.3	2.4	-4.2%

\*Traffic Fatalities per 100 million vehicle miles of travel

### Chart 7.2B-MILEAGE DEATH RATE

\*Calendar year

#### SOUTH CAROLINA vs. UNITED STATES, 1976-2001



(Please see chart 7.2D for primary contributing factors for traffic collisions)

## CHART 7.2C-INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE

Last year began on an encouraging note with fatality numbers lagging far behind the previous year. It was only after the deadly summer months and late fall that the numbers started catching up to previous years. The early part of 2002, however, shows us running almost even when comparing fatalities to last year at this time and as always, the majority of those people who have died have not been buckled up. Proper seat belt and child restraint use is the first line of defense against injury or death caused by a motor vehicle crash. Therefore, the single most effective way to save lives on our roads is to get more people to buckle up.

During the Thanksgiving 2000 and Memorial Day 2001 holiday periods, the S. C. Department of Public Safety, with the support of Gov. Jim Hodges, led law enforcement agencies around the state in a high visibility, massive public education and enforcement effort of the state's occupant protection laws. As a result of those campaigns, we saw an increase of more than nine percent and 4.5 percent, respectively, in South Carolina's seat belt usage rate. There was an almost 30 percent reduction in fatalities and a 40 percent reduction in fatal collisions during the Thanksgiving 2000 campaign and a 42 percent reduction in fatalities and a 34 percent reduction in fatal collisions during the Memorial Day 2001 campaign. These two campaigns proved that a strong public education effort, coupled with strict enforcement of traffic laws, can and will increase seat belt usage and reduce deaths and serious injuries.

### **Fasten for Life: a new life-saving effort**

Changes in South Carolina's seat belt laws last year have necessitated a change in our effort to get more people to buckle up. As a result, we have developed a new high visibility public education and enforcement campaign known as *Fasten for Life*. Our goal through *Fasten for Life* is not solely to educate people about the importance of buckling up. While there is overwhelming evidence that buckling up is lifesaving and absolutely vital, we believe that it is every bit as important to try to prevent the crash that causes the need for the seatbelt in the first place. That's why we also are focusing our enforcement efforts on detecting traffic violations that are the leading causes of fatal and injury crashes across the state.

The summer months, when many families take to the roads for vacation, are historically the deadliest months on our roads. In fact, the period from Memorial Day to Labor Day is commonly referred to as the 100 Deadly Days of Summer. Every year law enforcement gears up for this heavy travel season, planning stepped-up enforcement and extra publicity to remind people of the deadly consequences of inattention, drinking and driving, speeding and other common killers on our roadways. This year we will continue our efforts to help drivers get to their destinations safely by kicking off the *Fasten for Life* campaign. While the *Fasten for Life* public education campaign will be ongoing, the first enforcement effort took place May 20 – June 2.

If South Carolina could increase its seat belt use from 65% to 75%, we could:

- Save 79 lives each year;
- Prevent 1,261 injuries each year; and
- Reduce the economic impact of traffic crashes by more than \$101 million annually.

The following organizations\* are participating in or supporting the *Fasten for Life* campaign:

- South Carolina Department of Public Safety
- African Methodist Episcopal Church

- South Carolina Sheriff's Association
- National Association for the Advancement of Colored People
- National Highway Traffic Safety Administration
- Columbia Urban League
- South Carolina SAFE KIDS
- Summary Court Judges Association
- South Carolina Law Enforcement Officers Association
- Hispanic Connections
- South Carolina Department of Insurance
- South Carolina Police Chiefs Association
- South Carolina Hispanic Outreach
- Richland County Coroner's Office
- South Carolina Department of Health and Environmental Control
- Carolina Regional
- South Carolina Department of Social Services
- USC School of Public Health
- City of Marion
- City of Isle of Palms
- Marion County Medical
- Town of Chapin
- Town of Eastover
- City of Union
- City of Lake City
- Darlington County EMS
- Pee Dee Health Start
- Tri-Development Of Aiken
- Barnwell County
- Roper Hospital
- Saluda County Prevention Net
- State Fleet Management
- Lee County Disabilities and Special Needs Board
- Project Impact
- South Carolina Department of Transportation
- Town of Bonneau
- Self Regional Healthcare
- Greenville County Safe Communities
- Abbeville Coalition for a Healthy Community
- Aiken County EMS
- Richland County EMS
- Beaufort EMS
- Delta Sigma Theta
- Chester EMS
- Providence Hospital
- Piedmont EMS
- Greater St. Luke Baptist
- Federal Motor Carrier Safety Administration
- South Carolina Poultry Federation
- Saluda County Prevention
- Orangeburg Medical
- Calhoun County EMS
- James Brown Institute
- Carolina Panorama
- St. Peter's Catholic Church

- Aiken County EMS
- Beaufort Hospital
- Town of Kershaw
- Town of Chesterfield
- Town of Fort Mill
- City of Marion
- Town of Edgefield
- City of Simpsonville
- South Carolina Operation Lifesaver
- Healthy Lancaster
- North Myrtle Beach Rescue Squad
- Spartanburg SAFE KIDS
- Georgetown EMS
- Jasper County EMS
- Community Coalition of Horry County
- Greenville EMS
- First Health EMS (Cheraw, SC)
- Richland School District One
- Neighborhood Development Office

*\*as of April 29, 2002*

The National Highway Traffic Safety Administration (NHTSA) has found that about 80 percent of all child restraint devices used are placed in the vehicle improperly. In recent child safety clinics in South Carolina, safety seat technicians found about 98 percent of the seats they checked were improperly installed in some way. It is sometimes difficult to install a child safety seat correctly. To help parents and caregivers, South Carolina has numerous child safety seat fitting stations in areas around the state. These stations provide assistance to parents by certified safety seat technicians when their schedule permits, either through appointments and/or special days of the month, etc. This is a service to assist parents in protecting their children. No citations will be issued at these checks.

**\*Calendar year 2001**

RESTRAINT USAGE	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	
<b>TOTAL - NO RESTRAINT USED</b>	<b>7,414</b>	<b>2,981</b>	<b>2,489</b>	<b>1,336</b>	<b>528</b>	<b>14,748</b>
			<b>168</b>			
<b>Restraint Used</b>						
Shoulder Belt Only	1,989	482	193	33	13	2,710
Lap Belt Only	5,092	912	343	50	4	6,401
Shoulder & Lap Belt Used	172,616	25,172	9,701	2,159	245	209,893
Child Safety Seat Used	6,018	756	158	31	2	6,965
Other Restraint Used	61	15	6	4	2	88
<b>TOTAL - RESTRAINT USED</b>	<b>185,776</b>	<b>27,337</b>	<b>10,401</b>	<b>2,277</b>	<b>266</b>	<b>226,057</b>
<b>UNKNOWN RESTRAINT USAGE</b>	<b>8,494</b>	<b>1,273</b>	<b>492</b>	<b>199</b>	<b>49</b>	<b>10,507</b>
<b>GRAND TOTAL</b>	<b>201,684</b>	<b>31,591</b>	<b>13,382</b>	<b>3,812</b>	<b>843</b>	<b>251,312</b>



Chart 7.2D

\*Calendar year 2001

<b>TRAFFIC COLLISIONS BY PRIMARY CONTRIBUTING FACTORS (2001)</b>						
<b>PRIMARY CONTRIBUTING FACTORS</b>	<b>COLLISION TYPE</b>				<b>PERSONS</b>	
	<b>Fatal</b>	<b>Injury</b>	<b>PDO*</b>	<b>Total</b>	<b>Killed</b>	<b>Injured</b>
Disregarded Signs, Signals	51	2,472	3,418	5,941	56	4,525
Distracted / Inattention	34	3,473	8,358	11,865	36	5,432
Driving Too Fast for Conditions	138	6,979	14,167	21,284	150	10,855
Exceeded Authorized Speed Limit	86	383	446	915	101	660
Failed to Yield Right-of-Way	111	7,374	14,160	21,645	120	13,214
Ran Off Road	72	746	1,134	1,952	81	1,022
Fatigued/Asleep	27	434	513	974	30	632
Followed Too Closely	4	1,930	4,679	6,613	4	2,973
Made an Improper Turn	2	430	1,697	2,129	2	705
Medical Related	15	373	150	538	15	441
Aggressive Operation of Vehicle	34	354	562	950	38	571
Over-correcting/Over-steering	19	174	274	467	21	274
Swerving to Avoid Object	4	155	346	505	4	242
Wrong Side or Wrong Way	56	605	852	1,513	72	1,154
Under the Influence	147	2,185	1,817	4,149	158	3,333
Vision Obscured (within Unit)	1	34	123	158	1	53
Improper Lane Usage/Change	12	826	3,661	4,499	16	1,403
Cell Phone	0	0	0	0	0	0
Other Improper Action	12	725	2,708	3,445	12	1,081
Unknown	38	647	1,566	2,251	42	964
<b>DRIVER SUBTOTAL</b>	<b>863</b>	<b>30,299</b>	<b>60,631</b>	<b>91,793</b>	<b>959</b>	<b>49,534</b>
Debris	0	40	162	202	0	49
Non-Highway Work	0	1	3	4	0	1

Obstruction In Road	2	33	98	133	2	46
Road Surface Condition (I.e., Wet)	0	37	112	149	0	44
Rut, Holes, Bumps	0	15	12	27	0	17
Shoulders (None, Low, Soft, High)	0	1	6	7	0	1
Traffic Control Device (I.e., Missing)	0	8	15	23	0	21
Work Zone (Constr./Maint./Utility)	0	2	16	18	0	4
Worn Travel-Polished Surface	0	0	3	3	0	0
Other	0	20	55	75	0	31
<b>ROADWAY SUBTOTAL</b>	<b>2</b>	<b>157</b>	<b>482</b>	<b>641</b>	<b>2</b>	<b>214</b>
Inattentive	4	127	146	277	4	156
Lying &/or Illegally in Roadway	29	126	10	165	29	141
Not Visible (Dark Clothing)	14	26	5	45	14	30
Disregarded Sign/Signal	0	23	5	28	0	33
Improper Crossing	9	105	7	121	9	114
Darting	9	90	14	113	9	94
Wrong Side of Road	4	26	7	37	4	34
Other	3	59	74	136	3	67
Unknown	2	22	52	76	2	27
<b>NON-MOTORIST SUBTOTAL</b>	<b>74</b>	<b>604</b>	<b>320</b>	<b>998</b>	<b>74</b>	<b>696</b>
Animal in Road	7	701	3,911	4,619	7	924
Glare	1	50	73	124	1	72
Obstruction	0	20	78	98	0	32
Weather Condition	3	58	164	225	3	99
Other	0	21	52	73	0	35
Unknown	0	0	0	0	0	0
<b>ENVIRONMENTAL SUBTOTAL</b>	<b>11</b>	<b>850</b>	<b>4,278</b>	<b>5,139</b>	<b>11</b>	<b>1,162</b>
Brakes	1	165	303	469	1	264
Steering	0	29	61	90	0	44
Power Plant	0	10	42	52	0	15
Tires/Wheel	5	146	356	507	6	239
Lights	1	26	25	52	1	52
Signals	0	2	1	3	0	2
Windows/Shield	0	3	0	3	0	6
Restraint Systems	0	5	6	11	0	6
Truck Coupling	0	9	36	45	0	18
Cargo	2	24	100	126	3	30
Fuel System	0	6	11	17	0	6
Other	3	46	170	219	3	62
<b>VEHICLE DEFECT SUBTOTAL</b>	<b>12</b>	<b>471</b>	<b>1,111</b>	<b>1,594</b>	<b>14</b>	<b>744</b>
<b>TOTALS</b>	<b>962</b>	<b>32,381</b>	<b>66,822</b>	<b>100,165</b>	<b>1,060</b>	<b>52,350</b>
*Property Damage Only						

### CHART 7.2E TRAFFIC COLLISIONS INVOLVING TRUCK TRACTORS

\*Calendar year 2001

ATTACHMENT TYPE	COLLISION TYPE			TOTAL	
	Fatal	Injury	PDO*	Number	Percent
None	9	134	380	523	13.3%

Mobile Home	0	6	34	40	1.0%
Semi-Trailer	57	706	1,836	2,599	66.2%
Utility Trailer	2	12	39	53	1.3%
Farm Trailer	0	0	6	6	0.2%
Trailer with Boat	0	1	5	6	0.2%
Camper Trailer	0	0	6	6	0.2%
Towed Motor Vehicle	2	1	7	10	0.3%
Petroleum Tanker	1	32	50	83	2.1%
Lowboy Trailer	2	19	57	78	2.0%
Auto Carrier Trailer	1	8	17	26	0.7%
Other Tanker	4	24	45	73	1.9%
Flat Bed	5	77	161	243	6.2%
Other	1	7	22	30	0.8%
Twin Trailers	2	44	105	151	3.8%
Container	0	0	0	0	0.0%

\*Property Damage Only

\*\*Figures are for each individual truck involved in collisions, therefore the totals are greater than the total number of collisions indicated in other tables.

## CHART 7.2F S.C. STATE TRANSPORT POLICE-MEASURES OF ACTIVITY

\*Fiscal year

<b>Vehicles Weighed</b>			
	<b>FY 2000</b>	<b>FY 2001</b>	<b>FY 2002</b>
Weighed Fixed Scales	569,190	336,394	428,779
Weighed Semi-Portable	12,102	47,515	26,414
Weighed Portable Scales	20,488	22,225	22,158
Total Weighed	601,780	406,134	477,351
Percent of Change	-35%	-33%	+17%
Weighed by WIM	2,589,754	2,654,351	2,634,483
Total Count	3,191,534	3,060,485	3,111,834

<b>Citations Issued</b>			
Axle Weight Violations	6,753	5,524	6,543
Gross Weight Violations	5,064	5,366	5,249
Bridge Formula Violations	39	29	9
Total	11,856	10,919	11,792
Percent of Change	0%	-8%	+8%
<b>Other Enforcement</b>			
Number of Load Shifts	2,629	2,372	4,080
Number of Off-Loads	234	118	281
Total	2,997	2,490	4,361
Non-divisible Trip Permits	26,782	26,018	*
Non-divisible Annual	1,744	1,457	*
Divisible Trip Permits	3,550	2,470	*
Divisible Annual	3,536	3,297	*
Overwidth Divisible	280	220	*

\* Total to be announced later this year in the annual certification.

**CHART 7.2G-S.C. STATE TRANSPORT POLICE-COMPARISON OF ENFORCEMENT EFFORTS FROM 1991-2002**

\*Fiscal year

**Number of Vehicles Weighed**

<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>
240,678	342,319	336,299	324,733
-2%	42%	2%	3%

<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
-------------	-------------	-------------	-------------

328,817	374,599	466,890	544,074
1%	14%	25%	17%

<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
927,316	601,780	406,134	477,351
70%	-35%	-33%	17%

\*12-year average: 447,582

\*The increase from 1998 to 1999 was due to the opening of the Townville Weigh Station, a weigh-in-motion station open 24 hours a day in which commercial motor vehicles are not required to stop to be weighed.

### Number of Citations

<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>
13,102	17,603	19,410	36
%	34%	9%	-54%

<b>1995</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>
9,191	13,027	9,287	8,329
5%	42%	-28%	-10%

<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
11,809	11,856	10,919	11,801
42%	0%	-8%	8%

12-year average: 12,089

Note: The citation total was underreported in 2000. The 2000 figures have been changed to reflect the actual total as shown in Appendix B. In 2001, the total number of vehicles weighed and the total number of citations were underreported. Appendix B's table has been corrected to show the actual numbers.

### TABLE 7.2H 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

	<b>FY98/99</b>	<b>FY99/00</b>	<b>FY00/01</b>	<b>FY01/02</b>
Law Enforcement Basic/CJA	57/1,787	78/2,275	74/2,168	77/1,956

Law Enforcement Basic/Field	14/344	13/296	10/245	11/330
In Service Courses	628/12,614	248/4125	318/4,527	444/8,449
Corrections	13/252	8/171	12/123	8/98
Supervisory/Management	10/214	10/213	10/195	6/96
Judicial	29/906	22/646	25/698	14/236
Instructor	27/413	27/436	36/590	44/636
Instructor Recertification	8/34	6/57	6/59	8/76
Guest Instructor	52/515	55/465	58/544	65/551
External	183/12,055	181/11,581	137/10,774	125/11,252
Distance Learning	74/2,716	101/3,151	106/6,048	81/3,632
Special Operations	*/*	566/13,606	513/12,368	417/11,976
<b>TOTAL</b>	1,095/31,850	1,315/37,022	1,305/38,339	1300/39,288

(\*) 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?

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:

Department Workforce Plan-The Human Resources Administrator attended a Workforce Planning training session hosted by the Budget and Control Board. A team will be formed to decide how to collect the necessary data to formulate the Plan.

Special awards are presented to winners at an annual program in the following categories: 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, and DPS Employee of the Year. Quarterly awards are given to an

employee in the following categories: Regional Law Enforcement Awards, Special Operations Award, Weight Specialist Award and the Headquarters Award. Highway Patrol gives quarterly awards in the following areas: District Award, Aggressive Criminal Enforcement (ACE) Team, MAIT Team, Telecommunications. BPS gives an Officer of the Month award.

Flex time is used by approximately 125 employees.

Career Paths are set up for the following: Law Enforcement Officers, MAIT Team, Telecommunications, CJA Instructors.

The Office of Training and Development was formed in July 1998 to address the agency's training needs, including an extensive in-house training program for all employees, a comprehensive leadership series for managers and supervisors (mandatory for first-line law enforcement supervisors) and a full-day orientation program for new employees implemented in 1998.

DPS was instrumental in spearheading a training consortium with representatives from other cabinet agencies with the goal of sharing resources and talent. A comprehensive calendar comprising a variety of training classes has been sponsored and well received. A website has been established ([www.CATC@state.sc.us](http://www.CATC@state.sc.us)) so DPS employees may access training consortium information from their PC's.

#### 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.

#### 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. Examples of ways that we contribute include:

Offering assistance in the proper installation of child restraint seats, Good Health Appeal, United Way Campaign, Habitat for Humanity's Woman Build 2001, Brace-A-Child (BAC), Safety City, Community Health Charities, the SC State Fair booth, the Public Information Phone System, and the Muscular Dystrophy Campaign.

During FY01, DPS received an unqualified audit opinion from Rogers and Laban, CPA firm, for FY01.

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

During FY02, DPS continued its activity-based costing process by analyzing security contract services provided by the Bureau of Protective Services to other state agencies.

DPS performed a base budget analysis of DMV to create a comprehensive service and product array, determine unit costs for services and products and identify performance indicators.

DPS performed a workload analysis of its telecommunication centers to determine activity levels within certain time periods.