

***STATE OF
SOUTH CAROLINA***

DEPARTMENT OF PUBLIC SAFETY



Agency Accountability Report

Fiscal Year 2002-03

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Accountability Report Transmittal Form

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Section I – Executive Summary

The South Carolina Department of Public Safety (DPS) was officially established on July 1, 1993, as part of The Government Restructuring Act of 1993. This and subsequent legislation integrated seven organizations that had been independent or within other agencies. They are the Criminal Justice Academy (CJA), the S.C. Law Enforcement Hall of Fame, the Highway Patrol (HP), the State Transport Police (STP), the Bureau of Protective Services (BPS), the Division of Motor Vehicles (DMV), the Office of Highway Safety (OHS), and the Office of Justice Programs (OJP). The agency also comprises several administrative offices, which will be included under “Administration” for this report. (Although the DMV became a separate agency in June 2003, they were part of DPS through the 2002-2003 fiscal year and therefore are included in this report.)

1. Mission

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

2. The DPS Strategic Plan implemented in 2001 comprises four critical issues and key strategies:

Critical Issue 1: The South Carolina Department of Public Safety strives to be a unified agency.

- Develop goals to effect a more cost-effective, efficient and accountable operation
- Address and resolve move-related issues involving relocation to Blythewood
- Continue improving internal communications and promote uniform procedures throughout DPS
- Enhance the Agency’s technological capacity
- Design and implement an effective recruitment and retention program
- Continue providing timely, relevant training programs and cultivate a learning environment
- Expand a statewide radio communication system for law enforcement
- Improve usefulness and timeliness of financial and statistical reporting

Critical Issue 2: DPS should provide excellent customer service at all times.

- Continue assessing and identifying customer needs, including threats to security or safety
- Provide performance-based training that incorporates ethics and customer service in all phases of management and employee development
- Use technological solutions to address customer needs and desires when feasible
- Design and implement a uniform quality control system
- Integrate continuous improvement as part of the management philosophy
- Promote a culture of professionalism and courtesy
- Match resources to workload demands
- Enhance the capacity to respond to emergencies
- Empower front-line supervisors to make decisions and hold them accountable
- Ensure recruitment and retention program reflects the diversity of the population served
- Increase the internal audit capacity to provide additional recommendations for improvement

Critical Issue 3: Traffic Safety.

- Enact primary seatbelt legislation
- Identify and remove habitual, high-risk offenders from the roadways
- Educate high-risk drivers and others about safety issues
- Impact education regarding highway safety and quality of life for South Carolinians
- Coordinate activities with insurance companies regarding uninsured motorists

- Improve enforcement through prosecuting offenders in a timely and evident manner, increasing visibility and number of officers, partnering with cities and counties, and targeting enforcement according to research and safety data
- Enhance partnerships with state and federal agencies, the transportation industry and other highway safety advocates
- Link DMV and enforcement through data sharing and training
- Provide traffic safety education to the public and the legislature
- Initiate vehicle safety improvements through use of statistical and research data regarding crash investigations, brands of vehicles, and commercial motor vehicles
- Improve technology used by law enforcement through the HP R&D Unit
- Require additional testing for driver's license renewals for targeted groups
- Build additional commercial vehicle monitoring facilities
- Require mandatory driver training prior to obtaining a driver's license

*Critical Issue 4: **Data should be used in making decisions.***

- Establish organizational capacity to collect and analyze data to make informed decisions
- Develop financial and activity-based reports that are real time and actionable
- Ensure the strategic plan, accountability report, program development, and deployment of resources are communicated and compatible in guiding activities and providing direction

3. **Opportunities:** exploring alternative revenue sources; heightening education/awareness in public and highway safety; supporting law enforcement through the media, the public, the legislature and Governor's Office; using tools, such as data links, the Internet, and other advanced technology; partnering with private and public organizations in sharing mutual interests and/or goals

Barriers: inadequate facilities in some areas; limited funding; difficulty recruiting and retaining qualified personnel; processes that do not meet needs of subordinate units; processes that are not uniform; communication system fostering vertical rather than horizontal communication

4. **Major achievements from past year by division:**

(Because the structure of DPS comprises major divisions with distinct functions, the responses to several questions are provided by division.)

Highway Patrol (HP)

- Reorganized districts and established the Troop Concept, which expands areas of responsibility (See 7.2F for detail.)
- Established the Insurance Enforcement Unit (See 7.2F for detail); hired retired troopers in temporary status to accomplish tasks and alleviate paperwork for troopers
- Generated fatal collision reports to identify problem areas and establish selective enforcement (See 7.2A and 7.2B for charted information.)
- Implemented Crash Reduction/Enforcement Planning (CREP) to better manage crash data
- Completed Palmetto 800 Statewide Radio System
- Began using video conferencing to reduce travel costs and improve communications
- Updated and improved efficiency of internal processes for HP Supply and Fleet Services

State Transport Police (STP)

- Acquired two vans with Thermal Imaging Technology (Infra-Red Inspection System) enabling more trucks to be inspected in less time with less human error
- Implemented first phase of the Intelligent Transportation Systems/Commercial Vehicle Operations (ITS/CVO) Business Plan and Commercial Vehicle Information Systems Network (CVISN) Design Plan—developing partnerships
- Installed wireless capabilities for officers in all districts
- Successfully launched “Share the Road” Public Information and Education Campaign

- Upgraded existing ticket database
- Established a K-9 Unit
- Sponsored a Trucks and Terrorism Seminar for State and Local Law Enforcement Jurisdictions to raise awareness of areas of vulnerability

Bureau of Protective Services (BPS)

- Hired a Training Officer to identify training needs and ensure uniform compliance for recertification requirements for all BPS officers
- Renewed all existing security contracts and expanded contractual responsibilities

Criminal Justice Academy (CJA)

- Developed technological solutions to meet customer needs: updated equipment, developed web-based training, converted printed materials to CD and/or web site; provided on-line testing for reserve officers and an interactive video conferencing network; made web-based software available through distance learning labs throughout the state
- Developed and implemented improved quality control mechanisms for training
- Improvements and renovations to facilities to provide a safer, more effective work/educational environment

Division of Motor Vehicles (DMV) (became a separate agency in June 2003)

- Full implemented Project Phoenix technology and trained employees to enhance customer service at the Division of Motor Vehicles branch offices.

Office of Highway Safety (OHS)

- Spearheaded the S. C. Collision and Ticket Tracking System (SCATTS), which is 100% federally funded
- Conducted high-visibility educational and awareness campaigns, including “Buckle Up, S.C. – It’s the Law and It’s Enforced” and the “Sober or Slammer” campaign to reduce alcohol-related collisions and decrease incidents of impaired driving

Office of Justice Programs (OJP)

- Reduced time and costs associated with administering and managing the grants process through implementation of the Grants Management Information System (GMIS), which significantly reduces paperwork and processing time
- Instrumental in implementing a program that significantly reduced violent crime in Orangeburg County (Comparative data showed up to a 30% differential with comparable counties and an actual 22% decrease in violent crimes in Orangeburg.)

Administration

The administrative offices of DPS have accomplished numerous internal improvements to enhance efficiency, eliminate duplication of effort, update and automate operations, and create a safer, more efficient work environment. Examples include:

- Moved into a new headquarters facility in Blythewood
- Developed an Intranet site, which provides an expanded mode of internal communication and includes a wide variety of information to employees
- Approved and published an Affirmative Action Plan
- Drafted a DPS Training Plan making leadership and professional development mandatory for all employees and attaching accountability for training to the EPMS process
- Implemented an electronic reporting system to eliminate hard copy budget reports
- Established a committee to identify biased-based profiling issues
- Enhanced safety compliance for DPS by hiring a certified OSHA Safety Inspector
- Compilation of a statewide Geographic Information System (GIS) map by ITO to accurately analyze geographic data and trends.

- Coordinated an intra-agency team to research and implement a personnel early warning system (PEWS) to identify and track data, such as disciplinary actions, shootings, vehicle pursuits, and wrecks to identify and/or prevent potential employee problems
 - Developed Cost-Savings Committee to identify ways to save money
 - Implemented the International Fuel Tax Agreement (IFTA) and the International Registration Plan (IRP) services for the Motor Carrier Services division
5. The Accountability Report gives DPS and others who review it the opportunity to learn more about the functions, services and direction of the Agency. It provides valuable data to assess results and successes, as well as identify obstacles and deficiencies. This Agency has been fragmented and comprises distinct major components making it a challenge to operate with optimal efficiency and cost effectiveness, the common thread running through most efforts to improve organizational performance.

Section II – Business Overview

1. Number of employees: 2,567
2. Operational locations: 256 until May 2003; 259 currently (does not include leased properties)
3. Expenditures/appropriations chart:

Base Budget Expenditures and Appropriations

Major Budget Categories	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	86,800,839.32	73,365,051.11	88,122,744.48	70,025,559.76	70,007,524.00	55,385,777.00
Other Operating	54,807,269.58	16,672,983.32	51,378,009.00	5,521,666.42	66,469,884.00	12,170,811.00
Special Items	110,989.88	110,989.88	101,635.00	101,635.00	102,571.00	102,571.00
Permanent Improvements	1,651,872.87	0.00	23,873,691.19	0.00	0.00	0.00
Case Services	0.00	0.00	0.00	0.00	0.00	0.00
Distribution to Subdivisions	24,586,218.95	0.00	24,126,815.94	0.00	33,684,219.00	0.00
Fringe Benefits	27,977,779.20	24,153,244.78	30,310,799.57	24,949,961.38	27,436,699.00	22,544,473.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Total	195,934,969.80	114,302,269.09	217,913,695.18	100,598,822.56	197,700,897.00	90,203,632.00

Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	5,728.12	0.00
Capital Reserve Funds	0.00	0.00
Bonds	4,881,767.98	22,444,828.58

Interim Budget Reductions

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
7,641,790.00	14,251,623.00

4. Key customers: DPS enforces speeding and trafficking laws on the state’s roadways, inspects commercial motor vehicles, protects the Governor’s residence and State Capitol complex, educates law enforcement students in criminal justice, provides highway and public safety education and awareness campaigns throughout the state (including public school presentations, seatbelt inspections, child safety seat inspections, alcohol and DUI campaigns, motorcycle safety, speeding and reckless driving campaigns), administers driving licenses, vehicle titles and registrations, and administers state and federal grants.

Besides the “citizens” of South Carolina, key customers are listed by division or key services:

Highway Patrol: S. C. motorists, violators, traveling citizens/visitors requiring assistance, public schools, and those involved in motor vehicle crashes

State Transport Police: S.C. motoring public, owners and drivers of commercial vehicles

Bureau of Protective Services: Governor, his family and staff, legislature, visitors to state buildings, contracted agencies, court personnel

Criminal Justice Academy: CJA law enforcement students

Division Motor Vehicles: residents and non-residents, insurance companies, county tax offices, law enforcement, vehicle dealers, legislature, judges and court administrators, federal agencies, other states and countries

Office of Highway Safety: law enforcement, K-12 public schools, highway safety advocates, Safe Communities participants

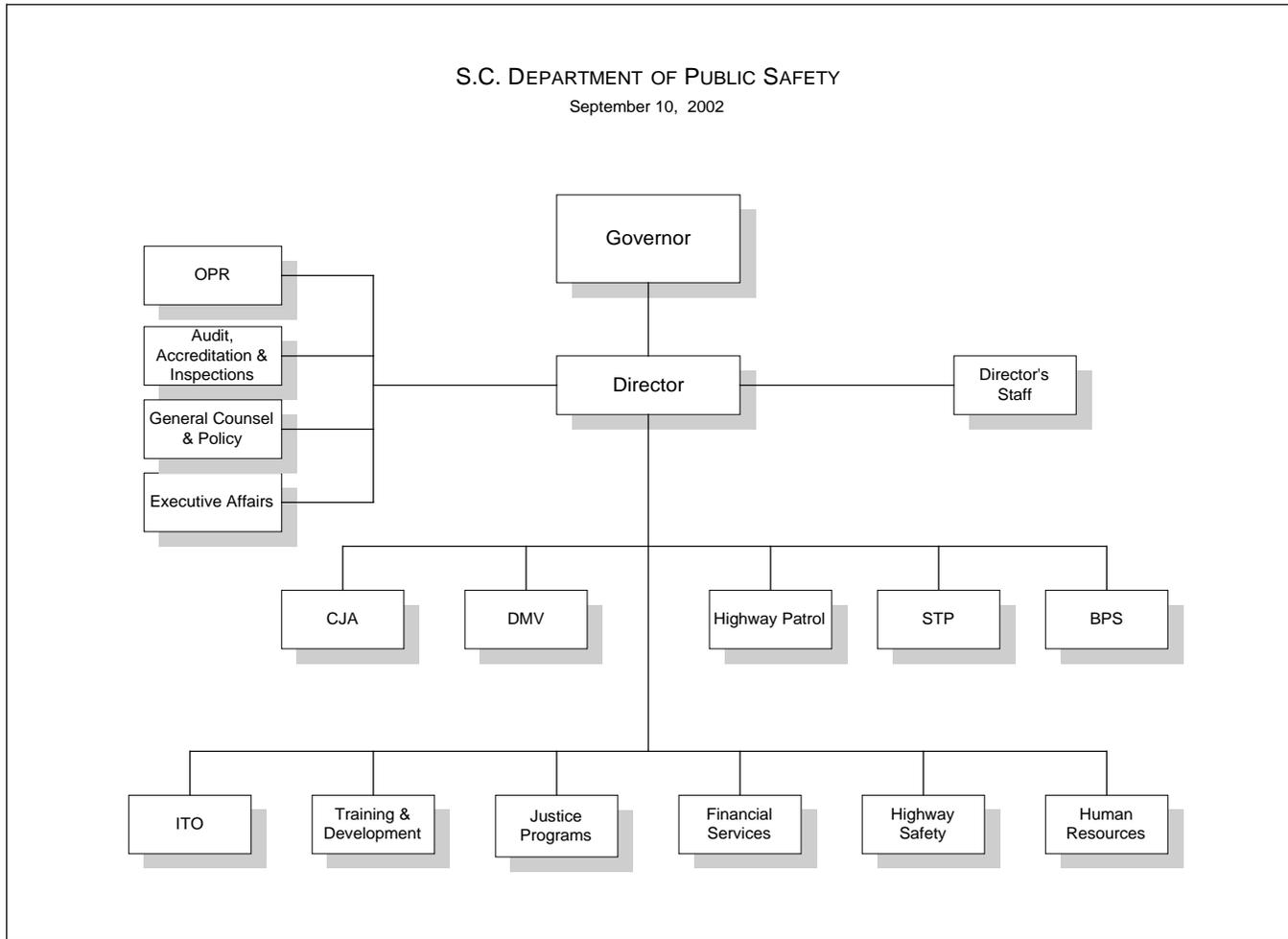
Office of Justice Programs: state and local sub-grantees (involves 350 separate projects totaling approximately \$20 million dollars); local units of government large enough to support a law enforcement division (sheriff’s offices, police departments, and solicitors’ offices); state criminal justice agencies; private nonprofit organizations in juvenile delinquency prevention and victims of crime; non-criminal justice programs

Administration: DPS management and employees

5. Key Stakeholders (other than direct customers) include the media, insurance companies, financial institutions, the medical community, public and private educational institutions, driving schools, sheriffs and chiefs of police and law enforcement community, Ports Authority, commercial vehicle

industry, the Governor's Office and General Assembly, federal, state and local government agencies, the judicial and correctional systems, suppliers, contractors and vendors.

6. Key Suppliers to the Department of Public Safety include other state agencies; city, county and federal government; the judicial system; local, regional and national associations; eligible vendors and contractors; the legislature; law enforcement at the local, state and federal levels; volunteers; profit and non-profit business and industry; research and development organizations.
7. The following Organizational Chart** represents DSP through most of the past fiscal year:



**The Division of Motor Vehicles became a separate agency in June 2003. Through a RIF in May 2003, the Office of Training and Development was reduced to one employee (Training Director) who currently manages the training function as part of Human Resources.

Section III – Elements of Malcolm Baldrige Award Criteria

1. Leadership

Senior leaders set, deploy and communicate:

(a) short- and long-term direction?

- A multi-year strategic plan was developed and implemented in 2001 and identified four critical issues (Section I – 2). Several divisions also follow divisional and unit-specific business plans. Although guided by the major critical issues, strategies are modified as necessary to ensure the

Strategic Plan remains a flexible, useful document. Current revisions reflect alignment of the Agency's goals with Governor Sanford's Business Objectives.

- To meet re-accreditation requirements, the Agency follows CALEA standards.
- Regular staff meetings take place at all levels to promote both vertical and horizontal communication; management communicates directives and shares information via the Intranet, as well as e-mail. These modes of communication are received agency-wide.
- Field office visits ensure compliance, foster communication, and address concerns.

(b) performance expectations?

- The Agency uses the State's EPMS process, which now incorporates completion and timeliness of evaluations into the supervisory success criteria.
- Special recognition, such as Officer of the Month, media coverage, commendations, letters and/or newsletters, and annual awards and recognition programs encourage high performance.
- Promoting training (including regional and national) opportunities enhances skills and knowledge in meeting job demands and new challenges. In some areas, this becomes critical to maintaining professional credibility and knowledge. (With current budget constraints, some managers are exploring alternative funding.)

(c) organizational values?

- The Agency's Mission, Vision and Values statement is displayed in all locations.

Vision

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

Values

1. The South Carolina Department of Public Safety values excellence in
 - services 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.
2. The South Carolina Department of Public Safety values the provision of justice for its customers and stakeholders.
3. The South Carolina Department of Public Safety values the trust put in it by the public.
4. The South Carolina Department of Public Safety values a well-trained, professional workforce.
5. The South Carolina Department of Public Safety values its reputation for integrity.

(d) empowerment and innovation?

- Managers are encouraged to empower front-line staff. Efforts to find new and better ways to improve processes and/or effect cost savings are recognized. Senior management is readily

accessible to employees. Employees—through various means, such as the Intranet—are encouraged to ask questions and provide feedback regarding Agency issues.

(e) organizational and employee learning?

- An internal training program, including a leadership series for new supervisors, is offered on a regular basis. Managers are encouraged to develop their own knowledge and skills, as well as promote participation by their employees. A DPS training plan is being revised and will make training mandatory for all employees and attach accountability to the EPMS criteria.
- The Agency sponsors key employees to attend the Executive Institute and the Governor's Excel Leadership Institute.
- DPS was instrumental in spearheading a training consortium established in 2001 to share talent and resources among cabinet agencies. It has expanded to include all state agencies and now offers over 50 classes to state employees at no additional cost to agencies. A web site (www.SATA.state.sc.us) has been created and maintained so employees may access training information on line. The SATC has been a successful collaboration to enhance training, share resources and knowledge and provide another resource for training directors and managers to continue growing and developing new and better ways to provide much needed training.
- The DMV Project Phoenix rollout involved comprehensive process and technical training for DMV employees, the Highway Patrol, and others.

(f) ethical behavior?

- All employees receive the Ethics Policy; posters are displayed in each office and division.
- The Office of Professional Responsibility's hotline allows anonymous reporting of illegal or unethical conduct by employees, vendors or others; the Agency's EEO/Affirmative Action Officer's direct line provides a way for employees to report violations or questionable behavior.
- Ethics training specific to public service is offered regularly. The Agency Director promotes initiatives to cultivate a well-trained staff--critical to delivering professional customer service.
- Managers lead by example. For example, the Office of Justice Programs is inherently aware of the opportunity for mismanagement of funds and is directed by the highest ethical standards.

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

- The Agency's mission, vision and values, displayed throughout the Agency, focus on customer service. Goals are aligned with Governor Sanford's Business Objectives and are aimed at delivering the highest level of service to the citizens of South Carolina. The Executive Steering Committee monitors strategic planning, which has identified customer service as one of its critical issues. Intra-agency work groups continue to identify concerns and address the needs of external and internal customers and provide a network of resources to generate ideas and initiatives to enhance the Agency's contributions and services to the public, including developing web sites; the Highway Patrol uses their web site extensively to monitor customer feedback. Office of Justice Programs ensures a well-qualified staff and offers hands-on customer service.
- Compliance with CALEA includes standards affecting customer service.
- DPS participates in the Public Safety Coordinating Council partnering with other law enforcement groups, trucking companies and industries to foster better service to the public.

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

- Deputy Directors/Administrators review public safety data generated by the Office of Highway Safety, customer satisfaction data from the Agency's Ombudsman, DMV customer traffic and transaction levels (reported from offices equipped with the Q-Matic system, an automated tracking system), key measures from the strategic plan, financial data and reports generated by the Office of Financial Services, data tracked by the Office of Professional Responsibility, and data monitored by the Office of Human Resources. Law enforcement divisions and the DMV benchmark at the national level to determine progress and performance comparisons. The Highway Patrol also uses line and staff inspections, Crash Reduction/Enforcement Planning (CREPS) and the Personnel Early Warning System (PEWS) to review performance.

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?

- As DPS strives to become a more unified agency, there are challenges to overcome. Top management has made an effort to identify problems and take steps to address them. The DPS Intranet has become a valuable tool in improving internal communication in relating up-to-date information and request input. Most divisions now have their own page on the Intranet.
- Highway Patrol reviews exit interviews to identify trends and weaknesses.
- Given the regulations and laws with which DPS must comply, law enforcement divisions and the DMV undergo a tremendous number of internal and external audits to monitor performance and compliance. The Office of Audit, Accreditation and Inspections completes audit reviews in all offices and divisions, concentrating on high-risk areas, to recommend improvements, including modifications in management.

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

- The Agency regularly monitors data generated by the Office of Highway Safety's Statistical Analysis Center, law enforcement divisions, policies and procedures through the Office of General Counsel, audit reviews by the Office of Audit, Accreditation and Inspections, and demographic data from the most recent census. Senior leaders document the effect on workload, population trends (impact on customers), personnel levels, and capital improvement/equipment needs for each goal to comply with CALEA requirements. They also monitor professional publications, relevant social, demographic and economic trends, as well as participate in professional organizations providing up-to-date data. Information from legislative updates and the Governor's objectives are used in making decisions and proposing changes. Regular training is conducted in areas, such as ethics and EEO.
- Employees are appropriately tested before serving the public in divisions such as law enforcement and the DMV. Although much has been done to improve operations and facilities, some DMV facilities throughout the state are in need of repair and updating to accommodate the disabled. The Office of Audit, Accreditation and Inspections has hired a Safety Officer to address these issues and some improvements have already been made.
- The Office of Justice Programs has heightened public awareness across the state during these times of economic hardship by helping others find and request alternative funding. Associated risks with funding sources include the opportunity to mismanage funds, especially with the increased pressure on people and organizations when the economy is down.

- The Highway Patrol uses fatality reports, Crash Reduction Enforcement Planning (CREPS) and Personnel Early Warning System (PEWS), in targeting risks.
- A Freedom of Information (FOI) Act policy was created by the Office of General Counsel and placed on the DPS web site, along with downloadable forms to request information falling under this Act.

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

- Senior leaders monitor and update the Strategic Plan, including key measures to accomplish goals and objectives. CALEA requires compliance to regulations, which are communicated to agency managers according to involvement and responsibility. Based on customer feedback and legislative mandates regarding the DPS budget, priorities--such as implementing DMV's Project Phoenix, highway safety education and campaigns, are allocated. Inspections and audits produce recommendations for improvement, which are then responded to and carried out respectively by divisions. Homeland security and emergency preparedness have become priorities based on external circumstances and actions are taken accordingly. The level of complexity and urgency largely determine how key issues are set and communicated.

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

- DPS is highly visible within the state. Priorities are driven by determining the most meaningful contribution. Participating in the following illustrates the Agency's support for communities:
 - free child safety seat inspections
 - Good Health Appeal
 - Harvest Hope Food Bank
 - Summer Institute
 - Habitat for Humanity
 - Public Information Phone System
 - March of Dimes Walk America
 - School Bus Safety Initiative
 - Education Program for Civic Groups
 - First Ladies Walk for Life
 - United Way Campaign
 - Brace-a-Child (Buck-a-Cup)
 - Families Helping Families
 - Community Health Charities
 - Muscular Dystrophy Campaign
 - American Cancer Society Relay for Life
 - Adopt-a-School
 - CRO/PIO

Funds raised for the Buck-a-Cup campaign:

SCHP District #1	5,932.00
SCHP District #2	18,293.23
SCHP District #3	6,681.95
SCHP District #4	15,510.42
SCHP District #5	7,808.00
SCHP District #6	11,317.60
SCHP District #7	6,801.39
SCHP HQ	900.00
Total for SCHP	\$73,244.59

STP	
Total	\$13,500

BPS	
Total	\$2,098

- The Office of Highway Safety’s mission includes a public outreach section, which lends highway safety videos to schools, law enforcement entities and others, and provides support for community, corporate, state and federal functions; OHS also provides promotional and educational items and assists law enforcement with campaigns and press conferences. The statistics section provides data at little to no cost upon request. The occupant protection group travels the state to provide free child safety seat inspections and assist in installation of car seats. The division also works with Highway Safety Advocates, which includes K-12, private organizations, Safe Communities, colleges, church groups, corporations, local, state and federal government, automobile dealers, law enforcement agencies, Diversity Outreach programs, and many more.

2. Strategic Planning

2.1 What is your strategic planning process, including participants?

- An outside consulting firm was contracted to facilitate training and create a draft Strategic Plan, which was completed in April 2002. An Executive Steering Committee (ESC) comprising top management directed the process. Four critical issues were identified (See Section I-2). After preliminary planning and draft were completed, the process was taken over by DPS and was facilitated through a planning committee, including the training director who has been facilitating ESC meetings and updating progress since April 2002. Under the direction of the Agency Director and the ESC, strategies have been reviewed, objectives and measures (desired results) written and revised, lead responsibility designated, and completion dates set. A system to report progress was developed and a group of key personnel representing each division regularly enter progress reports. Baldrige criteria were integrated as guidelines to aid in completing the Accountability Report.

Example of the DPS Strategic Plan format

Critical Issue 1:	The S. C. Department of Public Safety is not yet a unified agency.
Governor’s Objectives:	#2 – More cost-effective State Government #3 – Open and Accountable Government
Strategy 1.3:	Improve the willingness and ability to communicate internally among department units.
Objective 2:	Horizontal communications on planning, execution and control will take place.
Measure 1:	A quarterly written survey measures horizontal communications. Results consistently move in a positive direction.
Responsibility:	Office of Executive Affairs
Timeframe:	January 2004
Baldrige criteria:	#2 – Strategic Planning
Progress:	OEA continues to work with ITO to determine the most efficient method(s) of sharing information. A January meeting addressed changes to the DPS Intranet—currently being worked on by ITO. The Intranet now features information regarding the Blythewood project and is expected to become one of the primary information resources for DPS staff and provides unlimited opportunities for improved horizontal communications.

And how does it (strategic plan) account for the following:

(a) customer needs and expectations?

- DPS is acutely aware of public image and its importance and continues to create key strategies to enhance customer service through developing methods to identify, address, and remedy concerns. A well-trained, professional workforce is a key ingredient to meeting and exceeding customer needs and the Agency has been proactive in offering training programs and collaborating with other agencies to share resources. Law enforcement completes mandatory training annually to maintain certification status. By moving to a central location, progress has been made in making better use of resources to enhance efficiency and enhance technological solutions. Issues, such as recruitment and retention, are being analyzed and customer feedback is continually monitored. Public education through campaigns providing free child-seat inspections and instruction, presentations at schools, civic and community organizations, as well as other prevention initiatives, promote public service and provide an avenue for citizens to become more knowledgeable about highway safety.

(b) financial, societal and other risks?

- Current factors, including a worsening job market, downward swing in the economy, and the state's budget crisis, affect not only how the public views the Agency's services but also impose challenges in meeting critical needs and expectations. Staffing shortages, limited technology, needed capital improvements, employee morale—to name a few—impact the ability to accomplish goals. Law enforcement and those supporting law enforcement recognize the financial environment and are keenly aware of the societal risks involving the mission of public safety. Efforts to improve education, prevention and enforcement, despite the challenges, continues. Critical factors include analyzing speeding and fatality statistics, commercial motor vehicle collisions, DUI data, age-specific factors (under 21 and over 55), seat belt usage, and supporting appropriate legislation.
- The financial and societal risks increase the need to explore alternative funding sources. The state's increase in population, roadways, travel, crime, number of drivers and vehicles, as well as Homeland Security, places an overwhelming responsibility on the Agency. The Emergency Preparedness Unit works to reduce risks to South Carolinians; however, the current funding situation puts tremendous limitations on these and other law enforcement efforts, and legislation and administrative decisions are often based on limited or inadequate information.

(c) human resources capabilities and needs?

- The Strategic Plan indicates that DPS is not yet a unified agency. As with any large organization, especially one that has been fragmented, leadership is the key to continued strength and improvement as an Agency. Within a cabinet agency there is added volatility requiring quickly adapting to operational changes in both outlook and organizational structure. The Agency's managers and supervisors as a whole are professional, dedicated and have vast experience and knowledge. The current Director has been committed not only to strengthening law enforcement within the state but also fully promoting diversity, providing comprehensive training and employee recognition programs, and collaborating with other agencies in these efforts. An ongoing challenge in the current market is to recruit and retain qualified personnel.

(d) operational capabilities and needs?

- The critical need to be a unified agency also affects operational capabilities and needs. Providing an adequate facility(s) for all DPS employees with the recent relocation of DPS to Blythewood has gone far to enhance unity and communication among employees. Consolidating equipment and services, improving processes to better meet the needs of

subordinate units, reducing duplication of effort and paperwork through increased automation and electronic communication and storage, and following recommendations of internal audits are operational goals throughout the Agency. Inadequate funding affects how much can be accomplished not only in this facility but in other locations throughout the state.

(e) Supplier/contractor/partner capabilities and needs?

- Partnering with other agencies, suppliers, contractors, and other organizations has enhanced capabilities and results in public safety, particularly highway safety. Collaborating with DOT, other law enforcement agencies, the trucking and commercial carrier industry, and insurance companies has strengthened the effectiveness of programs throughout the state. The DMV and law enforcement are linked through data sharing and training. All avenues are explored to 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?

- The strategic plan has been a useful tool in sharing information and tracking progress for key measures. Most measures are assigned to a specific division or office; the remainder require responses from all applicable divisions or offices. Division liaisons enter progress reports on line and the plan is updated on the Intranet to reflect actions for key measures. The Executive Steering Committee meets to review activities and progress.
- Law enforcement divisions, including CJA, as well as several administrative offices, follow their own operational business plans. The Highway Patrol also uses task assignments and follow-up, communication from the Colonel and Lt. Colonel, and the HP research database and tracking system. Internal audits result in recommendations for improvement. A response and action plan are required for each recommendation and a follow-up is scheduled.

2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures? (Include how resources are allocated to accomplish action plans.)

- Along with written directives, e-mails, and staff meetings, the Agency's Intranet site has been used throughout the organization. Employees may access the Agency's strategic plan on the Intranet, as well as relevant updates, such as the information regarding the move to the Blythewood facility. Several divisions regularly post information which serves as a convenient, effective communication tool.
- The budget process requires divisions to submit a breakdown in priority order of their operating and personal services needs. The Agency's Office of Financial Services' Budget Office has developed a uniform zero-based budget form for submitting budget requests. This Office, along with the Agency Director and his staff allocate resources based on relevance to strategic goals, availability of state funding, as well as alternative funding sources.

2.4 What are your key strategic objectives?

- Although unexpected events necessitate modification and flexibility is a key ingredient as the Agency moves forward in determining strategic objectives, the four critical issues and key strategies listed in Section I – 2 have remained constant.

3. Customer Focus

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

- The strategic planning process under the direction of the ESC identified DPS customers and key stakeholders through defining its mission, as well as through legislative mandates and

enactments affecting this Agency. A customer is an individual or entity who makes contact with the Agency—whether it be through law enforcement, the DMV, the Director’s Office, the Agency’s Ombudsman, an Officer at the Capitol building, etc. Customers also include other agencies and organizations with whom DPS interacts.

- DPS has more direct contact with the citizens of South Carolina than most other state agencies. Citizens interact with the Department of Public Safety in a number of ways—from a certified technician checking infant and child seat safety to each teenager taking his/her driving exam.
- Besides the general public or “citizens” of South Carolina, key customers and stakeholders are listed in Section II – 4 and 5.

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

- The full-time Ombudsman has been responding to all inquiries, including those from other states and agencies. This information is used to resolve issues, recognize excellent service, as well as identify problems and concerns. This process also provides a format for process changes and improvements. Reading, monitoring, resolving and tracking of e-mails, faxes, telephone calls, and comments on the DPS web page are currently used as effective tools in establishing and maintaining contact and rapport with customers. Collaborative partnerships with stakeholders and organizations, including government contacts from other states, allow the Agency to keep abreast of changes within the general population, as well as within business and industry.

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

- Information from customers/stakeholders alerts management to potential problems, which may be avoided or reduced. The DPS web site and Intranet make it easier for employees and customers/stakeholders to be informed and also voice opinions and make suggestions, which are considered in making some decisions.
- HP investigates complaints through appropriate channels and follows up with specific steps; e.g., routed to Troop Captains. This allows HP to identify geographic and demographic trends. If a critical issue arises, enforcement approaches are explored to remedy the problem. BPS and STP also analyzes complaints and feedback to determine trends to take preventive action. In addition, STP relegates to industry standards with federal motor carrier safety.
- CJA uses performance-based activities to keep abreast of customer needs, such as job task analysis, 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.
- DMV monitors feedback from customers/stakeholders, investigates data and takes corrective action as appropriate; e.g., non-commercial driving schools were surveyed for input regarding the revision of the S. C. Driver’s Manual. DMV meets regularly with key stakeholders to resolve issues and improve services; e.g., legislation has been passed for elimination of random sampling for vehicle insurance verification effective July 2002.
- OHS reviews data from the following: Traffic Occupant Protection Strategy Training Forum, Fasten for Life regional briefings, 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). OHS

solicits evaluations and feedback from sub-grantees, federal partners, stakeholders and considers that information in system and program improvements.

- OJP monitors customer satisfaction through results of the grant request process; requests for quicker turnaround times and more convenience have contributed to the implementation of the Grants Management Information System (GMIS) enabling grant requests to be processed on line—reducing costs, saving time and adding ease and convenience for users.

3.4 How do you measure customer/stakeholder satisfaction?

- Through the Ombudsman and web site, a reduction or increase in complaints is seen as a way to determine customer satisfaction. Audit reviews provide guidance and steps in taking action to improve processes affecting customer service. Letters of recognition and commendations regarding specific employees or divisions indicate positive trends in accomplishing key measures indicate good customer service.

HP: State troopers are active in communities across the state. Citizen surveys are completed and analyzed. Statistics regarding traffic collisions, fatalities, speeding, DUI activities and correspondence are analyzed for trends to determine proactive enforcement and safety measures, thereby, increasing citizens' confidence and enhancing the Patrol's image.

STP: Data from the Office of Highway Safety, STP data that is tracked regarding inspections and incidents, and correspondence received are reviewed for appropriate action; public relations activities and citizen surveys provide avenues for feedback.

BPS: Customer service can be measured by contract renewals, citizen surveys, and employee commendations, as well as number of complaints.

CJA: In addition to the tools and methods used by other divisions, course critique sheets are used to measure student satisfaction of training, facilities, and overall experience at CJA.

DMV: The division communicated in advance with all customers regarding Project Phoenix application rollout through news releases, bulletins, correspondence, website updates, stakeholder meetings and signs posted in branch offices. A brochure and poster were distributed detailing requirements for both U.S. and non-U.S. citizens seeking S.C. credentials. The South Carolina Driver's Manual was made available to customers on the website, including the Spanish translation. The DMV has regular and direct contact with the legislature, an avenue used by constituents to address issues.

OHS: Letters of appreciation, program workshop evaluations, feedback from surveys are used to determine customer satisfaction.

OJP: Written communication, telephone inquiries, e-mail and survey feedback are used. Workshop evaluations help determine satisfaction, as well as data from quarterly reports.

Administration: Process improvements often result from employee feedback or audit reviews, geared to accomplishing key measures (e.g., reducing response time or turnaround time in providing data) used to determine results and impact on internal customers.

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

- A key distinction is whether the interaction is voluntary or involuntary (e.g., Highway Patrol duties and DMV services). Law Enforcement divisions not only have specialized expertise and

provide services affecting safety and quality of life for citizens but also serve as ambassadors for the Agency:

- *HP* has daily contact with motorists and interaction is most often due to violations. The officers' professionalism and actions affect public confidence, and their involvement in communities, educational and civic groups goes far in building rapport with stakeholders.
- *STP* is part of the Motor Carrier Advisory Committee, which promotes networking among STP, the trucking industry and business community to keep abreast of relevant trends and take a proactive approach to issues and/or problems identified.
- *BPS* has regular contact with the Governor, Lt. Governor, the legislature, state employees and visitors in ensuring security and safety at the Capitol complex and other State properties.
- *CJA* directly serves the student population. However, their efforts affect other distinct groups, including the law enforcement community. Re-accreditation by CALEA sets them apart and enhances rapport and confidence of stakeholders, including the general public.
- *DMV* has contact with most citizens at some point during their lives. Services have often been limited by available funding affecting not only pay ranges but advances in technology. Project Phoenix, the Q-matic system and other improvements, such as making more forms and services available on line have aided DMV's position. As of June 2003, DMV became a separate agency; however, DMV and law enforcement efforts will continue to be linked.
- *OHS* continues enhancing its web page to include updated safety campaigns and slogans and is used as an avenue to inform target audiences about highway safety, including statistics on seat belt and child safety seat use. OHS partners with the law enforcement community, government, private and public sectors, and the medical community to promote education and awareness in attempting to reduce traffic-related deaths and injuries.
- *OJP* assists applicants throughout the grant funding process.
- *Administration:* To enhance relationships with customers, HR has used the web page to communicate relevant and timely information to both internal and external customers—including job postings, state applications, a staff directory, an organizational chart, HR forms, and directions. OAAI offers assistance in process improvement to address customer needs. ITO has made progress in developing technical solutions and standardizing processes to enhance customer service and support the Agency's strategic goals. OFS has worked to reduce duplication of effort, improve efficiency and customer service by implementing an electronic reporting system and updating software to automate accounting processes.

4. Information and Analysis

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

- The strategic plan directed by the Executive Steering Committee and other key staff identified critical factors and key measures related to the Agency's ongoing direction. Governor Sanford's business objectives are also currently used to guide decisions. National benchmarks, such as the National Highway Traffic Safety Association, relative to our most critical indicators, such as the Mileage Death Rate, shows highway deaths per miles traveled based on objective national data. Through Highway Patrol activity and statistics, officer safety has become an area to study. STP follows the regulations in the Size and Weight Enforcement Plan. And CJA is guided by CALEA standards. During fiscal year 2003, DPS continued activity-based costing by analyzing security contract services provided by the Bureau of

Protective Services to other state agencies. A base budget analysis of DMV created a comprehensive service and product report to determine unit costs for services and identify performance indicators. And a workload analysis of the telecommunication centers determined activity levels within certain time periods. The Agency's decisions are based on reliable, accurate data guided by strategic goals and accreditation standards.

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 core of data collection and validation regarding highway safety issues. 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 credible tool widely used by law enforcement, legislators, traffic safety advocates and others striving to improve highway safety. Prepared by professional statisticians, the reliability and validity of this data is unquestioned. Information is presented in a concise and readable format and includes factors influencing highway safety. Data collected by OHS 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 data collection.)
- The Project Phoenix Oracle database was deployed in August 2002 and has given the DMV more options for expanding the types of reports produced.

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

- All of the above mentioned sources regarding customer service, traffic safety and technology are actively used by the Director and Executive Steering Committee to support data-based decision making. This information is proactively sought and used in a timely manner by personnel responsible for research and implementation of legislative mandates and other process changes.

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

- National law enforcement, motor vehicle and police training information are cornerstone resources for comparative data and information. DMV's active participation in the American Association of Motor Vehicle Administrators (AAMVA) provides valuable data for benchmarking. The Highway Patrol also reviews salary comparisons, retention studies and crash data studies. Additionally, HP, STP and BPS periodically conduct workload assessments.
- The Budget and Control Board's OHR and other offices aid in making salary comparisons, EEO determinations and assessing other indicators. And their data serves to provide internal, statewide, regional and some national comparisons.

5. Human Resources

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

- There are several ways that DPS managers and supervisors promote employee development and strive to create an optimal work environment. Some of these include the following: training opportunities, commendations, professional memberships and conferences (suspended due to budget cuts), coaching and career planning. Career paths are set up for the following: law enforcement officers, MAIT Team officers, telecommunications officers, and CJA instructors. A training plan has been drafted to make training mandatory for all employees and hold employees accountable by integrating training with the EPMS process. Managers will be

responsible for ensuring their employees are receiving training and working individually with employees in career development. (Due to the recent RIF in the Office of Training and Development and DMV becoming a separate agency, the Plan is being revised.)

- The DMV 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 enhance employee morale. Funding is not yet available to implement this program. DMV supports division-wide communications and encourages employees to submit their ideas and news for the “DMV Motorvator,” the division’s newsletter, which is sent to employees monthly via e-mail. Employees also receive the “Kudos Count!” newsletter highlighting positive customer feedback for DMV employees.
- Employee recognition takes place in varying degrees within divisions (e.g., monthly and/or quarterly district and regional awarded in the law enforcement areas). An annual employee awards and recognition program is hosted to acknowledge employee contributions, including Trooper of the Year, Employee of the Year, Director’s Award and others.
- The Agency approved a new and expanded Flextime Policy for employees.

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

- Created in 1998 to address the Agency’s training needs, the Office of Training and Development created a comprehensive internal training program, including a leadership series for new supervisors. The series is required for new supervisors; to date, all law enforcement supervisors have attended or are scheduled to attend. Internal training addresses diversity awareness, EEO and preventing harassment, conflict resolution, violence in the workplace, ethics, communications skills, and much more. A needs assessment survey directed to managers and supervisors was conducted in September 2002. With a 100% response, results were compiled and distributed to participants. This feedback, along with informal assessments (observations, communication with participants, requests by management and the Agency Director, and workshop evaluations) were used in continuing program development. (In May 2003 the Office of Training and Development went through a RIF, which limited or eliminated some of the services offered; however, the training director has become part of OHR and has continued the internal training program.)
- The Highway Patrol uses research and development to determine topics in demand in the current environment. Law enforcement and those requiring certification have a training and performance plan and are required to attend in-service training to maintain certification and/or to get promoted. OPR surveys are used as well as use-of-force studies to see patterns and to recommend improvement. The Highway Patrol Training Unit plans, conducts, coordinates and tracks in-service training for the troopers. Training effectiveness is measured at a basic level through participant evaluations. 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: attorneys, telecommunications operators, weight specialists, license examiners, and instructors. Supervisors monitor training requirements to ensure training is completed.
- STP hired an IT Manager to assess training needs for STP and ensure that current programs are available; a training survey was completed.

- BP increased its focus on training with a new BPS Training Coordinator.
- CJA's work teams continually address curriculum and program development and revision, and their advancements in technology, including the development of CD and web-based training programs are seen as models among their peers.
- 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 prior to system deployment. DMV also developed the Business Operation and Assessment Unit to monitor office performance and develop division processes and training.
- In addition to the human resources orientation for new employees, a one-day program was developed to better acquaint new employees with the Agency's many functions/operations, as well as provide a customer service training session (suspended due to hiring status).
- Through strategic planning efforts, managers and supervisors are asked to monitor their employees' skills regarding equipment and software to identify training needs, as well as maintaining credentials and certifications. Budget constraints have been the biggest obstacle. However, most managers and supervisors report their employees are able to use assigned equipment and software to accomplish their duties.
- The Office of Financial Services offers training in using systems and programs, such as the Electronic Report Writer system, which eliminated monthly hard copy budget distribution.
- Participation in the B&CB OHR initiatives, such as workforce planning, human resources development programs, and the HR Advisory Council, is ongoing and includes identifying areas of critical need. DPS has also established an Affirmative Action Plan with action-oriented programs developed to address underutilized groups.
- A Safety and Health Unit, established through the Office of Audit, Accreditation and Inspections, is responsible for OSHA training and compliance.

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

- New employees are evaluated on a quarterly basis during their probationary period using a Probationary Quarterly Evaluation Form to establish high performance standards and a strong work ethic. The Agency encourages employee development and involvement in planning and performance reviews. Supervisors are encouraged to communicate performance expectations through 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 note areas of improvement and accomplishment. DPS requires supporting documentation to justify performance that substantially exceeds expectations or falls below minimum standards. Employees may 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, coaching and communication tool.
- Audit reviews offer process improvements and provide guidelines to improving performance.

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

- The Office of Human Resources reviews all exist interviews returned by employees to determine levels of satisfaction and/or problem areas.
- The development of the DPS Intranet site has enhanced employee communication and has had a positive affect on organizational culture. Employees are free to voice their opinion and ask questions regarding agency issues. The site includes updated information and is accessible to employees.
- DMV held an all-day workshop for all DMV employees on May 28, 2003, to introduce employees to new services and the ACT (Accountability, Customer Service and Transaction Accuracy) Program, as well as enhance morale by having special speakers, including Governor Sanford and a motivational speaker. Senior management addressed employees regarding up-to-date issues and concerns. A customer service session was held in the afternoon. The program was a positive experience for employees and confirmed commitment and renewal for the DMV.

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

- The Safety and Health Unit within the Office of Audit, Accreditation and Inspections is devoted to safety, health and risk management, including compliance with OSHA, ADA and indoor air quality standards. The Safety and Health Manager established a Safety Committee to better identify safety and health issues throughout the Agency and methods to address them.
- Human Resources Medical Services Unit (operational until the RIF in May 2003) took a proactive approach to ensuring the health and safety of DPS employees by providing annual flu shots (up to 600 statewide), working with the Palmetto Baptist Medical Center Mobile Mammogram, the Chaplaincy Program and the S. C. Law Enforcement Assistance Program (SCLEAP). Lexington Medical Center provided medical screens for all DPS employees.
- The S. C. Law Enforcement Assistance Program (LEAP) is open to all DPS employees and offers timely information, as well as better prepares supervisors to identify employee problems that may affect job performance. Training includes a program overview for all employees.

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

- As stated in Section 1.7, DPS is highly visible and involved in communities statewide.

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 products and services involve collaboration among divisions within the agency, as well as customers, stakeholders, and/or vendors. For example, after approval was received to move into the Blythewood facilities, a building committee was formed to negotiate, design and implement this project. The building committee developed a strategic plan for moving divisions to the new buildings. Communication of steps and answers to questions were addressed on the building committee web site.

- Law enforcement divisions have enhanced communications systems and technology to meet changing customer needs. Positions and/or responsibilities have been added to better address challenges and mission-related requirements, such as adding IT managers and coordinators to strengthen divisional processes and systems, as well as an Emergency Preparedness Unit to better identify and respond to public safety emergency situations.
- DMV went through several months of process design and technology training before deploying the Project Phoenix application in August 2002 to replace an outdated system.
- OAAI follows policy guidelines and carries out procedures outlined in the OAAI Audit Manual. Along with performing audits, consultative services and inspections as required, OAAI manages the agency's accreditation program (CALEA), the health and safety program, and the agency's law enforcement inspection program.

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

- Law enforcement divisions follow operational business plans, as well as standards and guidelines required by state and federal laws and regulations. CJA follows CALEA requirements, as well as a division business plan. DMV is also regulated and undergoes intense scrutiny through day-to-day operation and delivery of services.
- OAAI submits an annual audit plan for the calendar year. It focuses on high-risk areas, those not audited to date, and those requested by management. Recommendations are made, appropriate changes implemented, and follow-up is completed. OAAI identifies areas needing to improve processes and/or quality control mechanisms.
- The Office of General Counsel Policy Section, Office of Human Resources, Office of Financial Services and the Office of Audit, Accreditation and Inspections all work in conjunction to ensure that new initiatives are implemented according to legal and regulatory requirements.
- The Office of Financial Services continues following its operational business plan, which incorporates specific department-level objectives linked to the DPS strategic plan.
- The Office of Justice Programs follows guidelines required to comply with regulatory state and federal schedules.

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

Key Processes	Requirements	Measures	Standards	Control Strategies
Human Resources (hiring/evaluating)	Knowledge Interviewing skills Professionalism	Cycle Times Number of Hires EPMS Compliance	State Regulations	State Regulations Feedback
Information Technology (providing technical assistance)	Knowledge Timeliness Technical skills	Downtime Calls Handled Response time	Industry	Certified Technicians Feedback
Justice Programs (grants administration and management)	Knowledge Professionalism Technical skills	Turnaround time Process improvement Cost reduction	State and Federal Guidelines Professional ethic and fair practices	Internal and external audits Feedback
Financial Services (Financial Reporting)	Knowledge Accuracy Timeliness	Cycle Time Accuracy	Industry State Regulations	Feedback
Executive Affairs (Communicating with media)	Knowledge Timeliness Professionalism	Number of contacts Response Time	Industry Policy and Procedures	Feedback
General Counsel (Agency representation and interpretation of law)	Knowledge of law Professionalism	Cases handled Judgments	State/Fed Law Policy and Procedures Professional Canons	Feedback
Office of Audit, Accreditation and Inspections (Perform internal audits, Accreditation, Safety and Health)	Knowledge Professionalism Auditing skills	Number of audits Number of requests	Professional Canons State/Fed law Policy and Procedures Professional Practices Framework	Feedback
DMV (Issuance of SC credentials)	Knowledge Timeliness Professionalism Knowledge of Motor Vehicle Laws	Transactions Activity Accuracy Customer Wait Times	SC Motor Vehicle Laws Policy and Procedures Federal Law	SC Motor Vehicle Laws Feedback Federal Laws

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

- DPS maintains relationships with contractors and suppliers through a listing in the Procurement Office. Vendors are held to a standard required for the specific process. The DPS Strategic Plan identifies 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, the media, lien holders, driving schools, the medical community, the Hospital Association, AAMVA, state technical colleges and universities, and others. The Office of Resource Management in OFS ensures the vendor delivers the products or services requested and meet the specifications with the required timeframe. Working closely with vendors ensures timely information regarding shipment and delivery. If a full shipment is not delivered as requested, the internal customer is notified and S. C. Vendor Complaint Form Process is followed.

- STP submits a Commercial Vehicle Safety Plan annually 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. The Size and Weight Unit reports goals to the Engineering Division of the U. S. DOT. The PRISM plan requires safety 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.
- BPS constantly evaluates their scope of service to enhance overall public safety. The division promotes open communication and meets regularly to solicit feedback from officers.
- The Office of Highway Safety's special teams work with schools and other law enforcement agencies to promote grant and other funding resources and provide safety events, such as those targeting high-risk drivers (under 21 years of age).
- OJP continues to enhance partnerships and collaborative efforts with other organizations across the state to provide assistance in grants funding for programs aimed at reducing crime and increasing public safety.

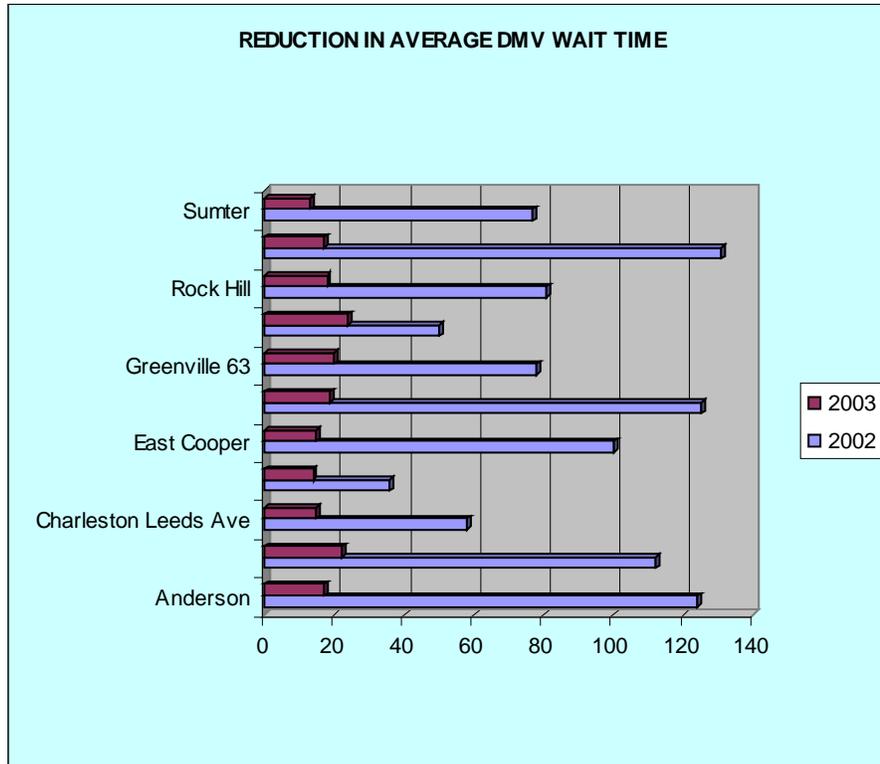
7. Results

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

- Because of the major functions within law enforcement at the Department of Public Safety, some figures, including performance levels and trends for the key measures of customer satisfaction involve data collected and tracked from each major function:
- *Highway Patrol* relies primarily on feedback from either complaints or commendations from various sources. Statistics and data tracked through the Office of Highway Safety indicate how HP impacts highway safety which ultimately affects customer satisfaction. Chart 7.2B shows that the overall mileage death rate has been decreasing. Because of the mission of the Highway Patrol, customer satisfaction is often difficult to measure as much depends on public image and the public's sense of security and confidence.
- *State Transport Police* is reliant on individual complaints and feedback from stakeholders and officers, as well as commercial vehicle inspection activity including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, and traffic enforcement.
- *Bureau of Protective Services*: With the direct and frequent contact with citizens, BPS has firsthand knowledge of customer satisfaction from a majority of its customer base. As with any law enforcement efforts, much is done behind the scenes that customers may not witness. Therefore, building rapport and confidence once again becomes the largest component of producing customer satisfaction. As long as there are no incidents or, if an incident does occur and it is handled well, satisfaction remains high.

- Division of Motor Vehicles: One of the key trends and measures of customer satisfaction for the DMV are the wait times for customers in the branch offices. Following is a comparison between summer 2002 and summer 2003:

Chart 7.1



- Criminal Justice Academy: The Criminal Justice Academy follows the standards required by CALEA, the accrediting organization for law enforcement agencies. Student program evaluations are also used and indicate excellent ratings.
- Office of Highway Safety compiles statistics and trends related to highway safety and plays a critical role in tracking crash data, DUI statistics, geographic trends, etc. Obviously, their contributions indicate escalating problems or a decrease in fatalities and injuries, thereby affecting public image, confidence, and customer service.

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

- As identified in the DPS strategic planning process, the mission and key measures are directly related to highway and public safety. DPS program divisions: Highway Patrol, State Transport Police, the Criminal Justice Academy, Division of Motor Vehicles (until July 2003), Bureau of Protective Services, Office of Highway Safety, and the Office of Justice Programs all contribute to the mission. Data collected on key measures enables management to target law enforcement, highway safety, training, public information, and other initiatives based on need for improvement.
- Key measures for the Department of Public Safety can be found in the following tables. The Agency's mission indicates the Agency's commitment to serve and protect the public in South

Carolina through training, education, prevention and enforcement. The Strategic Plan identifies specific outcomes related to highway and public safety. Since everyone is affected by highway safety, all DPS program divisions contribute to highway and public safety. Data collected on these key measures and other outcomes enable DPS to target law enforcement, highway safety, training, public information and other initiatives based on the greatest need for improvement.

Key Measures of DPS Mission Accomplishment:

1. Traffic Collision Summary. Chart 7.2A
2. Mileage Death Rate. Chart 7.2B
3. Restraint Usage. Chart 7.2C
4. Traffic Collisions by Primary Contributing Factor. Chart 7.2D
5. Truck Tractor Units by Attachment Types. Chart 7.2E
6. Highway Patrol Troop Organizational Structure. Charts 7.2F
7. Highway Patrol Accident Type Report for Fatalities. Chart 7.2G
8. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2H
9. Commercial Motor Vehicle (CMV) Inspection Activity Summary. Chart 7.2I
10. Criminal Justice Academy Training Summary Trend. Chart 7.2J
11. Bureau of Protective Services Statistical Data for Fiscal Year 2002-2003. Chart 7.2K

Chart 7.2A - TRAFFIC COLLISION SUMMARY

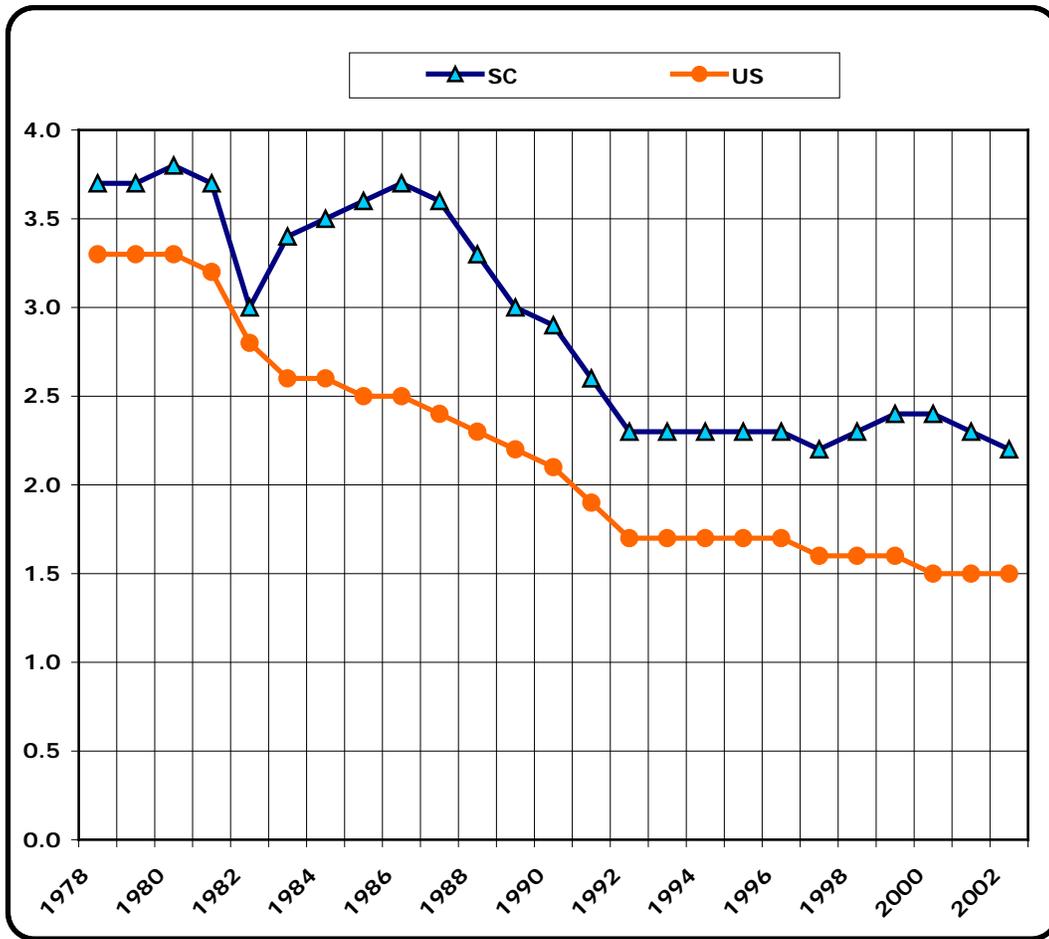
*Calendar year

	<u>2002</u>	<u>2001</u>	<u>% CHANGE</u>
FATAL COLLISIONS	949	962	-1.4%
INJURY COLLISIONS	32,427	32,381	0.1%
PROPERTY DAMAGE ONLY COLLISIONS	74,904	66,822	12.1%
TOTAL COLLISIONS	108,280	100,165	8.1%
FATALITIES	1,053	1,060	-0.7%
NON-FATAL INJURIES	52,095	52,350	-0.5%
FATALITIES FROM COLLISIONS INVOLVING:			
TRUCK TRACTOR	86	89	-3.4%
MOTORCYCLE	87	75	16.0%
BICYCLE	16	25	-36.0%
PEDESTRIAN	97	110	-11.8%
RAILWAY TRAIN	6	4	50.0%
MOPED/OTHER MOTORIZED BIKE	4	12	-66.7%
SCHOOL BUS	4	5	-20.0%
SUV	161	133	21.1%
ECONOMIC LOSS	\$2,343,000,000	\$2,309,000,000	1.5%
VEHICLE MILES TRAVELED	47,074,000,000	45,558,000,000	3.3%
ROADWAY MILES	66,195	66,168	0.0%
MOTOR VEHICLE REGISTRATIONS	3,276,722	3,210,578	2.1%
LICENSED DRIVERS	2,939,271	2,855,690	2.9%
MILEAGE INJURY RATE	115	115	0.0%
MILEAGE DEATH RATE*	2.2	2.3	-4.3%

Chart 7.2B - MILEAGE DEATH RATE

*Calendar year

SOUTH CAROLINA vs. UNITED STATES, 1978-2002



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

Chart 7.2C - RESTRAINT USAGE CALENDAR YEAR 2002

RESTRAINT USAGE	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	
None Used	7,494	3,117	2,402	1,335	525	14,873
TOTAL - NO RESTRAINT USED	7,494	3,117	2,402	1,335	525	14,873
Restraint Used						
Shoulder Belt Only	1,437	370	136	43	26	2,012
Lap Belt Only	4,447	735	212	44	6	5,444
Shoulder & Lap Belt Used	189,510	26,068	9,008	1,999	236	226,821
Child Safety Seat Used	6,752	839	186	22	3	7,802
Other Restraint Used	89	15	6	1	2	113
TOTAL - RESTRAINT USED	202,235	28,027	9,548	2,109	273	242,192
UNKNOWN RESTRAINT USAGE	9,825	1,454	524	242	48	12,093
GRAND TOTAL	219,554	32,598	12,474	3,686	846	269,158

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

TRAFFIC COLLISIONS BY PRIMARY CONTRIBUTING FACTOR 2002

PRIMARY CONTRIBUTING FACTOR	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Disregarded Signs, Signals	37	2,276	3,268	5,581	47	4,215
Distracted / Inattention	23	3,155	8,308	11,486	26	4,782
Driving Too Fast for Conditions	185	7,496	17,855	25,536	205	11,502
Exceeded Authorized Speed Limit	78	343	458	879	84	535
Failed to Yield Right-of-Way	100	7,189	15,029	22,318	111	12,952
Ran Off Road	54	584	930	1,568	57	785
Fatigued/Asleep	21	402	559	982	23	595
Followed Too Closely	1	1,912	5,023	6,936	1	2,980
Made an Improper Turn	2	426	1,755	2,183	2	682
Medical Related	18	389	194	601	18	511
Aggressive Operation of Vehicle	20	318	578	916	22	498
Over-correcting/Over-steering	10	103	265	378	12	157
Swerving to Avoid Object	3	134	299	436	3	195
Wrong Side or Wrong Way	66	611	864	1,541	80	1,226
Under the Influence	162	2,293	1,967	4,422	174	3,513
Vision Obscured (within Unit)	1	33	120	154	1	62
Improper Lane Usage/Change	13	758	4,318	5,089	15	1,203
Cell Phone	0	6	15	21	0	6
Other Improper Action	10	718	3,130	3,858	10	1,002
Unknown	35	963	2,418	3,416	46	1,536
DRIVER SUBTOTAL	839	30,109	67,353	98,301	937	48,937
Debris	0	57	208	265	0	86
Non-Highway Work	0	1	3	4	0	1
Obstruction In Road	1	35	151	187	1	43
Road Surface Condition (i.e., Wet)	0	96	285	381	0	139
Rut Holes, Bumps	0	7	18	25	0	9
Shoulders (None, Low, Soft, High)	0	4	9	13	0	4
Traffic Control Device (i.e., Missing)	0	11	25	36	0	21
Work Zone (Constr./Maint./Utility)	0	6	12	18	0	7
Worn Travel-Polished Surface	0	1	2	3	0	7
Other	0	16	73	89	0	24
ROADWAY SUBTOTAL	1	234	786	1,021	1	341
Inattentive	8	78	106	192	8	105
Lying &/or Illegally in Roadway	31	112	12	155	33	118
Failed to Yield Right-of-Way	7	69	35	111	7	80
Not Visible (Dark Clothing)	7	23	4	34	7	23
Disregarded Sign/Signal	1	16	6	23	1	20
Improper Crossing	9	101	4	114	9	115
Darting	8	81	10	99	8	84
Wrong Side of Road	3	25	3	31	3	29
Other	5	37	56	98	5	45
Unknown	0	15	31	46	0	22
NON-MOTORIST SUBTOTAL	79	557	267	903	81	641
Animal in Road	5	664	4,121	4,790	6	863
Glare	0	29	67	96	0	45
Obstruction	1	27	103	131	1	39
Weather Condition	3	136	407	546	4	201
Under the Influence	1	6	2	9	1	8
Other	0	23	76	99	0	31
Unknown	1	2	2	5	1	3
ENVIRONMENTAL SUBTOTAL	11	887	4,778	5,676	13	1,190
Brakes	1	145	306	452	1	239
Steering	0	29	57	86	0	43
Power Plant	0	14	36	50	0	15
Tires/Wheels	5	166	453	624	6	272
Lights	1	23	40	64	1	47
Signals	0	2	4	6	0	3
Windows/Shield	0	2	7	9	0	2
Restraint Systems	0	2	7	9	0	2
Truck Coupling	1	2	49	52	1	6
Cargo	1	18	151	170	1	23
Fuel System	0	9	15	24	0	12
Other	5	40	164	209	5	59
Unknown	5	188	431	624	6	263
VEHICLE DEFECT SUBTOTAL	19	640	1,720	2,379	21	986
TOTALS	949	32,427	74,904	108,280	1,053	52,095

* Property Damage Only

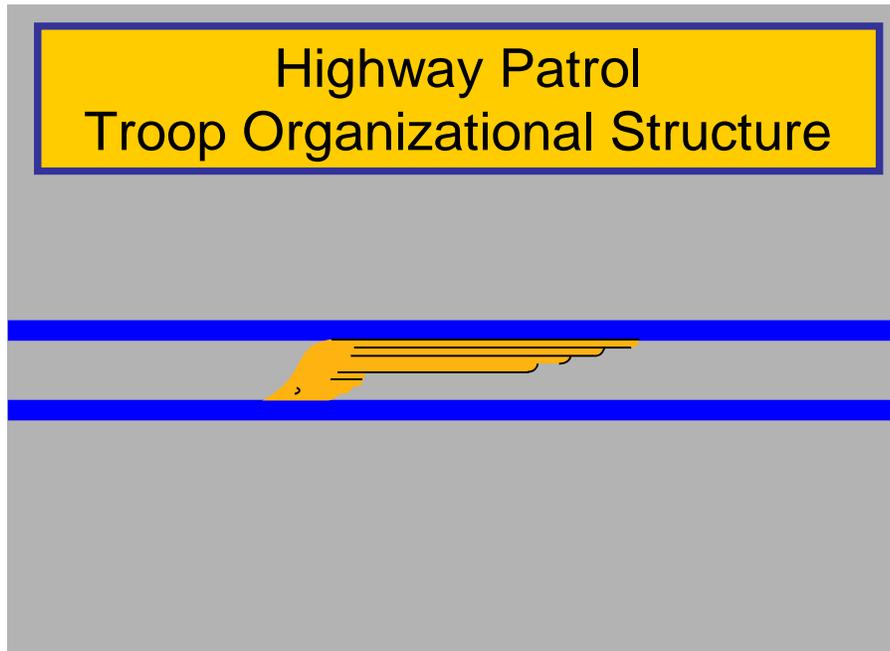
Chart 7.2E - TRUCK TRACTOR UNITS BY ATTACHMENT TYPES - 2002

TRUCK TRACTOR UNITS BY ATTACHMENT TYPES - 2002**

ATTACHMENT TYPE	COLLISION TYPE			TOTAL	
	Fatal	Injury	PDO*	Number	Percent
None	7	125	420	552	12.8%
Mobile Home	0	6	42	48	1.1%
Semi-Trailer	48	681	2,101	2,830	65.5%
Utility Trailer	0	9	38	47	1.1%
Farm Trailer	0	2	8	10	0.2%
Trailer with Boat	1	2	7	10	0.2%
Camper Trailer	0	0	5	5	0.1%
Towed Motor Vehicle	0	3	12	15	0.3%
Petroleum Tanker	2	26	49	77	1.8%
Lowboy Trailer	2	25	62	89	2.1%
Auto Carrier Trailer	3	5	29	37	0.9%
Other Tanker	4	28	47	79	1.8%
Flat Bed	10	86	213	309	7.1%
Other	0	6	32	38	0.9%
Twin Trailers	2	66	108	176	4.1%
Container	0	0	0	0	0.0%
TOTALS	79	1,070	3,173	4,322	100.0%

*Property Damage Only

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



Purpose

To provide Highway Patrol supervisors a process in which to effectively manage crash data in order to support enforcement efforts in reducing collisions and fatalities.

District vs. Troop

District

- Without 24 hr. coverage
- Troopers on-call.
- Without 24 hr. supervisory accessibility.
- Restricted coverage to a single county.

Troop

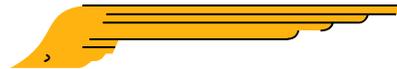
- 24 hr. coverage
- Protection from FLSA by eliminating on-call duty.
- 24 supervisory accessibility.
- Expanded coverage to multiple counties.

Performance

Since the inception of the Troop Concept in January 2003, the Patrol has experienced a 15% reduction in fatalities and a 4.1% reduction in overall collisions statewide as reported on Highway Patrol Data Collection Console.

STATE TROOPER

The restructuring of the Highway Patrol organization has enhanced our ability to serve and protect the public by being more efficient and making better use of our resources.



Effective utilization and management of crash data has enabled supervisors to:

Target specific violations on specific roads at specific times.

Select and implement appropriate strategies

Establish realistic and attainable goals

Itemize the resources needed for success

Evaluate quantitatively vs. qualitatively

Results

01/01/02 – 06/23/02 Vs 01/01/03 – 06/23/03

6.4% reduction Private Property Collisions

6.8 % reduction in Personal Injury Collisions

3.1% reduction in Property Damages Collisions

15% reduction in Fatal Crashes

4.1% decrease in overall crashes

Insurance Enforcement Unit

- The Insurance Enforcement Unit was incorporated on July1, 2002 and currently has 32 troopers.
- The mission of this unit is to remove all uninsured motor vehicles from the streets and highways of the state and to enforce all motor vehicle insurance laws applicable in the state.

Chart 7.2G - SOUTH CAROLINA HIGHWAY PATROL TROOPER

Accident Type Report for Fatalities

County	1/1/02 -12/31/02	1/1/03 - 1/25/03
Abbeville	4	3
Aiken	23	17
Allendale	4	2
Anderson	15	8
Bamberg	1	0
Barnwell	4	0
Beaufort	12	6
Berkeley	18	14
Calhoun	4	1
Charleston	1	0
Cherokee	6	6
Chester	7	2
Chesterfield	15	9
Clarendon	12	6
Colleton	15	7
Darlington	22	6
Dillon	8	5
Dorchester	16	12
Edgefield	4	2
Fairfield	8	3
Florence	20	9
Georgetown	11	6
Greenville	36	12
Greenwood	12	4
Hampton	3	4
Horry	36	21
Jasper	4	8
Kershaw	11	7
Lancaster	15	10
Laurens	9	5
Lee	2	3
Lexington	23	11
Marion	8	4
McCormick	3	0
Marlboro	7	2
Newberry	4	2
Oconee	9	3
Orangeburg	20	12
Pickens	17	17
Richland	23	14
Saluda	3	2
Spartanburg	28	12
Sumter	10	10
Union	1	3
Williamsburg	12	10
York	9	10
Total	535	310

Chart 7.2H

COMMERCIAL MOTOR VEHICLES TRAFFIC COLLISION QUICK FACTS

	<u>2001</u>	<u>2002</u>	<u>%CHANGE</u>
FATAL COLLISIONS	103	99	-3.9%
INJURY COLLISIONS	1,093	1,431	30.9%
PROPERTY DAMAGE ONLY COLLISIONS	1,068	1,583	48.2%
TOTAL COLLISIONS	2,264	3,113	37.5%
FATALITIES	115	119	3.5%
NON-FATAL INJURIES	2,050	2,509	22.4%
ECONOMIC LOSS	\$159,641,900	\$173,516,000	8.7%
TRUCK VEHICLE MILES TRAVELED	4,200,000,000	4,600,000,000	9.5%
ROADWAY MILES	66,168	66,195	0.0%
TRUCK MILEAGE DEATH RATE*	2.7	2.6	-3.7%

*Mileage Death Rate (MDR) is the number of fatalities in CMV collisions per 100 Large Truck Vehicle Miles Traveled (VMT). Truck VMT is estimated by South Carolina Department of Transportation (SCDOT).

The number of CMV-involved collisions has increased from 2,264 in 2001 to 3,113 in 2002. This equates to a 38% increase over this time period. While CMV collisions only accounted for 3% of the total collisions in South Carolina in 2002, they made up 11% of total fatalities on our roadways. Total fatalities in CMV-involved collisions have increased from 115 in 2001 to 119 in 2002, a 3.5% increase. Injuries sustained in CMV collisions have increased from 2,050 in 2001 to 2,509 in 2002, a 22.4% increase. The MDR decreased from 2.7 in 2001 to 2.6 in 2002, a 3.7% decrease.

In 2002, \$174 million in estimated losses were incurred in CMV collisions. This means that CMV collisions made up 7.4% of the total economic loss that occurred on South Carolina roadways in 2002.

Chart 7.2I COMMERCIAL MOTOR VEHICLE (CMV) INSPECTION ACTIVITY SUMMARY

Inspection Activity Summary:

FY 2003

	# Non-HazMat Inspections	# HazMat Inspections	# Bus Inspections	# Drivers Out of Service	# Vehicles Out Service
Total	31,421	2,811	534	1,926	4,014
Grand Total Inspections		34,766			
HazMat Violations		1,223			
HazMat OOS Vehicles		269			

Activities Conducted in Conjunction with an Inspection:

<u>Activity</u>	<u># Conducted</u>
Alcohol / Controlled Substance Check	83
Drug Interdiction Searches	465
Drug Interdiction Arrest	60
Traffic Enforcement	14,434

STP performs various North American Standard levels of driver / vehicle inspections on motor carriers and their drivers. The various level of inspections are as follows:

- Level 1 - Full Inspection
- Level 2 – Walk Around Inspection
- Level 3 – Driver Only Inspection
- Level 4 – Special Study
- Level 5 – Terminal Inspection
- Level 6 – Radioactive Materials Inspection

CMV inspections for FY 2003 totaled 34,766. Because of these inspections, 1,926 unsafe drivers and 4,014 unsafe vehicles were placed out-of-service including 269 unsafe HM vehicles. Our traffic enforcement resulted in 83 alcohol and controlled substance checks, 465 drug

Chart 7.2J - CRIMINAL JUSTICE ACADEMY TRAINING SUMMARY TREND

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

	#Offerings / #Attendees				
	FY98/99	FY99/00	FY00/01	FY01/02	FY02/03
Law Enforcement Basic/CJA	57/1,787	78/2,275	74/2,168	77/1,956	89/2,229
Law Enforcement Basic/Field	14/344	13/296	10/245	11/330	11/213
In Service Courses	628/12,614	248/4125	318/4,527	444/8,449	298/5,376
Corrections	13/252	8/171	12/123	8/98	2/23
Supervisory/Management	10/214	10/213	10/195	6/96	9/181
Judicial	29/906	22/646	25/698	14/236	6/139
Instructor	27/413	27/436	36/590	44/636	32/443
Instructor Recertification	8/34	6/57	6/59	8/76	6/45
Guest Instructor	52/515	55/465	58/544	65/551	65/413
External	183/12,055	181/11,581	137/10,774	125/11,252	101/7,341
Distance Learning	74/2,716	101/3,151	106/6,048	81/3,632	120/3,154
Special Operations	*/*	566/13,606	513/12,368	417/11,976	609/15,676
TOTAL	1,095/31,850	1,315/37,022	1,305/38,339	1300/39,288	1,348/35,233

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

Chart 7.2K

**Bureau of Protective Services (BPS)
Statistical Data for Fiscal Year 02/03**

	2002					2003							
	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	Total
Arrests Month to Date	4	5	3	0	0	1	2	1	3	1	0	3	23
Total Criminal Incidents Month to Date	9	15	11	8	7	9	14	12	9	15	7	10	126
Total Non Criminal Incidents Month to Date	23	36	18	19	19	28	62	29	22	15	30	23	324
Total Unsecured Doors Month to Date	10	15	9	12	9	15	41	21	13	2	8	8	163
Property Loss Month to Date (Dollars)*	960.	896.50	100.	4,575.10	7,790.45	861.50	7,180	13,879	1,140	43,470	43,830	720.	\$125,402.55
Property Recovered Month to Date (Dollars)*	0	0	0	0	0	0	0	0	0	27,000	150.	0	\$27,150.00

*Note: The Property Loss and Property covered Sections are listed as dollar amounts.

7.3 What are your performance levels and trends for the key measures of

(a) employee satisfaction?

- As mentioned previously in the report, key measures of employee satisfaction comprise several methods of involvement and development at the unit, divisional and agency levels. Managers and supervisors encourage participation in training, both internal and those offered by other agencies (SATC) and professional organizations. The OnTrack system used at DPS generates individual employee transcripts for internal training and summarizes evaluations using the following scale: 5 = excellent to 1 = needs improvement. The summary of evaluations consistently falls at 4.5.
- DPS participates in workforce planning through the B&CB's Office of Human Resources. The HR Administrator and training manager represent DPS and participate in team efforts to collect the necessary data to formulate the statewide Workforce 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 Award, 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, and Telecommunications. BPS recognizes an Officer of the Month.

(b) involvement and development?

- Career paths are set up for the following: Law Enforcement Officers, MAIT Team, Telecommunications, CJA Instructors.
- The internal training program, including a leadership series designed for new supervisors, began in 1998 and has been ongoing with over 1,000 employee contacts between July 1, 2002 and June 30, 2003. The leadership series is mandatory for first-line law enforcement supervisors. A full-day orientation program for new employees implemented in 1998 and offered to better acquaint new employees with DPS operations and functions has been suspended due to budget cuts.
- DPS supports the SATC (Section III – 1.e). A website has been established for employees to access information and training.

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

- Relationships with suppliers/contractors/partners follows the protocol defined through the Agency's Procurement Office through the list of qualified vendors. The individuals and/or organizations on this list are held to the standard required for the specific process. Developing partnerships is a key strategy in providing optimum benefit to the public and have been established with the DOT, the transportation industry, the law enforcement community, county tax offices, the media, financial institutions, schools, the medical community, the Hospital Association, AAMVA, and colleges, as well as other state agencies. Working closely with suppliers/contractors/vendors ensures that they provide timely information. A process is in

place through the Office of Resource Management to handle problems or miscommunications and facilitate performance improvement.

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

- DPS is a highly visible and regulated Agency both in the law enforcement arena, DMV activities, as well as grants administration and highway safety. CJA, in addition to other agency divisions, must comply with CALEA standards and regulations required for re-accreditation. The Office of General Counsel develops, prepares and distributes policies and procedures and works with HR to monitor compliance. Law enforcement is relegated to following protocol and chain of command in the performance of duties. Each division complies with industry regulations and guidelines, including the State's Budget and Control Board, which is the regulatory agency for all administrative and financial activities/programs. The Office of General Counsel and the Office of Human Resources ensure training is offered in most areas of compliance, including EEO, preventing harassment, violence in the workplace, and conflict resolution, among others, to enhance awareness and prevent and minimize litigation.
- As a highly visible Agency, DPS community involvement can be measured through efforts resulting in monetary contributions, as well as public awareness through free child seat inspections and instructions, educational programs at schools and civic organizations, and safety campaigns directed at targeted groups throughout the state. The DMV now has a Spanish version of the S.C. Driver's Manual to accommodate the rising Hispanic community.

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

- During FY03, DPS continued its activity driven, zero-based costing process. This year marked the daunting task of administering and managing budget cuts and a RIF affecting over 30 full-time employees. With the budget uncertainty, the challenge continues to allocate resources according to levels of urgency and priority as deemed by the Agency Director and his staff and/or the Governor's Office. The relocation to the Blythewood facility involved tremendous fiscal planning and logistics carried out by the Office of Financial Services and monitored by the Agency Director through the Office of the General Counsel. The successful process of moving the majority of DPS employees to Blythewood necessitated resources be allocated to this effort and involved continually monitoring and re-allocating funds.
- The Office of Audit, Accreditation and Inspections in conjunction with the Human Resources continue efforts to more thoroughly investigate workers' comp cases to reduce the financial burden and identify any illegitimate claims.
- The Office of Justice Programs strives to generate funding from alternative sources and makes strides to fund programs which increase highway safety and reduce violent crimes.