

***STATE OF
SOUTH CAROLINA***

DEPARTMENT OF PUBLIC SAFETY



Agency Accountability Report

Fiscal Year 2003-04

September 15, 2004

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. With this and subsequent legislation, including the separation of the Division of Motor Vehicles in June 2003, DPS currently comprises seven operational components: the Highway Patrol (HP), the State Transport Police (STP), the Bureau of Protective Services (BPS), the Office of Highway Safety (OHS), the Office of Justice Programs (OJP), the Criminal Justice Academy (CJA) and the S. C. Law Enforcement Hall of Fame. The agency's administrative offices will be included under "Administration" for 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.

The Department of Public Safety values:

- **excellence in service to customers, relationships among its employees, continuous improvement of operations, communications inside and outside of the organization, and teamwork among its subordinate units and employees**
- **the provision of justice for its customers and stakeholders**
- **the trust put in it by the public**
- **a well-trained, professional workforce**
- **its reputation for integrity**

2. Achievements from July 2003 to June 2004

Highway Patrol (HP)

- SCHP website has received positive reviews. Unique to the website is a Fatality Memorial site to honor those who have died on SC roads. Established in December 2003, the site is a healing tool for those who have tragically lost a loved one and received 22,600 hits by June 2004. SC Traffic.org, developed to provide data regarding traffic situations and links to other emergency management agencies, has proven to be a hub for emergency planning.
- Implementing Smart COP-CAD (Computer Aided Dispatch) to enhance response times, officer safety and performance through technological advances in law enforcement communications.
- Programmed, issued and trained troopers and local/county police departments in operating GPS devices. As of 6/04, 98% of the collisions investigated by HP contained coordinates.
- Restructured Public Information Program to include a Media/Community Relations Coordinator in HP Headquarters and a Community Relations Officer in each troop ensuring a uniform and cohesive community-relations program.
- Speed/Alcohol Overtime Enforcement Project began May 2004 and allows multiple troopers to work extra shifts during periods reflecting high numbers of speed/alcohol-related crashes.
- Established a Strategic Planning Unit to more effectively make resource allocation decisions.
- Combined HP and DPS IT Units allowing for more efficient use of resources. Technologies are being tested to enable radio/telephone traffic to be transported via existing network infrastructure. The first, Radio over Internet Protocol (RoIP), will serve as backup to the primary radio tower system and overcome problems with existing system due to wire-line failures. Along with providing critical communications and enhancing safety, it enables interoperability between agencies using different radio systems and improves coordination of emergency responses. The second technology, Voice over Internet Protocol (VoIP), will greatly reduce or eliminate long-distance charges incurred to support existing "local" telephone

traffic from distant, centralized sites. Another advantage is the fault tolerance inherent in the data network infrastructure translating into higher availability for telephone services.

- Developing a Career Path Retention Plan to increase trooper salaries to Southeastern average (SCHP is currently 15.4% below the Southeastern average).
- Assisted in security and traffic control for major public events, including the G-8 Summit (Sea Island, GA) and Governor Mark Sanford's 1st Annual Family Fitness Challenge involving 430 riders and having the potential to attract statewide, if not national, media attention.
- Developed "Final Exam" initiative to target high school zones and teenage drivers. (See 7.2P.)
- The National Highway Traffic Safety Administration began a national initiative called "100 Days of Summer Heat" to aggressively enforce the speed limit and impaired driving laws. The SCHP and GA State Patrol joined forces on the Interstates during June, July and August.
- Successfully enforced crowd/traffic control at 2004 Harley Davidson Myrtle Beach Bike Rally and the Memorial Week Bikefest. (Due to threats involving outlaw motorcycle gangs, law enforcement has stepped up security/surveillance at events attended by outlaw biker gangs.)

State Transport Police (STP)

- Received national recognition for data quality, timeliness and accuracy of reporting crash data.
- Radiation detection equipment at the westbound scale facility was purchased and installed.
- Radiation detection pagers were purchased for officers.
- A grant was obtained from SCSU for hazardous materials training for officers.
- The RFP process has begun to secure a contractor for the development and implementation of CVIEW (Commercial Vehicle Information Exchange Window).
- Size and weight inspection activity was increased by 26%.
- A statewide computer-based (electronic) reporting of activity by officers was implemented.
- Electronic signage (open/close) for Newberry, Richland, Lexington and Townville scale facilities was installed.
- Established training with local jurisdictions on safe and proper ways to stop a commercial motor vehicle.
- Sgt. Williams Rhodes was elected to chair a committee with the Commercial Motor Vehicle Safety Alliance.

Bureau of Protective Services (BPS)

- A Homeland Security Grant for \$65,811.00 was secured to update Mansion security system.
- An operational manual was completed to improve officers' efficiency and performance.

Criminal Justice Academy (CJA)

- The weapons range was improved to accommodate critical, high-liability areas (Target System on Handgun Range; Range #2 pilot study)
- The vacated site at Broad River Rd was cleaned up (included removal of modular units).
- The Law Enforcement Training System (LETS) was enhanced to facilitate online registration and accessibility of records.
- A Homeland Security Grant for training was approved.
- A review of Basic Jail Curriculum was completed.
- Implemented Physical Agility Test (PAT) pass/fail (continuous motion/no time limit).
- The training curriculum for Reserve Police Officer candidates was revised.
- Distance learning/video conferencing sites at Greenville and York were added.
- Web-based training was developed to supplement distance learning and classroom training.
- Course manuals for FOI/web availability were converted.
- An in-house laundry facility has been installed and operated.

Office of Highway Safety (OHS)

- A Statewide Alcohol Symposium was conducted to unveil findings/recommendations of the state's Impaired Driving Assessment. Action plans were developed at the symposium with over 300 attendees from various disciplines (adjudication, prosecution, law enforcement, education, treatment/rehabilitation, etc.), including the S. C. Attorney General.

- A statewide campaign for School Zone Safety Week was held during September, 2003, including a kick-off press event on Sept. 8 at Bradley Elementary School in Columbia, SC.
- The following mobilizations were conducted:
 - Buckle Up, South Carolina (BUSC) It's the law, and it's enforced*, during Thanksgiving 2003 (Nov.19-30) and Memorial Day 2004 (May 24 - June 6)
 - Sober or Slammer!*, during Christmas 2003 - New Years Day 2004 (Mobilizations included stepped-up enforcement of the relevant state laws, press events, and a TV spot to complement enforcement efforts).
- A motorcycle safety public information/education campaign was conducted during the motorcycle rallies in Myrtle Beach in May 2004 (15 bikers were killed in 2003; 2004, four bikers were killed).
- Traffic fatalities for 2003 decreased (down by 8% from 2002--1,053 to 969); Mileage Death Rate (MDR) dropped to lowest in state's history to 2.0 deaths per 100 million miles of travel.

Office of Justice Programs (OJP)

- OJP was instrumental in developing a program that dramatically lowered violent crime in what had been the most violence-prone county, per capita, in the state. Orangeburg's violent crime has dropped 32% since the completion of a strategic plan spearheaded by OJP.
- Successful leadership efforts have been provided to reduce the number of children held in secure confinement for truancy, which is costly to taxpayers and generally detrimental to the children. Significant advances in the deinstitutionalization of status offenders have been made.
- Time and costs associated with the grants process have been reduced through development of a web-based Grants Management Information System (GMIS), reducing paperwork and processing time for both DPS staff and grant applicants from cities, counties and state agencies.

Administration

- The cost of an external HR application tracking system has been eliminated by developing an in-house system (saving \$1,400 annually). The system allows users to enter only pertinent information into the new database; keying time has been reduced by 200%.
- The Office of Financial Services has worked to accomplish a smooth transition with the Agency's physical move to the Blythewood location; managed the successful transition of the DMV from DPS to become an independent agency; effectively handled staff reductions during the state budget crisis and continued holding other expenditures to the bare minimum.

3. Key Strategic Goals for present and future years

Become a unified agency

- Develop a more cost-effective, efficient and accountable operation
- Improve internal communications and promote uniform procedures throughout DPS
- Enhance technological capacity
- Design and implement an effective recruitment and retention program
- Provide 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

Provide excellent customer service at all times

- Identify and address customer needs, including threats to security or safety
- Use technological solutions to address customer needs, when feasible
- Design and implement a uniform quality control system
- Integrate continuous improvement as part of the management philosophy
- Promote a culture of professionalism, courtesy and customer service
- 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

Improve 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
- Enhance education regarding highway safety in schools, to the public, as well as the legislature
- Improve enforcement by prosecuting offenders in a timely manner; increase visibility and number of officers; partner with cities/counties; target enforcement according to safety data
- Enhance partnerships with state and federal agencies, the transportation industry and other highway safety advocates
- 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
- Build additional commercial vehicle monitoring facilities

Use relevant, timely data in making decisions

- Enhance 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

4. **Opportunities:** As the State budget crisis continues, exploring alternative revenue sources becomes imperative; efforts continue to heighten education/awareness in public/highway safety; support law enforcement through the media, the public, legislature and Governor's Office; enhance employee recognition; increase use of technology, such as data links, the Internet; partner with other state agencies, private and public organizations to share mutual interests and/or goals; initiate methods to transfer knowledge and expand workforce planning efforts; implement better methods to assess needs and better evaluate effectiveness of programs

Barriers: limited funding; difficulty recruiting/retaining qualified personnel; difficulty in unifying efforts and reducing duplication due to distinct functions and divisions; processes that do not meet needs of subordinate units; communication system fostering vertical rather than horizontal communication; keeping up with rapid changes in technology; increased workload and staff reductions; lack of system to effectively monitor customer and employee satisfaction

5. The Accountability Report provides DPS and others the opportunity to learn more about functions, services and direction of the Agency. As Director Schweitzer meets ongoing and new challenges in leading DPS, this report will provide an additional foundation for continued strategic planning. It offers valuable data in assessing results and successes, as well as identifying 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:** 1,444 (as of 7/13/04)
2. **Operational locations:** 57
3. **Expenditures/appropriations chart:**

Base Budget Expenditures and Appropriations

Major Budget Categories	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	88,122,744.48	70,025,559.76	55,723,854.15	40,848,473.06	49,644,471.00	34,638,156.00
Other Operating	51,378,009.00	5,521,666.42	25,295,667.09	5,838,406.31	33,913,767.00	8,585,959.00
Special Items	101,635.00	101,635.00	102,361.52	102,361.52	102,571.00	102,571.00
Permanent Improvements	23,873,691.19	0.00	3,870,141.94	0.00	0.00	0.00
Case Services	0.00	0.00	0.00	0.00	0.00	0.00
Distribution to Subdivisions	24,126,815.94	0.00	26,647,205.57	0.00	25,523,095.00	0.00
Fringe Benefits	30,310,799.57	24,949,961.38	20,682,912.75	15,560,944.00	18,910,501.00	13,702,641.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Total	217,913,695.18	100,598,822.56	132,322,143.02	62,350,184.89	128,094,405.00	57,029,327.00

Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Bonds	22,444,828.58	3,259,988.58

Interim Budget Reductions

Total 02-03 Interim Budget Reduction	Total 03-04 Interim Budget Reduction
14,251,623.00	710,615.00

4. Major Program Areas Chart

Program Number and Title	Major Program Areas Purpose (brief)	FY 02-03 Budget Expenditures	FY 03-04 Budget Expenditures	Key Cross References for Financial Results*
01000000	Administrative Operations	State: \$ 8,868,537.09 Federal: 27,775,326.58 Other: 3,228,105.10 Total: \$39,871,968.77 % of Total Budget: 23.4	State: \$ 5,778,336.00 Federal: 29,150,929.00 Other: 2,070,510.00 Total: \$36,999,775.00 % of Total Budget: 28.0	
10100000	S. C. Highway Patrol	State: \$40,427,967.39 Federal: 1,004,936.01 Other: 15,061,596.17 Total: \$56,494,500.17 % of Total Budget: 33.2	State: \$36,683,154.00 Federal: 1,694,052.00 Other: 18,889,838.00 Total: \$57,267,044.00 % of Total Budget: 43.3	7.2 A,B, C, D, G, K, L, M, N, O
10300000	S. C. State Transport Police	State: \$ 3,175,697.91 Federal: 3,195,822.76 Other: 3,763,808.16 Total: \$10,135,328.83 % of Total Budget: 6.0	State: \$ 2,786,015.00 Federal: 2,365,240.00 Other: 2,808,431.00 Total: \$ 7,959,686.00 % of Total Budget: 6.0	7.2 E, F, H
10400000	S.C. Criminal Justice Academy	State: \$ 154,995.99 Federal: 309,763.94 Other: 5,926,454.44 Total: \$6,391,214.37 % of Total Budget: 3.8	State: \$ 155,923.00 Federal: 232,440.00 Other: 6,971,728.00 Total: \$7,360,091.00 % of Total Budget: 5.6	7.2I
10500000	S. C. Bureau of Protective Services	State: \$ 1,431,733.38 Federal: 23,020.00 Other: 1,337,107.55 Total: \$2,791,860.93 % of Total Budget: 1.6	State: \$1,283,446.00 Federal: 0.00 Other: 1,747,376.00 Total: \$3,030,822.00 % of Total Budget: 2.3	7.2 J
10500500	The Hunley Project Public security for the Exhibit.	State: \$ 101,635.00 Federal: 0.00 Other: 0.00 Total: \$ 101,635.00 % of Total Budget: 0.1	State: \$ 102,361.00 Federal: 0.00 Other: 0.00 Total: \$ 102,361.00 % of Total Budget: 0.1	
10700000	S. C. Hall of Fame Memorial for S. C. officers who died in the line of duty; museum for S.C. law enforcement history and artifacts	State: 0.00 Federal: 0.00 Other: \$ 129,340.07 Total: \$ 129,340.07 % of Total Budget: 0.1	State: 0.00 Federal: 0.00 Other: \$ 171,287.00 Total: \$ 171,287.00 % of Total Budget: 0.1	
95050000	Employer contributions for benefits	State: \$24,949,961.38 Federal: 982,208.35 Other: 4,378,629.84 Total: \$30,310,799.57 % of Total Budget: 17.8	State: \$15,560,867.00 Federal: 0.00 Other: 0.00 Total: \$15,560,867.00 % of Total Budget: 11.8	
99000000	Capital Projects Building renovations/construction	State: 0.00 Federal: 0.00 Other: \$23,873,691.19 Total: \$23,873,691.19 % of Total Budget: 14.0	State: 0.00 Federal: 0.00 Other: \$3,870,142.00 Total: \$3,870,142.00 % of Total Budget: 2.9	
	Summary	State: \$79,110,528.14 Federal: 33,291,078.24 Other: 57,698,732.52 Total: \$170,100,338.90 % of Total Budget: 100.0	State: \$ 62,350,102.00 Federal: 33,442,661.00 Other: 36,529,312.00 Total: \$132,322,075.00 % of Total Budget: 100.0	

*Key Cross References are a link to Category 7 – Business Results. These References provide a chart number that is included in Section 7 of this document.

5. **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), 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, other local and state agencies

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

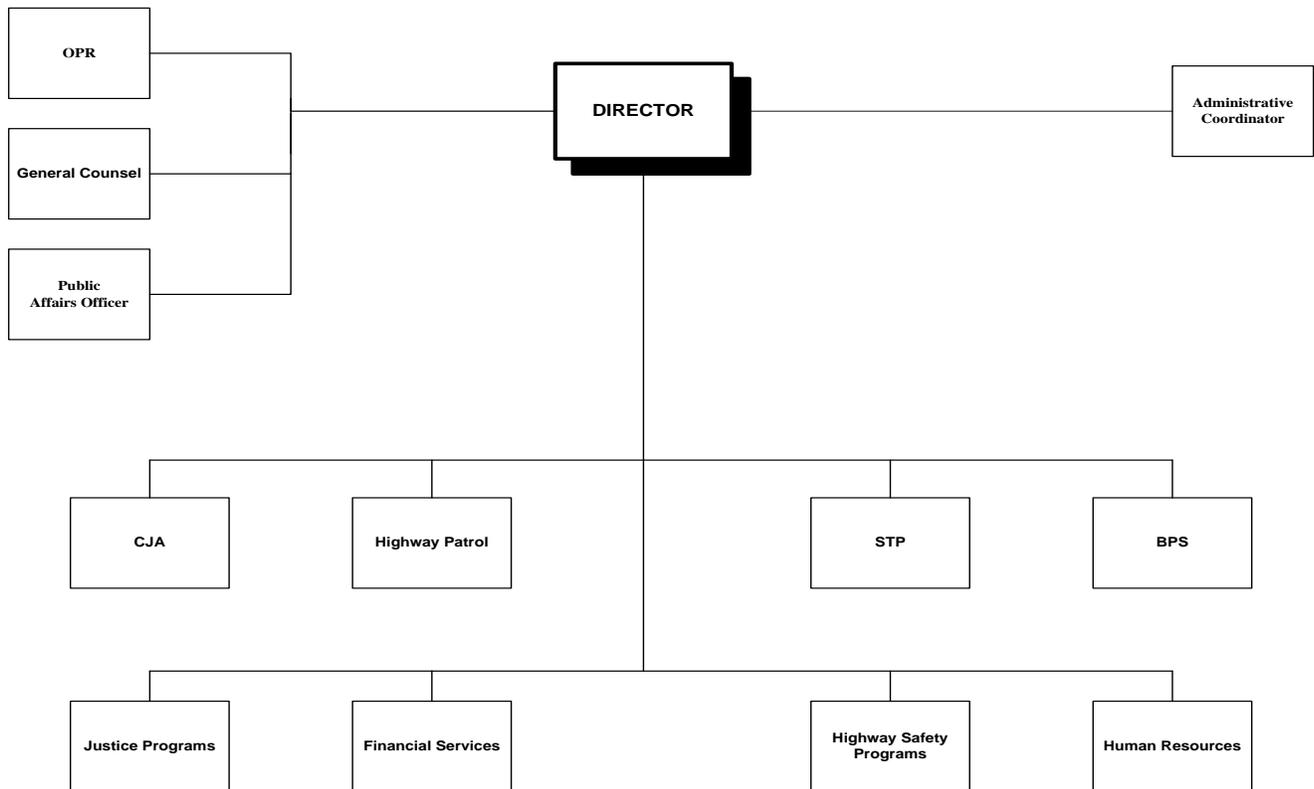
Office of Highway Safety: law enforcement, K-12 public schools, highway safety advocates, Safe Communities participants

Office of Justice Programs: state and local sub-grantees (involves 400 separate projects totaling approximately \$20 million dollars); local units of government (sheriff's offices, police departments, and solicitors' offices); state criminal justice agencies; private nonprofit organizations in juvenile delinquency prevention and victims of crime

Administration: DPS management and employees, suppliers, contractors, applicants

6. **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.
7. **Key Suppliers** 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.

8. Organizational Chart



Section III – Elements of Malcolm Baldrige Award Criteria

1. Leadership. Current Director James K. Schweitzer leads the Agency's top management team comprising Deputy Directors/Administrators for Divisions/Offices. He has an open-door policy, supports participatory management and leads by example. His working relationship with management and employees at all levels demonstrates his high regard for employees and their contributions.

How do senior leaders set, deploy and communicate:

(a) short- and long-term direction?

- Strategic planning is aligned with Governor Sanford's Business Objectives. The multi-year strategic plan developed in 2001 identifies four critical issues (Section I – 3). Several divisions also follow unit operational plans, which support the DPS strategic plan and provide valuable input for the Accountability Report. Although guided by critical issues, strategies have been modified as necessary to ensure the DPS Strategic Plan remains a flexible, useful document. Under the leadership of the new Director, strategic issues will be re-addressed to ensure DPS is on track and working toward continuous improvement. Top management promotes both vertical and horizontal communication. Information is shared agency-wide via various modes, such as the Intranet, as well as e-mail.

(b) performance expectations?

- The EPMS process is used and incorporates completion and timeliness of evaluations into the supervisory success criteria. When feasible, training opportunities are supported to enhance skills and knowledge in meeting job demands and new challenges. This may be critical to

maintaining professional credibility, certification and/or knowledge in some positions. However, budget constraints have limited internal and external training opportunities.

(c) organizational values?

- Organizational values are at the core of the DPS mission. DPS's Mission, Vision and Values are displayed in all locations visible to employees and visitors. All major reporting efforts and quality/training initiatives are aligned with core values and a key part of the Strategic Plan.

(d) empowerment and innovation?

- Employees are encouraged to find ways to improve processes and/or effect cost savings. Front-line employees are empowered to do their jobs efficiently and effectively. Managers are accessible and address obstacles and barriers that interfere with efficiency and effectiveness.

(e) organizational and employee learning?

- Although this Agency has been a strong advocate of training/employee development, budget reductions have forced suspension of internal professional development. However, DPS was instrumental in spearheading a consortium called the State Agency Training Consortium (SATC) established in 2001 to share training talent and resources. This has been a successful collaboration and offers several classes to state employees at no additional cost to agencies. Law enforcement divisions receive in-service and mandatory training to meet regulatory requirements. The Agency sponsors key employees to attend the Executive Institute.

(f) ethical behavior?

- All employees receive the Ethics Policy and posters are displayed in each office. Ethics training specific to public service has been offered. 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. Managers lead by example; e.g., Office of Justice Programs inherently has the opportunity for mismanagement of funds and continues to be directed by the highest ethical standards.

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

- The DPS mission, vision and values focus on customer service. Aligned with Governor Sanford's Business Objectives, goals are aimed at delivering the highest level of service to citizens. The Agency is sensitive and highly aware of its public image and continues to identify concerns of external and internal customers to provide a network of resources to generate ideas/initiatives to enhance customer service. The HP partners with numerous state and local agencies to ensure public safety is at the forefront regarding natural and manmade disasters. Customer service will remain a critical issue in strategic planning.
- BPS regularly communicates with the legislature and key staff to obtain feedback.
- OJP ensures a well-qualified staff offers customers hands-on assistance.
- CJA managers meet with law enforcement groups and representatives routinely and establish teams/committees. Upstate, Midlands and Low Country steering committees (representative of agencies served) have been established and serve in an advisory capacity to CJA.
- 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. The Agency also complies with CALEA standards, which include customer service.

1.3 How do senior leaders maintain fiscal, legal and regulatory accountability?

- A complete understanding of fiscal, legal and regulatory responsibilities is necessary to ensure compliance. Training, regular meetings and constant monitoring of legislative issues pertaining

to areas of responsibility aid awareness and adherence. Periodic reporting on these areas to the Agency Director and others ensures accountability is maintained. Along with Agency policies, Budget & Control guidelines and State legislative mandates, the following are relevant within divisions: **STP** uses monthly budget reports and signature authority of key staff in the accountability chain. Revenue and expenses are monitored on a regular basis, including all requisitions, travel and non-recurring expenses. **OJP** is subject to continual oversight at the state and federal levels, including internal and external audits, including the State Auditor's Office, on-site monitoring by the Federal Bureau of Justice Assistance and Bureau of Justice Statistics, Office of the Comptroller in the U.S. Justice Assistance Department and the Office of the Inspector General. **BPS** is accountable through contractual relationships with other State agencies and organizations. **CJA** monitors court fine revenue and expenses through Financial Services for timely and accurate projections and works with the Law Enforcement Training Advisory Council, the Director and the Office of General Counsel in compliance, interpretation and implementation of the Training Act and Regulations governing training and certification of S.C. law enforcement officers. **OFS** has maintained a solid fiscal reputation ensured through an annual independent financial audit. **HP** monitors legal issues assisted by the Office of General Counsel, Patrol's Training Unit and Strategic Planning Unit's Legislative Liaison. Patrol's Inspection & Accreditation Officer ensures compliance with CALEA standards.

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

- Senior management and other key staff review highway safety data generated by the OHS, customer satisfaction data, progress reported regarding key measures in the strategic plan, financial reports generated by Financial Services and data tracked by the Office of Professional Responsibility. HR conducts compensation studies to determine salary inequities, and a quarterly EEO manual is prepared to analyze workforce components and identify underutilized groups. Monthly FTE reports are generated to ensure compliance with the Agency's authorized FTEs. Law enforcement divisions benchmark nationally to compare progress and performance. They also use the EPMS process, line and staff inspections, Crash Reduction/Enforcement Planning (CREPS) and the Personnel Early Warning System (PEWS) to review performance.

1.5 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?

- Given the regulations and laws with which DPS must comply in every component (e.g., law enforcement, CALEA accreditation, grants administration, CJA training programs), the Agency undergoes a tremendous number of audits and scrutiny to ensure performance and compliance.
- As DPS continues to become more unified, there are still challenges to overcome. Top management has made progress in identifying internal problems and taking steps to address them. The DPS Intranet has become a valuable tool in improving internal communication in relating up-to-date information and requesting input. Most divisions now have their own link on the Intranet and share relevant information.
- Human Resources reviews exit interviews to identify trends and weaknesses and routes any potential problems to appropriate deputy director or administrator.
- CJA has an Employee Relations Representative who holds regularly scheduled meetings with employees and their representatives and acts as liaison with CJA administrators.
- HP reviews exit interviews to identify trends and weaknesses and has recently conducted individual command staff presentations on strengths, weaknesses and future goals.

1.6 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 OHS Statistical Analysis Center, law enforcement divisions, policies/procedures through the Office of General Counsel, audit reviews and demographic data. Senior leaders document effect on workload, population trends (impact on customers), personnel levels and capital improvement/equipment needs to comply with CALEA requirements. Professional publications, relevant social, demographic/economic trends are monitored. Professional organizations also provide current data. Information from legislative updates and the Governor’s objectives are used in making decisions and proposing changes. Regular training has been conducted in areas, such as ethics and EEO.
- Employees are appropriately tested before serving the public in law enforcement divisions.
- OJP 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.
- HP uses fatality reports, Crash Reduction Enforcement Planning (CREPS) and Personnel Early Warning System (PEWS) to identify employees with multiple incident involvement. HP worked with primary schools in the “Final Exam” initiative to target teenage driving at the end of the school year. A link was provided on the SCHP Internet site to encourage feedback and participation regarding this pledge. (See 7.2N.) Data is also used from enforcement initiatives that resulted from awarded grants in the area of DUI/Speed enforcement.
- The focus on law enforcement training by the Criminal Justice Academy remains critical to capability, skills, etc. of law enforcement personnel statewide.
- A Freedom of Information (FOI) Act policy created by the Office of General Counsel is on the DPS web site, along with downloadable forms to request information falling under this Act.

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

- Senior leaders monitored the Strategic Plan, including key measures to accomplish goals and objectives. CALEA requires compliance to regulations, which are communicated to managers according to involvement and responsibility. Based on customer feedback and legislative mandates regarding the budget, priorities (such as highway safety campaigns) are set. Audits and inspections produce recommendations for improvement, which are addressed 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.

1.8 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:
 - *United Way Campaign (agency-wide)
 - Good Health Appeal
 - Harvest Hope Food Bank
 - Summer Institute
 - Habitat for Humanity
 - First Ladies Walk for Life
 - Free child safety seat inspections
 - Brace-a-Child (Buck-a-Cup)
 - Families Helping Families
 - Community Health Charities

- Public Information Phone System
- March of Dimes Walk America
- School Bus Safety Initiative
- Education Program for Civic Groups
- Victim's Rights Week
- 100 Days of Summer Heat
- * Col. Anna Amos, STP, serves as Steward/Council Member on the United Way's Food, Shelter, Safety and Transportation Council.
- Muscular Dystrophy Campaign
- American Cancer Society Relay for Life
- Adopt-a-School
- CRO/PIO
- Joint volunteer blood bank with CSC
- Final Exam High School Initiative

Funds raised for the Buck-a-Cup campaign:

SCHP Troop 1	\$ 9,687.68
SCHP Troop 2	23,171.47
SCHP Troop 3	11,717.14
SCHP Troop 4	11,943.20
SCHP Troop 5	4,042.32
SCHP Troop 6	9,831.98
SCHP Troop 7	3,830.48
SCHP HQ	1,092.32
Total for SCHP	\$75,316.59

STP	
Total	\$13,500

BPS	
Total	\$3,050.00

- OHS's mission includes public outreach, including lending videos to schools, law enforcement entities, and providing support for community, corporate, state and federal functions; promotional/educational items are provided, as well as assistance with safety campaigns and press conferences. The statistics section provides data at little to no cost. The occupant protection group provides free child safety seat inspections and assists in installing car seats. The division also works with highway safety advocates, including 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?

The new Director regards strategic planning as essential in creating a roadmap to guide decision making to meet changing needs. This comes at a good time not only with new leadership and perspective but also because the current plan, developed in 2001, is due to be re-addressed. The separation of the DMV eliminated a major component, reduced the number of employees and impacted organizational culture to some degree. An Executive Steering Committee comprising the Director and top management directed the strategic planning process. Four critical goals were identified (Section I-2) and strategies, objectives and measures were developed to address key issues. Responsibility was designated for measures and target dates set. A reporting system was developed to track progress and Baldrige criteria were integrated with the plan.

How does it account for

(a) customer needs and expectations?

- DPS is sensitive to and strongly aware of public image and its importance. Steps to identify, address, and remedy customer concerns are in place. A central location has continued to foster unity and enhance efficiency. Recruitment and retention continue to be studied and customer feedback is monitored. Public education through campaigns, 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?

- With the budget crisis and stretching state dollars, the continued challenge exists to meet critical needs, ultimately affecting the Agency's services and capacity. 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 environment and risks involving the mission of public safety as efforts continue to improve education, prevention and enforcement. 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, number of drivers and vehicles, as well as crime rates and Homeland Security issues, places an overwhelming responsibility on the Agency. The Emergency Preparedness Unit works to reduce risks. However, funding restraints put 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?

- As with any large organization, especially one that has been fragmented and comprises several distinct divisions/functions, leadership is the key to strengthening human capital. The Agency's managers and supervisors as a whole are professional, dedicated and have vast experience and knowledge. An ongoing challenge in the current market is to recruit and retain qualified personnel, as well as address training, transfer of knowledge and workforce planning.

(d) operational capabilities and needs?

- Providing an adequate Headquarters facility has fostered progress in meeting operational goals throughout the Agency, such as enhancing consistency, consolidating equipment and services, improving processes to better meet the needs of subordinate units, and reducing duplication of effort and paperwork through increased automation and electronic communication and storage. However, inadequate funding continues to affect how much can be accomplished not only in this facility but in other locations throughout the state.

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

- DPS continues to partner with other agencies, suppliers, contractors, and organizations to enhance 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 continues to strengthen 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 What are your key strategic objectives?

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross Ref. for Performance Measures*
<p>Critical Issue #1: Become a unified agency</p>	<p>--Improve vertical and horizontal communications --Improve use of technology --Identify and target non appropriated revenue to improve operations and reduce expenditures --Implement plans to increase efficiency, foster a more cohesive, team-oriented and customer focused work force</p>	<p>--Enhanced use of DPS web sites improved agency-wide communication --Combined HP and IT units for increased efficiency and effectiveness --Moving to one headquarters building has reduced duplication of effort and operational expenses and enhanced team effort --Consolidation of Telecommunications Centers --HP Grant Projects improved equipment, support and security systems --Increased STP's radiation detection equipment and pagers to improve statewide computer-based activity reporting and now has a statewide computer-based reporting system --BPS developed a divisional operations manual to increase efficiency</p>	<p>7.2K 7.2L, 7.2M</p>
<p>Critical Issue #2: Provide excellent customer service at all times</p>	<p>--Enhance technological solutions when feasible --Improve public safety and security --Ensure professional, courteous and ethical behavior at all times --Provide training and development --Ensure community involvement</p>	<p>--Implemented and improved CAD dispatch system (increasing response times; --RoIP and VoIP (See Section I – No. 2, p.4); completion of wireless 800 radio system for more seamless law enforcement communication --OJP continues to enhance use of GMIS and well-qualified, professional staff provides hands-on training for users --CJA has expanded web-based training and distance learning programs and sites --DPS is highly visible and involved in community programs (See 1.8 p.14). --HP Public Information Program now includes a Community Relations Officer in each troop to ensure cohesive, uniform community relations --Updated Mansion security system --Training is offered through the State Agency Training Consortium and other sources as funding is available</p>	<p>7.2L</p>
<p>Critical Issue #3: Improve traffic safety</p>	<p>--Reduce traffic fatalities on roadways --Improve law enforcement communications -- Increase response time and enhance capacity to respond to emergencies --Educate customers, especially high-high risk drivers, regarding highway safety --Implement campaigns and programs to enhance education, safety and security operations --Provide appropriate information to identify patterns to determine law enforcement scheduling and special assignments</p>	<p>--HP Travel.org web site (hub for emergency activity) --Speed/Alcohol Overtime Enforcement Program --“Final Exam” Initiative --“100 Days of Summer Heat” campaign --Stepped up enforcement at bike rallies --School Zone Safety Week --Mobilizations: “Buckle Up, SC, It’s the Law and It’s Enforced,” “Sober or Slammer!” --Improved dispatch system --Homeland Security Grants, including the HP Homeland Security Grant Project enhancing several enforcement improvement programs</p>	<p>7.2.A, 7.2B, 7.2C, 7.2D, 7.2G, 7.2H, 7.2J, 7.2L, 7.2M, 7.2N</p>

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
<p>Critical Issue #4: Use relevant and timely data in making decisions</p>	<p>--Improve financial and statistical reporting --Track highway safety data to effectively identify and target patterns and trends to improve public safety --Identify changes in activity to determine appropriate action</p>	<p>--CREP provides HP supervisors a process in which to effectively manage crash data to support enforcement efforts in reducing collisions and fatalities --PEWS (Personnel Early Warning System) used to identify potential performance problems --Tracking crash summary data regarding types of vehicles, miles traveled, injury/death rate --Commercial Motor Vehicle Activity is tracked by year, month and weather conditions, including differentials --BPS reports statistical data regarding arrests, criminal incidents, property loss, etc. --CJA tracks training data to determined trends</p>	<p>7.2A, 7.2C, 7.2D, 7.2F, 7.2H, 7.2J, 7.2L</p>

*Key Cross References are a link to Category 7 – Business Results. These References provide a chart number that is included in Section 7 of this document.

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

- The strategic plan has been a useful tool in sharing information and tracking progress. Progress was reported and the plan was updated on the Intranet to reflect actions for key measures. The Executive Steering Committee reviewed activities and progress. Law enforcement divisions, including CJA, as well as some administrative offices, have developed division-specific operational plans, which are aligned with the Agency’s mission. 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.

2.4 What are your key action plans/initiatives? (See 2.2 Strategic Planning Chart.)

2.5 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. Employees may access the strategic plan on the Intranet. Several divisions regularly post information on the site, which serves as a convenient, effective communication tool.
- The budget process requires a breakdown by priority of operating and personal services needs. The Budget Office has developed a zero-based budget form for 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.

2.6 The Strategic Plan is available on the DPS Intranet.

3. Customer Focus

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

- DPS has more direct contact with the citizens of South Carolina than most other state agencies. Besides the general public, key customers and stakeholders are listed in Section II – 4 and 5.

The strategic planning process identifies customers and stakeholders through defining the mission, as well as relevant legislative mandates and enactments.

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

- Inquiries and concerns received are monitored and used to resolve issues, recognize excellent service, identify problems and concerns, and provide 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 used to establish and maintain 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?

- Communication and feedback from customers/stakeholders are used to alert management to potential problems, which may be avoided or resolved. 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 decision making.
- Law enforcement divisions investigate complaints through appropriate channels and follow up with specific steps to identify geographic/demographic trends and training needs. Data from customers/stakeholders is used to improve services/programs by analyzing to determine root causes of issues, evaluating current services/programs, and taking appropriate action. After action is taken (such as officer training), follow up is critical to ensuring resolution. A key success factor in partnerships with local, state and federal agencies is ongoing communication and review. (STP also 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.
- OHS reviews statewide data from Law Enforcement Network (LEN) Coordinators and periodic meetings, campaign briefings, roundtable meetings, Buckle-Up Campaign regional briefings, annual conferences, child passenger safety technician training, press events and other meetings. Evaluation and feedback are solicited from sub-grantees, federal partners, stakeholders, and the information provided is considered in system and program improvements.
- OJP monitors customer satisfaction through results of the grant request process; requests for quicker turnaround times and more convenience contributed to the implementation of the Grants Management Information System (GMIS) now 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?

- Fundamentally, much of this is done through feedback and communication received. 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 employees or divisions indicate positive trends in accomplishing key measures and indicate good customer service.

HP: State troopers are active in communities across the state. 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. Partnerships with state and local agencies allow for interaction and review of activities and plans involving the HP. Classes conducted by HP personnel allow for dialogue and feedback. Community Relations Officers provide an excellent opportunity for customer feedback. Correspondence from motorists and citizens foster additional dialogue.

STP: Highway safety data regarding inspections/incidents and correspondence received are tracked and 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, as well as number of complaints. Customer satisfaction is also determined by employee commendations and letters of appreciation received.

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.

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

3.5 How do you build positive relationships with customers/stakeholders and make distinctions?

- A key distinction is whether interaction is voluntary or involuntary. Law Enforcement divisions have specialized expertise and provide services affecting safety and quality of life for citizens and serve as ambassadors for the Agency:
- *HP* has daily involuntary contact with motorists who have violated traffic laws or have been affected by injury caused by motor vehicle collisions. The professionalism and compassion shown by officers coupled by the actions and activities of the Community Relations Officer and Traffic Accident Victim's Advocate build public confidence and positive relationships with customers/stakeholders. *HP* has daily voluntary contact with other law enforcement and government agencies during hurricane evacuation exercises, coordinated safety campaigns and other collaborative activities. The sharing of resources and information builds professional rapport and positive relationships. Initiatives such as "Final Exam" enhance dialogue and partnerships. Yearlong contact among emergency management officials ensures effective solutions to natural disaster scenarios. Relationships are also established with other law enforcement agencies through classes taught by troopers regarded as subject matter experts.
- *STP* is part of the Motor Carrier Advisory Committee promoting communication among *STP*, the trucking industry and business community to keep abreast of trends and take a proactive approach to issues and problems identified. Col. Amos is a member of the Board of Directors for the International Registration Plan, Inc. (IRP, Inc.) and *STP* is active with AAMVA (American Association of Motor Vehicle Safety Alliance). Sgt. Rhodes is Vice Chairman of Region 2 for CVSA. These organizations foster networking among the industry and business community, as well as law enforcement entities around the country, Canada and Mexico.

- *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. Positive relationships are built by providing vital information when needed and/or requested.
- *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.
- *OHS* conducts safety campaigns. The web site is an avenue to inform target audiences about highway safety, including statistics on seat belt and child safety seat use. *OHS* partners with law enforcement, 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 with the grant funding process engaging in outreach activities to assist state and local criminal justice agencies, as well as nonprofit organizations, in applying for and implementing grant-funded projects.
- *Administration:* HR continues to use the website to communicate relevant, timely data to both internal and external customers, including job postings, applications, staff directory, HR forms, organizational chart, and directions. Progress has made in implementing technical solutions and standardizing processes to enhance customer service and support strategic goals. *OFS* reduced duplication of effort and improved 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 what to measure for tracking financial and operational performance?

- Along with Governor Sanford's key goals, the strategic plan identifies critical issues and key measures related to the Agency's mission and direction. National benchmarks, such as the National Highway Traffic Safety Association providing data regarding our critical indicators (e.g., Mileage Death Rate indicating highway deaths per miles traveled), are used in assessing performance. Through activity and statistics, officer safety is being studied and followed. *STP* follows regulations in the Size and Weight Enforcement Plan and the *CVSP* (Commercial Vehicle Safety Plan). And *CJA* is guided by CALEA standards and by established Training Act and Regulations. As revenue and budget decline, the *CJA* mission has been re-focused on essential initiatives, which can be supported by current income level. A workload analysis of the telecommunication centers resulted in consolidating the thirteen centers into five.

4.2 What are your key measures?

- HR uses a law enforcement termination analysis (through exit interviews) to determine causes for officers leaving. Through the applicant tracking system, applicant status can be monitored by job code and vacancy reducing administrative and processing time. EEO reports monitor underutilized groups, and a compensation study compares salaries of minorities vs. non-minorities, males and females.
- *STP* monitors size and weight and inspections activity to determine fiscal impact of operations and performance vs. revenues and budget allocations.
- *BPS* tracks criminal and non-criminal incidents on State property to determine trends, risks, and patterns, so appropriate action may be taken.
- Funding for Highway Safety Program operations is provided by the National Highway Traffic Safety Administration (NHTSA), the Federal Highway Administration (FHWA) and the

Federal Motor Carrier Safety Administration (FMCSA). The success of these programs and allocated funding is measured by examining statistical data gathered on traffic collisions. Other information, such as enforcement reports and opinion surveys, are also used.

- CJA's key measures consist of (1) the number of law enforcement officers trained and certified annually, and (2) the number of in-service training opportunities for recertification compliance for the total law enforcement community. (See 7.2I.)
- Law enforcement divisions also prepares monthly and quarterly progress reports.

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

- The Statistical Analysis Center (SAC) located in OHS is the core of data collection/validation regarding highway safety issues. SAC prepares the annual Commercial Motor Vehicle Fact Book and S.C. Traffic Collision Fact Book with over 130 pages of data on traffic crashes, deaths/injuries. Prepared by professional statisticians, it is a valuable and credible tool widely used by law enforcement, legislators, traffic safety advocates and others striving to improve highway safety. Information is presented in a concise, readable format and includes factors influencing highway safety. Data collected by OHS is used as a basis for developing 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.)
- OFS assures accurate financial and operational data through the use of appropriate internal controls and monitoring by the Agency Direction and senior management. State and federal audits are complete to assure that information reported is adequate, accurate and managed appropriately.
- The Highway Patrol identifies trends and problem areas through the use of the CREP program. Data collection through CREP enables enforcement supervisors to target specific violations on specific roads at specified times, itemize resources and evaluate and assess Troop/Post performance qualitatively rather than quantitatively.

4.4 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 management 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.
- OHS monitors and places emphasis on statistical traffic collision data that identifies problem areas. This information is key to justifying program attention and related financial support.
- HP uses stats from CREP, as well as the DUI/Speed Enforcement Overtime Grant awarded in 2003. Data collected by the R&D and Strategic Planning Units assist the command staff in decision making and future planning.

4.5 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. HP compares salaries, studies retention and crash data. Additionally, HP, STP and BPS periodically conduct workload assessments. Specifically, the HP has conducted manpower assessments and configured a personnel allocation model to ensure proper supervisor-to-subordinate ratios. National and State resources are used for comparative purposes. OHS maintains statistical publications from state and national sources.

- The State's OHR and other offices perform salary studies, EEO determinations and assess other indicators. This data provides internal, statewide, regional and national comparisons.
- HR has established policies and practices based on nondiscriminatory factors. An Affirmative Action Plan has been designed to promote equal opportunity and guide managers. Based on the guidelines, the Agency strives to recruit, hire, train and promote applicants/employees in all job classifications without discrimination; ensure employees/applicants are not subjected to any harassment, intimidation, threats, coercion or discrimination for filing a complaint or assisting in an investigation; ensure promotion decisions are based on of equal employment principles and affirmative action by imposing valid criteria; and ensure personnel actions, such as compensation, transfers, benefits, layoffs and training are administered without discrimination.
- CJA uses job task analysis and needs assessment data from in-state law enforcement sources. Membership in the International Association of Directors of Law Enforcement Standards and Training provides a network of reference data with other Academies and POST organizations provided through compilation of sourcebook and reciprocity guidelines among states.

4.6 How do you manage organizational knowledge to accomplish the collection, transfer and maintenance of accumulated employee knowledge, identification and sharing be best practices?

- The HR Administrator and key staff are involved in the State OHR's efforts to address workforce planning and transfer of knowledge. DPS participates in training and task force committees regarding these issues and will integrate findings into the efforts to establish and implement effective methods to address workforce planning and identify critical needs.

5. Human Resources

5.1 How do you encourage/motivate employees to develop and use their full potential?

- DPS employees are encouraged and development is promoted through training opportunities, job redesign, cross training, professional affiliations, coaching and career planning. Career paths have been established for law enforcement officers, telecommunications officers and CJA instructors. A career path retention plan proposal has been developed for the three uniform law enforcement divisions (to be finalized for submission in October 2004). The Strategic Planning Unit explores grant opportunities targeting divisional needs and concerns and also partners with other State Police agencies through the State Provincial and Police Planning Officers Sections in conjunction with the International Association of Chiefs of Police.
- Enhanced internal communication has made it more convenient for employees to be involved. Teamwork is promoted and employees are encouraged to work smarter. Along with informal, personal recognition from managers, employees have received communication from the Director thanking them for their contributions, which enable DPS to accomplish its mission despite budget cut backs. The formal recognition program was suspended due to lack of funding; however, the new Director will launch an employee recognition program to acknowledge service and achievements, provide a forum for further employee involvement, and foster an environment where employees feel appreciated and valued.

5.2 How do you identify/address key training and development needs?

- The BPS Training Officer uses feedback from division supervisors to address training needs. Practical scenarios are being set up to address needs and concerns.
- HP's R&D Unit assesses the internal and external environments to needs and the Strategic Planning Unit researches grant opportunities to fund additional training/employee development.

- 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.
- CJA continually address curriculum/program development, and advancements in technology, including development of CD and web-based programs, are seen as models among their peers.
- OFS continues to offer training in using systems and programs, such as the Electronic Report Writer, which eliminate monthly hard copy budget distribution.
- Participation in State OHR initiatives, such as workforce planning, HRM/HRD programs, and the HR Advisory Council, is ongoing and identifies training and development needs. The DPS Affirmative Action Plan with action-oriented programs addresses underutilized groups.
- Through strategic planning efforts, managers and supervisors are asked to monitor employee skills regarding equipment and software to identify training needs, as well as maintain credentials and certifications. Budget constraints have been the biggest obstacle in providing training. Managers and supervisors report additional training in computer skills (software) and other areas is needed. Although internal training was offered through June 2004, funding and staffing issues made it necessary to suspend internal professional development program. Some training opportunities are available the State Agency Training Consortium (SATC).

5.3 How does your employee performance management system support high performance?

- New employees are evaluated on a quarterly basis during the probationary period using a Probationary Quarterly Evaluation Form to establish performance standards and a work ethic. Employees are involved in planning and performance reviews. Supervisors are encouraged to communicate expectations throughout the review period through discussion/informal reviews.
- Supervisors are rated on the quality of employee reviews to ensure they are completed in a fair, impartial, and timely manner. As the primary tool used to measure performance, the EPMS provides supervisors the opportunity to note accomplishment and needed improvement. Supporting documentation is required to justify a “substantially exceeds” rating or one that falls below minimum standards. Employees may attach statements or rebuttals to the EPMS for review by management and HR. EPMS training has been offered to educate supervisors on the importance of performance reviews as a management, coaching and communication tool.

5.4 What methods do you use to assess employee well being, satisfaction and motivation?

- HR reviews all exit interviews returned by employees to determine levels of satisfaction and/or problem areas. Informal and formal review sessions, absenteeism, and overall performance indicate to some degree employee satisfaction and motivation. The development of the DPS Intranet site continues to enhance communication and employees are free to voice opinions and ask questions regarding relevant Agency issues.

5.5 How is a healthy work environment maintained (and preparedness for emergencies/ disasters)?

- The Safety & Health Officer who was actively pursuing safety issues is on active military leave.
- HP’s Emergency Preparedness Unit continually monitors the environment to take a proactive approach in preventing or avoiding a crisis or disaster.

- The S. C. Law Enforcement Assistance Program (LEAP) is open to all DPS employees and offers counseling for a myriad of personal issues. It also offers supervisors a resource to better identify employee problems that may affect job performance.

5.6 What activities involve a positive contribution to 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 processes that produce, create or add value for your customers and your organization, and how do they contribute to success?

- Continued emphasis on redesigning processes and procedures to reduce unnecessary efforts and reports have led to decreased paperwork and hard copy reports. Efforts involve collaboration among divisions, as well as customers, stakeholders, contractors and/or vendors. Although the move to Blythewood is complete, the building committee continues to identify and resolve ongoing move-related issues and address results on the web site.
- Law enforcement continues to enhance communication 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 who continue to strengthen divisional processes and systems. The Emergency Traffic Management Unit strives to better identify and respond to public safety emergency situations.
- An established process for applying and receiving highway safety program funding is in place. This was established by the S.C. Public Safety Coordinating Council (PSCC). The process ensures open announcement and availability of funding to all eligible recipients and establishes responsibility for ensuring problems in highway safety are identified and prioritized.
- First accredited by CALEA in 1998, DPS is seeking its third accreditation with final assessment in fall 2004. Standards, recognized internationally, are designed to increase capabilities to prevent and control crime, increase collaboration with other law enforcement agencies, and increase citizen and employee confidence. Preparation for the assessment process involves assistance from every aspect of the Agency. Because accreditation provides a yardstick to measure effectiveness and uniformity of programs/services, as well as the Agency's status and readiness, the Agency strives for consistency and continual improvement in its operations. National accreditation adds value and credibility in many areas, including: reinforcing confidence that DPS is operating within certain standards for the profession; ensuring policies and procedures are solidly documented; assuring personnel are trained and functioning in line with policies and procedures; providing the capability to analyze delivery of services and measuring culpability; administering consistent discipline and helping to insulate the Agency against civil litigation. Accreditation serves to assure government leaders and the general public of the quality of law enforcement, makes South Carolina more attractive to economic and community development, provides dollar and cents return on liability insurance coverage, and ensures a sense of well being and safety in the hearts and minds of communities.
- Task analysis and needs assessment ensure that CJA training fits and fulfills the needs and demands of the individual law enforcement officer and law enforcement community.

6.2 How do you incorporate organizational knowledge, technology, customer requirements, cost controls, and other efficiency/effectiveness factors into process design and delivery?

- The Agency strives to explore new ways of doing things to enhance efficiency and effectiveness in operations and performance. An annual assessment of the HP’s troop concept involved a revision resulting in a reduction in supervision and a more efficient system. The HP also established a Strategic Planning Unit to assist in more effective resource allocation decisions by completing research projects, developing plans, and recommending procedural changes for current operational functions. This Unit allows the HP to organize, communicate and implement strategic plans systematically in times of expansion and retrenchment. This Unit enables the HP to strive to tie its visions and goals to resource needs by continuous long-term planning, research and policy formulation with a focus on what can be rather than what is. Telecommunications consolidation uses updated technology to improve efficiency and ensure cost savings through reduced centers throughout the state.
- OHS works with federal, state and local authorities in addressing critical highway safety needs. As needs are identified, strategies are developed and implemented to address them (depending on availability and amount of funding).

6.3 How does daily operation of these processes ensure meeting key performance requirements?

- The Office of General Counsel Policy Section, HR, and OFS collaborate to ensure that new policies and initiatives are implemented according to legal and regulatory requirements. Divisions follow operational plans, guidelines, and schedules required by state and federal regulatory agencies, as well as funding authorities. Management is responsible for ensuring employees comply with policies and that performance requirements are met.

6.4 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
Financial Services (Financial Reporting)	Knowledge Accuracy Timeliness	Cycle Time Accuracy	Industry, State and Federal 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

6.5 How do you manage/support key supplier/contractor/partner processes to improve performance?

- DPS maintains relationships with vendors/suppliers through the Procurement Office. Vendors are held to a standard required for the specific process. Resource Management in OFS ensures vendors deliver products or services requested and meet specifications within 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.
- The DPS Strategic Plan identifies developing partnerships to provide process benefits to the public. Partnerships have been established with DOT, the transportation industry, local law enforcement, tax offices, the media, lien holders, driving schools, the medical community, the Hospital Association, AAMVA, state technical colleges and universities, and others.
- 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.
- OHS 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.
- OJP continues to enhance collaborative efforts with other organizations to provide assistance in grants funding for programs aimed at reducing crime and increasing public safety.
- CJA regional training sites have been established and equipped to receive and deliver advanced/specialized training in local jurisdictions where officers live and work.
- The HP's R&D Unit, as well as the Information Technology staff, interacts with vendors to ensure quality equipment and minimum cost.

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 because 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.

- *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?

- Identified in the DPS strategic planning process, the mission and key measures are directly related to highway and public safety. Program divisions: Highway Patrol, State Transport Police, Criminal Justice Academy, Bureau of Protective Services, Office of Highway Safety, and 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. The HP's CREP program analyzed data to ensure enforcement activities are concentrated on identified problem locations. The HP Internet displays initiatives, such as "Final Exam" and the Memorial site for fatality victims.
- 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.
- Despite budget cuts and RIFs in BPS, the actual number of incidents and property loss has declined. This can be attributed to the maximum use of existing personnel.

Key Measures of DPS Mission Accomplishment:

1. Traffic Collision Quick Facts 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. Weight Type Activity Chart – STP. Chart 7.2E
6. Commercial Motor Vehicle (CMV) Inspection Activity Summary. Chart 7.2F
7. Highway Patrol Accident Report – S. C. Traffic Fatalities 2001 – 2004 Chart 7.2G-1
8. Highway Patrol – S.C. Traffic Fatalities from 7/1/03 – 6/30/04. Chart 7.2G-2
9. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2H
10. Criminal Justice Academy Training Summary Trend. Chart 7.2I
12. Bureau of Protective Services Statistical Data for Fiscal Year 2002-2003. Chart 7.2J
13. Highway Patrol Telecommunication Center Consolidation Project. Chart 7.2K
14. Highway Patrol Grant Project Results. Chart 7.2L
15. Highway Patrol Grant Program. Chart 7.2M
16. Highway Patrol "Final Exam" School Project. Chart 7.2N
17. Results of Highway Patrol Research & Development Projects. Chart 7.2O

Chart 7.2A - TRAFFIC COLLISION QUICK FACTS SUMMARY

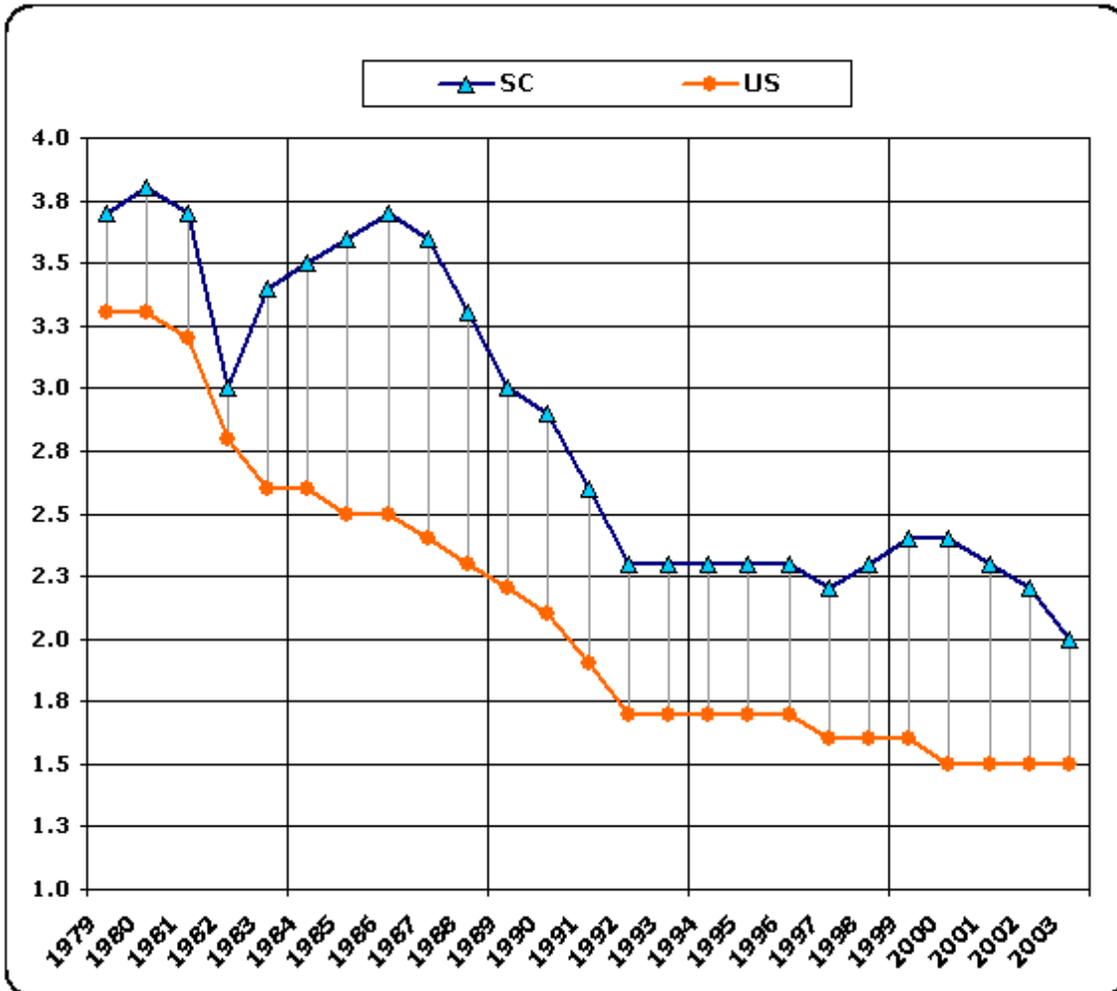
	2001	2002	2003	% Change 2001 - 2003	% Change 2002 - 2003
Fatal Collisions	962	949	905	-5.9%	-4.6%
Injury Collisions	32,381	32,427	32,383	0.0%	-0.1%
Property Damage Only Collisions	66,822	74,904	75,598	13.1%	0.9%
Total Collisions	100,165	108,280	108,886	8.7%	0.6%
Fatalities	1,060	1,053	969	-8.6%	-8.0%
Non-fatal Injuries	52,350	52,095	51,267	-2.1%	-1.6%
Fatalities From Collisions Involving:					
Truck Tractor	89	86	74	-16.9%	-14.0%
Motorcycle	75	88	88	17.3%	0.0%
Bicycle	25	16	15	-40.0%	-6.3%
Pedestrian	110	97	79	-28.2%	-18.6%
Train	4	6	4	0.0%	-33.3%
Moped/Motorbike	12	4	3	-75.0%	-25.0%
School bus	5	4	0	-100.0%	-100.0%
SUV	133	161	184	38.3%	14.3%
Economic Loss (billions)	2.31	2.34	2.30	-0.2%	-1.7%
Vehicle Miles Traveled (millions)	45.56	47.07	47.82	5.0%	1.6%
Roadway Miles	66,168	66,195	66,231	0.1%	0.1%
Motor Vehicle Registrations	3,210,578	3,276,722	3,394,066	5.7%	3.6%
Licensed Drivers	2,855,690	2,931,697	2,982,926	4.5%	1.7%
Mileage Injury Rate*		111	107	#DIV/0!	-3.4%
Mileage Death Rate**	2.3	2.2	2.0	-12.9%	-9.4%

*Traffic Injuries per 100 million vehicle miles of travel

**Traffic Fatalities per 100 million vehicle miles of travel

Chart 7.2B - MILEAGE DEATH RATE

SOUTH CAROLINA vs. NATIONAL AVERAGE 1979- 2003



2003 U.S. MDR is estimated.

Source for U.S. data: Fatality Analysis Reporting System. (FARS)

South Carolina's mileage death rate, MDR, (defined as the number of traffic fatalities per 100 million vehicle miles of travel) shows a declining trend similar to the national trend. In 2002, the MDR for South Carolina tied the all time low of 2.2 (1997 had a 2.2 MDR). This is the second consecutive year that there has been a decrease in South Carolina's mileage death rate.

Chart 7.2C RESTRAINT USAGE CALENDAR YEAR 2003

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	
None Used	6,928	3,126	2,301	1,268	506	14,129
TOTAL - NO RESTRAINT USED	6,928	3,126	2,301	1,268	506	14,129
Restraint Used						
Shoulder Belt Only	1,480	345	82	37	14	1,958
Lap Belt Only	3,945	647	192	50	3	4,837
Shoulder & Lap Belt Used	188,805	25,583	8,695	1,960	219	225,262
Child Safety Seat Used	6,738	817	155	26	6	7,742
Other Restraint Used	79	10	6	1	0	96
TOTAL - RESTRAINT USED	201,047	27,402	9,130	2,074	242	239,895
UNKNOWN RESTRAINT USAGE	11,194	1,775	544	225	31	13,769
GRAND TOTAL	219,169	32,303	11,975	3,567	779	267,793

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

INJURY SEVERITY BY AIR BAG DEPLOYMENT*

AIR BAG	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	
Air Bag Deployed - Front	7,066	3,466	1,967	669	179	13,347
Air Bag Deployed - Side	256	104	40	16	11	427
Air Bag Deployed - Both	3,618	1,847	1,053	383	87	6,988
Not Deployed	127,537	14,853	4,402	940	171	147,903
Deployment Unknown	4,554	528	173	71	19	5,345
Not Applicable	76,523	11,800	4,839	1,607	379	95,148
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.

Chart 7.2D Collisions by Primary Contributing Factor Collision Type Persons

	Fatal	Injury	PDO*	Total	Killed	Injured
Disregarded Signs, Signals	54	2,329	3,391	5,774	57	4,264
Distracted / Inattention	29	3,032	8,434	11,495	30	4,586
Driving Too Fast for Conditions	159	7,794	19,469	27,422	170	11,619
Exceeded Authorized Speed Limit	78	334	438	850	87	527
Failed to Yield Right-of-Way	112	7,301	15,222	22,635	121	12,977
Ran Off Road	57	456	935	1,448	60	655
Fatigued/Asleep	21	373	556	950	21	547
Followed Too Closely	4	1,891	5,379	7,274	4	2,946
Made an Improper Turn	5	423	1,876	2,304	5	672
Medical Related	13	399	182	594	13	497
Aggressive Operation of Vehicle	22	363	640	1,025	24	564
Over-correcting/Over-steering	11	129	254	394	11	205
Swerving to Avoid Object	1	131	288	420	1	181
Wrong Side or Wrong Way	58	592	972	1,622	66	1,083
Under the Influence	131	2,105	1,840	4,076	141	3,165
Vision Obscured (within Unit)	0	31	143	174	0	37
Improper Lane Usage/Change	11	784	4,512	5,307	13	1,162
Cell Phone	1	25	61	87	1	41
Other Improper Action	13	697	3,223	3,933	13	1,040
Unknown	28	868	2,113	3,009	30	1,286
DRIVER SUBTOTAL	808	30,057	69,928	100,793	868	48,054
Debris	1	49	210	260	1	73
Non-Highway Work	0	0	2	2	0	0
Obstruction In Road	0	45	158	203	0	64
Road Surface Condition (i.e., Wet)	2	86	312	400	2	130
Rut Holes, Bumps	0	11	27	38	0	11
Shoulders (None, Low, Soft, High)	0	3	15	18	0	3
Traffic Control Device (i.e., Missing)	1	10	20	31	1	23
Work Zone (Constr./Maint./Utility)	0	8	11	19	0	10
Worn Travel-Polished Surface	0	1	3	4	0	1
Other	0	25	68	93	0	47
ROADWAY SUBTOTAL	4	238	826	1,068	4	362
Inattentive	3	91	57	151	3	153
Lying &/or Illegally in Roadway	25	112	15	152	25	120
Failed to Yield Right-of-Way	7	98	19	124	7	103
Not Visible (Dark Clothing)	13	28	3	44	13	30
Disregarded Sign/Signal	0	13	7	20	0	24
Improper Crossing	6	96	5	107	6	100
Darting	5	64	5	74	5	66
Wrong Side of Road	2	34	7	43	2	40
Other	2	51	68	121	2	63
Unknown	1	17	21	39	1	20
NON-MOTORIST SUBTOTAL	64	604	207	875	64	719
Animal in Road	8	630	2,275	2,913	11	825
Glare	0	44	98	142	0	75
Obstruction	2	30	114	146	2	43
Weather Condition	0	108	430	538	0	158
Under the Influence	8	39	10	57	8	47
Other	0	19	80	99	0	25
Unknown	0	5	10	15	0	9
ENVIRONMENTAL SUBTOTAL	18	875	3,017	3,910	21	1,182
Brakes	0	150	315	465	0	217
Steering	0	36	66	102	0	47
Power Plant	0	13	41	54	0	17
Tires/Wheels	8	165	483	656	8	297
Lights	2	23	40	65	3	32
Signals	0	2	5	7	0	2
Windows/Shield	0	4	4	8	0	6
Restraint Systems	0	1	6	7	0	1
Truck Coupling	0	5	34	39	0	8
Cargo	1	15	131	147	1	21
Fuel System	0	2	7	9	0	3
Other	0	40	146	186	0	56
Unknown	0	153	342	495	0	243
VEHICLE DEFECT SUBTOTAL	11	609	1,620	2,240	12	950
TOTALS	905	32,383	75,598	108,886	969	51,267

*Property Damage Only

Chart 7.2E Weight Type Activity Chart - STP

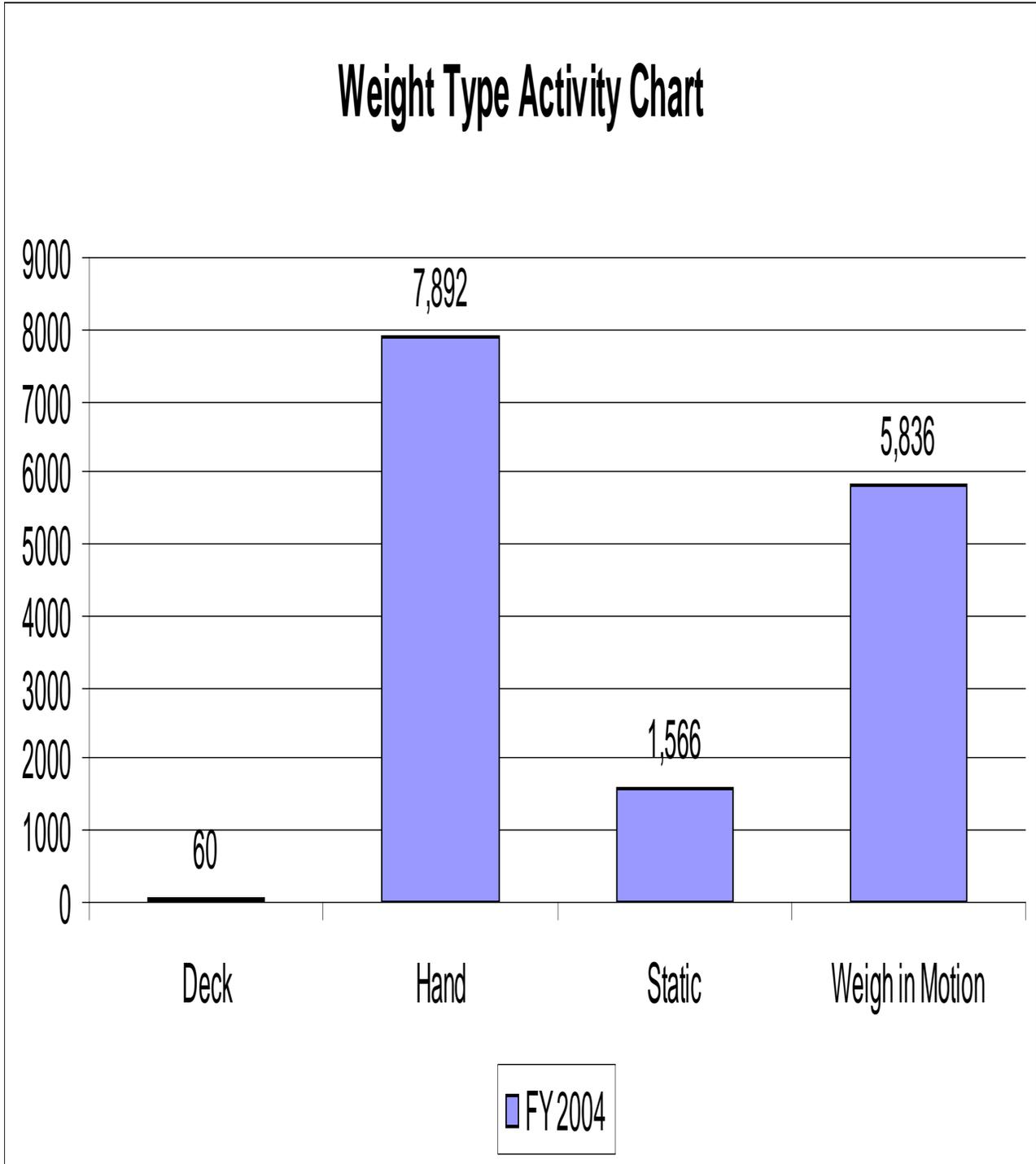


Chart 7.2F COMMERCIAL MOTOR VEHICLES (CMV) INSPECTION ACTIVITY SUMMARY

TRAFFIC COLLISIONS INVOLVING TRUCK TRACTORS

COLLISIONS BY YEAR

YEAR	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
1999	97	1,107	2,775	3,979	114	2,709
2000	89	1,100	2,821	4,010	105	1,774
2001	80	1,006	2,614	3,700	89	1,600
2002	71	1,020	2,989	4,080	86	1,573
2003	66	1,025	3,069	4,160	74	1,560
TOTALS	337	4,233	11,199	15,769	394	7,656

COLLISIONS BY MONTH

MONTH	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
January	4	80	217	301	4	121
February	3	77	223	303	3	123
March	8	82	268	358	9	120
April	7	87	251	345	8	121
May	5	75	282	362	6	117
June	2	98	284	384	2	145
July	8	83	284	375	8	130
August	3	94	244	341	4	150
September	8	76	231	315	10	122
October	6	91	291	388	7	133
November	6	83	237	326	6	138
December	6	99	257	362	7	140
TOTALS	66	1,025	3,069	4,160	74	1,560

COLLISIONS BY LIGHT AND WEATHER CONDITIONS

LIGHT & WEATHER	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
Day & Clear/Cloudy	35	663	2,050	2,748	38	989
Dark & Clear/Cloudy	26	202	517	745	29	322
Day & Rain	2	101	317	420	3	146
Dark & Rain	2	40	126	168	3	71
Day & Other Weather	1	13	44	58	1	26
Dark & Other Weather	0	6	15	21	0	6
TOTALS	66	1,025	3,069	4,160	74	1,560

*Property Damage Only

**Includes all persons in the collision, not just truck tractor occupants.

Chart 7.2G-1

South Carolina Traffic Fatalities 2001 - 2004

County	Fatalities 2004	Fatalities 2003	Fatalities 2002	Fatalities 2001
Abbeville	2	6	5	0
Aiken	23	19	28	26
Allendale	1	2	1	1
Anderson	28	20	27	38
Bamberg	6	2	0	3
Barnwell	7	1	4	3
Beaufort	22	12	14	12
Berkeley	15	23	19	20
Calhoun	9	2	4	7
Charleston	43	17	31	38
Cherokee	13	7	6	4
Chester	9	4	6	3
Chesterfield	10	12	15	7
Clarendon	11	11	14	16
Colleton	23	12	20	18
Darlington	14	13	22	17
Dillon	13	5	13	8
Dorchester	14	22	25	18
Edgefield	4	3	2	10
Fairfield	10	5	11	2
Florence	22	21	33	29
Georgetown	8	8	14	12
Greenville	43	30	53	60
Greenwood	6	8	16	7
Hampton	3	8	4	3
Horry	43	55	37	37
Jasper	16	15	5	11
Kershaw	11	15	18	6
Lancaster	12	17	14	15
Laurens	11	10	13	14
Lee	8	7	3	7
Lexington	31	25	36	32
McCormick	0	1	1	2
Marion	7	6	9	13
Marlboro	3	2	10	10
Newberry	7	5	9	8
Oconee	10	9	11	10
Orangeburg	26	23	33	18
Pickens	11	20	19	18
Richland	32	30	37	37
Saluda	5	2	3	8
Spartanburg	34	33	29	55
Sumter	17	19	18	12
Union	3	4	1	8
Williamsburg	3	12	9	13
York	22	24	12	18
TOTAL	671	607	714	714

Note: The South Carolina Highway Patrol investigated 581 of the 671 traffic fatalities in 2004.

Chart 7.2G-2

SOUTH CAROLINA TRAFFIC FATALITIES BY COUNTY
July 1, 2003 – June 30, 2004

COUNTY	JULY 1 to DEC.31, 2003	JAN. 1 to JUNE 30, 2004*	TOTAL
ABBEVILLE	5	2	7
AIKEN	18	17	35
ALLENDALE	2	1	3
ANDERSON	17	25	42
BAMBERG	0	6	6
BARNWELL	3	6	9
BEAUFORT	13	16	29
BERKELEY	19	12	31
CALHOUN	2	7	9
CHARLESTON	20	29	49
CHEROKEE	5	10	15
CHESTER	9	9	18
CHESTERFIELD	14	8	22
CLARENDON	5	9	14
COLLETON	14	19	33
DARLINGTON	17	10	27
DILLON	7	9	16
DORCHESTER	16	12	28
EDGEFIELD	4	3	7
FAIRFIELD	9	9	18
FLORENCE	20	16	36
GEORGETOWN	10	7	17
GREENVILLE	23	34	57
GREENWOOD	5	4	9
HAMPTON	8	3	11
HORRY	29	27	56
JASPER	16	13	29
KERSHAW	10	5	15
LANCASTER	8	9	17
LAURENS	9	8	17
LEE	5	6	11
LEXINGTON	29	23	52
MCCORMICK	0	0	0
MARION	11	3	14
MARLBORO	4	1	5
NEWBERRY	5	5	10
OCONEE	11	9	20
ORANGEBURG	19	19	38
PICKENS	11	7	18
RICHLAND	27	28	55
SALUDA	2	2	4
SPARTANBURG	27	24	51
SUMTER	19	11	30
UNION	5	3	8
WILLIAMSBURG	7	2	9
YORK	14	15	29
TOTAL	533	503	1036

*2004 Figures are preliminary.

Chart 7.2H

CMV TRAFFIC COLLISION QUICK FACTS

	<u>2002</u>	<u>2003</u>	<u>% CHANGE</u>
FATAL COLLISIONS	99	91	-8.1%
INJURY COLLISIONS	1,431	1,488	4.0%
PROPERTY DAMAGE ONLY COLLISIONS	1,583	1,586	0.2%
TOTAL COLLISIONS	3,113	3,165	1.7%
FATALITIES	119	102	-14.3%
NON-FATAL INJURIES	2,509	2,468	-1.6%
ECONOMIC LOSS	\$180,806,000	\$162,658,000	-10.0%
TRUCK VEHICLE MILES TRAVELED	4,600,000,000	4,900,000,000	6.5%
ROADWAY MILES	66,195	66,231	0.1%
TRUCK MILEAGE DEATH RATE*	2.6	2.1	-19.2%

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



This picture shows a truck that hit a parked vehicle and caught on fire in January 2003.

Chart 7.2I 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)

Chart 7.2J CRIMINAL JUSTICE ACADEMY TRAINING SUMMARY TREND

O= Offerings
A= Attendees

	FY 98/99		FY 99/00		FY 00/01		FY 01/02		FY 02/03		FY 03/04	
	<u>O</u>	<u>A</u>										
Law Enforcement Basic/CJA	57	1787	78	2275	74	2168	77	1956	89	2229	77	1804
Law Enforcement Basic/Field	14	344	13	296	10	245	11	330	11	213	9	197
In Service Courses	628	12614	248	4125	318	4527	444	8449	298	5376	147	2759
Corrections **	13	252	8	171	12	123	8	98	2	23		
Supervisory/Management	10	214	10	213	10	195	6	96	9	181	4	58
Judicial	29	906	22	646	25	698	14	236	6	139	2	56
Instructor	27	413	27	436	36	590	44	636	32	443	35	587
Instructor Recertification	8	34	6	57	6	59	8	76	6	45	5	64
Guest Instructor	52	515	55	465	58	544	65	551	65	413	59	416
External	183	12055	181	11581	137	10774	125	11252	101	7341	18	5271
Distance Learning	74	2716	101	3151	106	6048	81	3632	120	3154	96	2265
Special Operations	*	*	<u>566</u>	<u>13606</u>	<u>513</u>	<u>12368</u>	<u>417</u>	<u>11976</u>	<u>609</u>	<u>15676</u>	411	8528
Regional ***											<u>140</u>	<u>3841</u>
TOTAL	1095	31850	1315	37022	1305	38339	1300	39288	1348	35233	1003	25846

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

(**) During the year 2003-2004, there are no numbers for Corrections because PPP Upgrade to Class1 Basic was complete in 2002-2003 and reflected in LE Basic thereafter

(***) Regional – Missing Registrations from the field not forwarded to CJA. Total estimated at 221 offerings and 4900 attendees.

Chart 7.2J

**Bureau of Protective Services (BPS)
Statistical Data for Fiscal Year 2003 – 2004**

	2003						2004					
	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.
Arrests (Month to Date)	2	6	5	2	3	1	1	2	0	0	0	1
Criminal Incidents (Month to Date)	11	11	9	7	5	3	6	4	6	8	10	7
Non-Criminal Incidents (Month to Date)	24	28	22	8	25	10	19	18	15	2	6	7
Unsecured Doors (Month to Date)	4	11	1	5	11	5	6	12	3	8	5	6
Property Loss* (Month to Date)	\$8,388.55	\$11,195	\$500	\$19,130	\$713	\$650	\$35,976	\$350	\$4,039	\$2,266	\$900	\$1,000
Property Recovery* (Month to Date)	\$100	\$ - 0 -	\$10	\$750	\$13	\$10	\$3	\$ - 0 -	\$5	\$ - 0 -	\$ - 0 -	\$ - 0 -

*NOTE: The Property Loss and Property Recovered Sections are listed as dollar amounts.

Chart 7.2K

HIGHWAY PATROL TELECOMMUNICATION CENTER CONSOLIDATION PROJECT

Phase	Description	Estimated Completion Date	Estimated Installation Cost¹	Cumulative Installation Estimated Cost
1	Move Columbia TCC to Blythewood TCC	Completed 11/20/2003		
2	Test RoIP, VoIP, and Directional Antennas	12/31/04	\$16,705.35 ²	\$16,705.35
3	Move Gaffney TCC to Blythewood TCC Move Chester TCC to Blythewood TCC	Completed 05/2004 Completed 06/2004	\$5175.00	\$21,880.35
4	Move Orangeburg TCC to Blythewood TCC	Completed 07/2004	\$2,675.00	\$24,555.35
5	Move Sumter TCC to Blythewood TCC	Completed 06/2004	\$1,100.00	\$25,655.35
6	Move Conway TCC to Florence TCC Move Ridgeland TCC to Charleston TCC	TBD	\$44,981.43	\$70,636.78
7	Move Walterboro TCC to Charleston TCC	TBD	\$13,452.34	\$84,089.12
8	Move Spartanburg TCC and Anderson TCC to either the Greenwood TCC or to a new location	TBD	TBD	TBD

Chart 7.2L Highway Patrol Grant Project Results

Grant Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
Cops More02 CADS	Enhances dispatch system	\$1,000,000	One-year extension ending 7/31/05 (approximate balance \$290,000)
COPS Universal Hiring Program (UHP)		\$2,152,800	Continuation into 2 nd and 3 rd year of funding
D.O.J. Equipment Grant (SCEMD)		\$100,000	End date of 6/15/04 (approximate balance of \$6,000)
Troop 3 DUI Enforcement Unit Grant	Fund salaries, fringe benefits and mileage for 8 Troopers	\$568,279	Grant phase: 10/1/03 – 9/30/04
Project CROPE	Provide laptops, projectors for HP 7 CROs to conduct traffic safety presentations; set up child safety seat fitting stations (including 175 child safety seats)	\$60,650	Grant phase: 0/1/03 – 9/30/04 (pending funding after 2/29/04); revision submitted to develop Uniform Statewide Curriculum Program
FY03 Homeland Security Grant Program (SLED)	Upgrading personal protective ensembles and dosimeters	\$100,000	Grant phase: 6/16/03 – 6/16/04
FY03 Supplemental Homeland Security Grant Program (SLED)	HP purchase of additional PPE & SUV/Trailer (requisitions completed for Suburban & 14ft. Trailer); STP purchase of radiation pagers and fixed radiation detection systems.	\$727,160 (HP - \$234,500; STP - \$492,660)	Grant phase: 6/30/03 – 6/29/04
FY03 SCDPS – NIBRS (National Incident-Based Reporting System) Enhancement Project	Hardware/software and related items for HP, STP and BPS to maintain compliance with SLED guidelines governing the automated submission of NIBRS data.	\$98,468	Grant phase: 2/1/04 – 9/30/04
Methamphetamine Training and Education Program	Allowed 3 ACE Team troopers to attend specialized training on activities related to seizure and field investigations of clandestine labs, as well as safety precautions in addressing these hazards.	\$1,000	Grant phase: 4/1/04 – 9/30/04
DUI Overtime Enforcement Project/Crash Reduction Program (CREP)	Overtime pay to troopers for enhanced enforcement of alcohol and/or speed-related violations.	\$587,895	Grant phase: 5/1/04 – 9/30/04 (Program began on May 2, 2004.)

Chart 7.2M HIGHWAY PATROL

**FY04 State Homeland Security Grant Program
(Grant phase: 6/1/04 – 5/31/05)**

Project	Effect on performance, safety, and/or service	Grant Amount
Fusion Center Equipment Support	Provides DPS with an electronic method of releasing all permissible records to other law enforcement entities for analysis and/or collaboration (primarily SLED’s Fusion Center). Funds provide for services of software integration contractor.	\$50,000
Cyber Security Enhancements	Provides resilience, visibility and encryption protection to the wide area network at DPS. The Agency will receive network devices, sensors, and analysis hardware.	\$100,000
Intelligent Transportation System	Purchase of network, video presentation equipment, hardware and software to allow the DPS Blythewood Communications Center access to DOT traffic cameras (120 statewide) and remote access at the State Emergency Operations Center (ESF-16).	\$132,000
SEOC-IRIS Database Upgrade	Enables DPS CAD data server to interface with emergency operations systems within the SEOC-IRIS database. Funds provide contractual services of CAD vendor.	\$75,000
Decontamination Unit Equipment	Purchase of decontamination-related equipment and supplies for the Highway Patrol DeCon Unit SUV Trailer.	\$35,389

Highway Patrol “Final Exam” School Project*



Designed to target high school zones and teenage drivers, this initiative was conducted at the end of the 2003-2004 school year. The South Carolina Department of Public Safety’s primary mission is to serve and protect the public in South Carolina. The Highway Patrol Division maintains a focus on collision reduction, particularly in the area of traffic fatalities. Data related to causes of collisions is continually reviewed to identify primary factors and combat the problems through education, training, prevention and enforcement. Assigned troopers, including officers with the ACE Team, MAIT Unit and uniformed Troop 11 personnel conducted a campaign in high school zones from May 18 – June 8, 2004 with the major emphasis from 7 – 8:30 a.m. and 2 – 4 p.m.

Chart 7.20

**Results of Highway Patrol
Research and Development Projects***

Project	Activity	Results	Timeframe
Battle Dress Uniform (BDU)	Patrol Supply did an extensive test and evaluated uniforms.	Selected a military-style Class B Uniform saving approximately \$52 per uniform.	Completed March 2004
Body Armor	Test conducted by 8 officers wearing armor by various companies; selection based on surveys of officers.	Changed out approximately 70% of Level II body armor.	Completed/ Ongoing
Led Barlight Equipment	Researched cost, quality and efficiency of emergency lighting equipment.	Discovered interior LEDs were more cost effective than the strobe being used. All emergency lighting vendors have been placed on State contract to benefit from latest equipment.	Completed: April 2004
Ammunition	Explored alternatives to Winchester 180gr SXT ammo due to difficulty in stopping threats.	Changed to Speer 165gr Gold dot ammo, which outperformed the other ammunitions in every test.	Completed January 2004
Cell Phones	Involved in testing cell phones to determine best coverage and lowest price.	DPS determined Alltel had best statewide coverage and lowest price. The plan selected saves about \$4,000/month and added enhanced features and includes a dedicated technical person.	Completed March 2004
Fleet Vehicles	Tested several types of vehicles for cost efficiency and performance.	Chevy Impala and Dodge Intrepid had impressive results with improved fuel consumption and lower repair cost compared to current Ford Crown Victory and cost \$1,500 and \$3,500 less respectively; disadvantages include smaller interior and increased road noise.	Completed July 2004

*Several other items are being tested due to expiration of contracts. Work has begun to identify the most cost effective items, including traffic vests, shoes, rain gear and leather gear.

7.3 What are your performance levels for the key measures of financial performance?

- DPS continued its activity driven, “0”-based costing process. This year marked another daunting task of administering and managing budget cuts and a RIFs. With budget uncertainty, the challenge continues to allocate resources according to urgency and priority as deemed by the Agency Director and his staff and/or the Governor’s Office. Relocation continues to involve tremendous fiscal planning and logistics carried out by the Office of Financial Services and necessitates resources be allocated and continually monitored regarding this effort.
- 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.
- CJA is exploring alternative funding sources while streamlining and cutting back to mandated activities, which can be supported by current declining revenue.

7.4 What are your performance levels and trends for the key measures of Human Resources Results?

(a) performance measurement?

- EPMS evaluations, exit interviews, monitoring disciplinary actions and the annual grievance summary.

(b) employee satisfaction?

- Key measures continue to comprise several methods of involvement at the unit, divisional and agency levels. Managers and supervisors are critical to creating an optimal environment and promoting employee development.
- Budget cuts and staff reductions have forced the annual formal employee recognition program to be suspended. Some formal and informal recognition takes place at the unit level; however, the new director has identified employee recognition as a critical need in the Agency and an agency-wide recognition program will be explored in the near future.

(c) well being, learning and development?

- Career paths are set up for the following: Law Enforcement Officers, MAIT Team, Telecommunications, and CJA Instructors. A proposal will be submitted during ’05 legislative session to approve career tracks for law enforcement supervisory staff.
- With internal training on hold due to budget cuts and staff reductions, DPS supports the SATC (Section III-1.e), which offers several professional development classes at no additional cost to agencies. Employee development, including workforce planning and transfer of knowledge are identified as critical needs in the Agency and will be addressed within the next fiscal year.

(d) employee diversity and retention?

- The EEO Manual and Applicant Tracking System monitor and ensure equal employment and advancement opportunities to all individuals based on job-related qualifications and ability to perform the job without regard to race, color, ancestry, religion, sex, physical or mental disability, veteran status, sexual orientation, age, or marital status in accordance with all applicable laws, directives, and regulations of federal and state entities. 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.

7.5 What are performance trends for key measures of regulatory/legal compliance community support (compliance with laws/regulations other than agency’s central legal mandate)?

- Developing partnerships is a key strategy in providing optimum benefit to the public and have been established with various state agencies, law enforcement organizations, the

media, financial institutions, AAMVA, schools and colleges, and the medical community (including the Hospital Association). Working closely with and monitoring suppliers, contractors and vendors ensures that they provide efficient service, quality products, and timely information. A process is in place through OFS Resource Management to handle problems or miscommunications and facilitate performance improvement.

- DPS is a highly visible and regulated Agency in both in the general law enforcement arena and highway safety, as well as grants administration. CJA adheres to a myriad of guidelines and educational standards in training law enforcement students statewide. 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 and programs. Until recently, the Office of General Counsel and the Office of Human Resources ensured that training was 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 lawsuits. Once again, this becomes a critical need in helping to insulate the Agency against grievances and/or 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.