STATE OF
SOUTH CAROLINA

DEPARTMENT OF PUBLIC SAFETY

Agency Accountability Report

Fiscal Year 2004-05

September 15, 2005

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

Date of Submission: September 15, 2005

Agency Director: James K. Schweitzer

Agency Contact Person: Samantha Williams

Agency Contact's Telephone Number: S. Williams 896-8035

Table of Contents

Section I – Executive Summary

The S.C. Department of Public Safety (DPS) was established in July 1993 as part of The Government Restructuring Act of 1993. This and subsequent legislation, including separation of DMV in 2003, has DPS currently comprising seven operational components: Highway Patrol (HP), State Transport Police (STP), Bureau of Protective Services (BPS), Office of Highway Safety (OHS), Office of Justice Programs (OJP), Criminal Justice Academy (CJA) and the S. C. Law Enforcement Hall of Fame. The agency's administrative offices will be included as "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 2004 to June 2005:**

   Highway Patrol (HP)
   - Implemented numerous effective Enforcement/Safety Campaigns:
     - Combined Accident Reduction Effort (CARE)
     - "100 Days of Summer Heat"
     - Speed/Alcohol Enforcement Project
     - Target Zero (*Sober or Slammer, Buckle Up S.C., etc.*)
   - Effective and organized lane reversal on US 501 and evacuation of 200,000 people from the Grand Strand on August 13, 2004, due to Hurricane Charley (first lane reversal on East Coast since 1999's Hurricane Floyd).
   - Response to Granitville train collision (assisted in evacuation, traffic and curfew enforcement).
   - Aggressive Criminal Enforcement Unit activity: over 1,108 vehicle searches—recovering 14 stolen vehicles, 17 arrested fugitives, seizure of 5 vehicles, over 381 lbs. of marijuana, 46 lbs. of cocaine, 25 ½ lbs of heroin, 340 ecstasy pills, and $489,490 in cash confiscated.
   - To date, HP Telecommunications Centers have been consolidated from 13 to 9 with savings in recurring expenses for equipment and personnel (plans to consolidate 3 more in near future).
   - Created uniform highway safety curriculum comprising 8 multimedia presentations aimed at various ages/audiences and partnering with families who've lost loved ones in S.C. crashes (Survivors Advisory Council); trained over 100 trained officers to present programs.
   - 2005 Operation C.A.R.E. International Conference – 2 troopers attended and presented 2 safety campaigns: the Final Exam and the HP Safety Curriculum.
   - Work Zone Safety Team – SCDOT and DPS have partnered to provide protection in work zones without tapping into outside funds. DOT funds DPS expertise to support the Team.
   - Patrol Command Staff – HP reverted to concept of staffing two field majors to promote unity within HP and make better use of CREP data to analyze how to use law enforcement recourses.
   - The HP celebrated its 75th Anniversary on April 29, 2005, at the Criminal Justice Academy.
   - Career Path Plan continued as a major project committed to advancement of officers.

- February 25, 2005, the <u>International Association of Chiefs of Police presented Trooper Darren Wilson who saved the life of a fellow trooper with the National Trooper of the Year award</u>.
- S.C. HP was awarded the <u>Santee Cooper Excellence in Law Enforcement Award</u> by S. C. Law Enforcement Officers Association (SCLEOA) recognizing efforts of the entire team with major qualifications comprising effort, innovative service to the community, efficiency and results.
- <u>Cell Phone Communications Plan</u>. The R&D Unit of HP negotiated a plan eliminating HP pagers, Nextel phones and several office phones to reflect a cost savings of $92,000 a year.
- <u>Annual Santa Clause event</u> – benefited approximately 1,600 local military children.
- <u>Hosted 2nd Annual Memorial Service for Troopers killed in the line of duty</u>.
- <u>Represented at State Fair</u> providing DUI simulation technique and other topics to the public.
- <u>Hispanic Outreach implemented through public safety announcements</u>.
- <u>Training in Officer Survival and Advance Traffic Collision Investigation</u> developed and offered to local law enforcement agencies at no cost to enhance professionalism in law enforcement.

State Transport Police (STP)
- <u>Maintained national recognition for data quality</u> (timeliness/accuracy of reporting crash data).
- <u>Radiation detection equipment at the westbound scale facility is operational</u>.
- <u>Radiation detection pagers were purchased</u> for officers and training has been conducted.
- <u>A grant has been obtained from SCSU for hazardous materials training</u> for officers.
- Secured a contractor for the development and implementation of CVIEW (<u>Commercial Vehicle Information Exchange Window</u>).
- <u>Continued training with local jurisdictions</u> on safe, proper ways to stop CMVs.
- <u>Increased the number of officers inspecting radioactive shipments</u> coming into South Carolina.

Bureau of Protective Services (BPS)
- <u>A Homeland Security Grant for $96,724 was secured for security upgrades to replace K-9 Unit</u>.
- Initiated <u>training for a Special Response Team and Intelligence Unit</u> at no extra cost.
- <u>Trained Radiation Detection Group in tandem with House and Senate Sergeant at Arms</u>.
- <u>Police Control Project - integrated transmission of Incident Reports to SLED by computer</u>.
- <u>Initiated BPS Console Project</u> to streamline reporting.
- <u>Implemented a State House Security Assessment Team</u> consisting of Budget & Control Board, SLED, Sergeant at Arms, and local law enforcement to coordinate security.

Criminal Justice Academy (CJA)
- Entered into <u>Memo of Understanding with the FBI and SLED whereby the FBI will contribute $400,000 to renovate our weapons range in exchange for the use of the range</u>. Use of engineering units of the S.C. National Guard will further reduce cost of these renovations.
- <u>Began creating the first "advanced" Master Instructor course</u>.
- Developed and delivered a <u>two-day first-line supervisor course</u> for the field.
- <u>Drafted Leadership Training Program for Law Enforcement</u> (for first-line, mid- and executive-levels; target date for pilot: first quarter of 2006).
- <u>Revised S.C. Reserve Officer Training Program</u>.
- <u>Physical Ability Testing</u>: Tested nearly 800 candidates as of June 2005; research continues with final report due from FLETC and CJA Standards in November 2005.
- <u>Completed Basic Law Enforcement, Basic Jail and E-911 Job Task Analysis</u>.
- <u>Attended 2004 National Conference on Law Enforcement Testing and Measurement</u>.
- <u>Hosted Southeastern States Conference Calls</u>: Topics included PDA use for proficiency exam scoring and instructor consistency, E-Notebook use for training manuals allowing for "no paper" and continuous updating, and large-scale, multiple assessments in officer selection.
- <u>Certification & Compliance Review and Evaluation</u>: completed internal work-flow study; Governor appointed Certification Review Committee to review and evaluate certification and compliance processes related to training act and regulations.
- <u>LETS Internet web site was made available to allow S. C. law enforcement agencies</u> access to their training and certification records. Registration can now be done online.

- Coordinated with the National Institute of Corrections to review the Basic Jail Training Program and validate the training curriculum based on the most recent task analysis.
- Certified Defensive Tactics Trainer in the PPCT system to assist in Defensive Tactics Program.
- Developed and delivered tele-class on interpersonal communications.
- Conducted following programs: 15 Basic, 12 Basic Jail, 9 E-911; 2 Defensive Tactics, Ground Defense and OC Instructor programs; 8 recertification classes for Defensive Tactics areas.
- Received national recognition for DL platform via collaboration with the National Center for Missing and Exploited Children.
- Coordinated implementation of a $50,000 Homeland Security Grant (5 classes across state).
- Cultivation of the 6th and 7th regional training facilities.
- Regional training record of 341 advanced classes conducted across the state.

Office of Highway Safety (OHS)
- Created SC Impaired Driving Prevention Council (IDPC) to address DUI problems; William Bilton, Executive Director of Commission on Prosecution Coordination chairs the Council.
- A statewide campaign to promote safety in and around schools conducted Aug.-Sept. 2004.
- Motorcycle safety campaign in Horry County during bike rallies in May and September 2004.
- High-visibility enforcement Highway Safety Campaigns and media events to support them:
  --*Buckle Up, South Carolina. It's the law, and it's enforced.* Designed to complement the national campaign of *"Click It or Ticket"* to increase occupant restraint use.
  --*Sober or Slammer.* Impaired driving campaign complementing the national campaign *"You Drink and Drive, You Lose."*(designed to rid the highways of impaired drivers).

Office of Justice Programs (OJP)
- OJP continues assisting with a program that dramatically lowered violent crime Orangeburg (had been the most violence-prone county, per capita, in SC) where violent crime dropped 32% and new data shows firearm offenses have been reduced by half.
- 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 reduced through development of a web-based Grants Management Information System (GMIS), reducing time and costs associated with grants process.
- Provided leadership in Methamphetamine Clandestine Lab Certification courses; co-sponsored Drug Endangered Children conferences and statewide methamphetamine awareness workshop.

Administration
- OHR partnered with Healthworks (Division of Palmetto Health) to manage workers' comp medical care program. Healthworks provides high-quality care at a low cost and includes licensed, trained professionals; toll-free 24/7 medial triage/injury reporting system; convenient scheduling; competitive prices; and easy billing procedures. Initial research indicates participation significantly lowers cost per claim. One study shows participating agencies had a 4% increase in claim costs in 2001-02 vs. an 82% increase in costs for nonparticipating agencies. A new Grievance Policy was approved on June 2, 2005. This new policy makes use of a panel comprising employees and supervisory personnel who hear employee grievances regarding disciplinary actions to ensure department actions are consistent and fair. Employees may volunteer to serve on a 20-member board from which five employees are selected to form a grievance panel. Although the policy has been approved by B&CB, it will not be implemented until the 20-member board is established and grievance training is completed.
- OFS streamlined budgetary process to enhance financial support provided to the Agency for management of capital projects and maintenance/support for financial data systems. Approval was received to modify reporting procedures—resulting in a cost savings for DPS. OFS further reduced cost by implementing a database for fleet maintenance, automating the supply ordering process, and emphasizing the procurement card program.

3. **Key Strategic Goals for present and future years**

   Become a unified agency
   - Continue developing a more cost-effective, efficient and accountable operation
   - Enhance internal communications, expand technology, and promote uniform procedures
   - Continue commitment to implement effective recruitment and retention programs
   - Foster a learning environment and promote professional development
   - Improve usefulness and timeliness of financial and statistical reporting

   Provide excellent customer service at all times
   - Identify customer needs, including threats to safety; use technological solutions when feasible
   - Design and implement a uniform quality control system
   - Integrate continuous improvement as a management philosophy; foster professionalism
   - Match resources to workload demands
   - Continue to improve the capacity to respond to emergencies
   - Enhance empowerment of 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
   - Identify and remove habitual, high-risk offenders from the roadways
   - Educate high-risk drivers; 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
   - Work with DOT to 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
   - Continue improving financial and activity-based reports that are real time and actionable
   - Update the strategic plan, program development, allocation of resources, and accountability report to ensure they are aligned and that they serve to guide the Agency's activities.

4. *Opportunities*: Continue exploring alternative revenue sources; heighten education and awareness in public/highway safety; support law enforcement through media, the public, legislature and Governor's Office; enhance employee recognition; improve technology, such as data links, the Internet; partner with other agencies, public and private sectors to share mutual interests and/or goals; initiate methods to transfer knowledge and expand workforce planning efforts; implement better methods to assess needs and evaluate effectiveness of programs
   Barriers: limited funding; recruiting/retaining qualified personnel; unifying efforts and reducing duplication due to distinct functions and divisions; processes that do not meet needs of subordinate units; fostering vertical vs. horizontal communication; keeping up with changes in technology; lack of system to effectively monitor customer and employee satisfaction.

5. The Accountability Report provides DPS and others the opportunity to learn more about the mission, functions, services and direction of the Agency. As Director Schweitzer meets new challenges in leading DPS, this report will provide a resource for updating the Agency's strategic plan. It offers valuable data in assessing results and successes, as well as identifying obstacles and weaknesses. 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**:   1,369 (as of June 30, 2005)
2. **Operational locations**:   57

3. **Expenditures/appropriations chart**:

Base Budget Expenditures and Appropriations

Major Budget Categories	03-04 Actual Expenditures		04-05 Actual Expenditures		05-06 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	55,723,854.15	40,848,473.06	55,155,926.96	40,102,698.95	60,996,759.00	45,787,714.00
Other Operating	25,295,667.09	5,838,406.31	25,310,036.38	2,895,274.82	26,950,147.00	3,433,365.00
Special Items	102,361.52	102,361.52	0.00	0.00	102,571.00	102,571.00
Permanent Improvements	3,870,141.94	0.00	3,719,449.43	0.00	2,257,400.00	0.00
Case Services	0.00	0.00	0.00	0.00	0.00	0.00
Distribution to Subdivisions	26,647,205.57	0.00	18,838,048.24	0.00	24,233,180.00	0.00
Fringe Benefits	20,682,912.75	15,560,944.00	20,265,943.34	15,211,546.29	20,433,817.00	15,125,278.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Total	**132,322,143.02**	**62,350,184.89**	**123,289,404.35**	**58,209,520.36**	**134,973,874.00**	**64,448,928.00**

Other Expenditures

Sources of Funds	03-04 Actual Expenditures	04-05 Actual Expenditures
Bonds	3,259,988.58	170,751.71

Interim Budget Reductions

Total 03-04 Interim Budget Reduction	Total 04-05 Interim Budget Reduction
710,615.00	0.00

4. **Major Program Areas Chart**

Program Number and Title	Major Program Areas Purpose (brief)	FY 03-04 Budget Expenditures	FY 04-05 Budget Expenditures	Key Cross References for Financial Results*
01000000	**Administrative Operations**	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	State: $ 5,574,392.00 Federal: 21,180,439.00 Other: 3,996,655.00 Total $30,751,484.00 % of Total Budget: 24.9	
10100000	**S. C. Highway Patrol**	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	State: $33,690,512.00 Federal: 1,738,988.00 Other: 22,104,728.00 Total $57,534,230.00 % of Total Budget: 46.7	**7.2 A,B, C, D, F, J, K, L, M, N,**
10300000	**S. C. State Transport Police**	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	State: $ 2,447,360.00 Federal: 2,491,406.00 Other: 3,008,888.00 Total 7,947,652.00 % of Total Budget: 6.5	**7.2E, G**
10400000	**S.C. Criminal Justice Academy**	State: $ 155,923.00 Federal: 232,440.00 Other: 6,971,728.00 Total: $7,360,091.00 % of Total Budget: 5.6	State: $ 474.00 Federal: 53,726.00 Other: 6,922,056.00 Total $6,976,256.00 % of Total Budget: 5.7	**7.2H**
10500000	**S. C. Bureau of Protective Services**	State: $1,283,446.00 Federal: 0.00 Other: 1,747, 376.00 Total $3,030,822.00 % of Total Budget: 2.3	State: $1,183,223.00 Federal: 65,000.00 Other: 1,853,734.00 Total $3,101,956.00 % of Total Budget: 2.5	**7.2I**
10500500	**The Hunley Project** Public security for the Exhibit.	State: $ 102,361.00 Federal: 0.00 Other: 0.00 Total: $ 102,361.00 % of Total Budget: 0.1	State: $ 102,020.00 Federal: 0.00 Other: 0.00 Total: $ 102,020.00 % 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 $ 171,287.00 Total: $ 171,287.00 % of Total Budget: 0.1	State: 0.00 Federal: 0.00 Other $ 168,969.00 Total: $ 168,969.00 % of Total Budget: 0.1	
95050000	**Employer contributions for benefits**	State: $15,560,867.00 Federal: 0.00 Other: 0.00 Total: $15,560,867.00 % of Total Budget: 11.8	State: $15,211,547.00 Federal: 0.00 Other: 0.00 Total: $15,211,547.00 % of Total Budget: 12.3	
99000000	**Capital Projects** Building renovations/construction	State: 0.00 Federal: 0.00 Other: $3,870,142.00 Total: $3,870,142.00 % of Total Budget: 2.9	State: 0.00 Federal: 150,000.00 Other: $1,345,297.00 Total: $1,495,297.00 % of Total Budget: 1.2	
	Summary	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	State: $ 58,209,528.00 Federal: 25,679,559.00 Other: 39,400,327.00 Total: $123,289,411.00 % 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

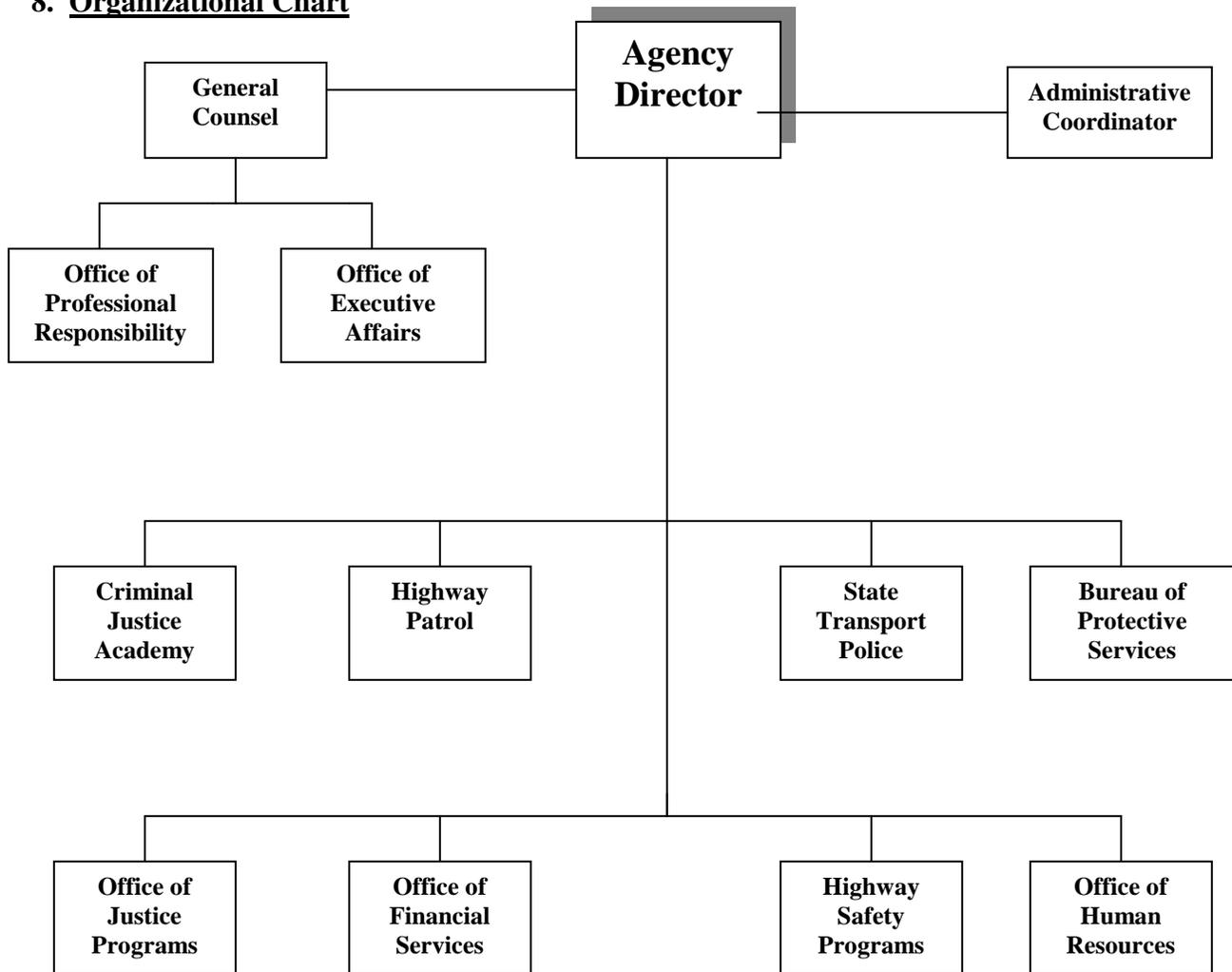*Criminal Justice Academy*: CJA law enforcement students

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

```
                                    ┌──────────────┐
                                    │   Agency     │
                                    │  Director    │
  ┌──────────┐                      └──────────────┘                  ┌────────────────┐
  │ General  │──────────────────────────────────────────────────────│ Administrative │
  │ Counsel  │                                                        │  Coordinator   │
  └──────────┘                                                        └────────────────┘
```

| General Counsel | Agency Director | Administrative Coordinator |

| Office of Professional Responsibility | Office of Executive Affairs |

| Criminal Justice Academy | Highway Patrol | State Transport Police | Bureau of Protective Services |

| Office of Justice Programs | Office of Financial Services | Highway Safety Programs | Office of Human Resources |

Section III – Elements of Malcolm Baldrige Award Criteria

1. Leadership. Director Schweitzer leads DPS with a top management team of Deputy Directors and Administrators. He has an open-door policy, welcomes new ideas, promotes employee training and empowerment, regularly recognizes employees, and leads by example. His working relationship with management and employees demonstrates his high regard for employees and their contributions.

How do senior leaders set, deploy and communicate:
(a) *short- and long-term direction?* A 5-year plan created in 2001 was aligned with Governor Sanford's Business Objectives and identified four critical issues (Section I–3). Some divisions also use specific operational plans. Although this plan served DPS well for a time, it became somewhat cumbersome and will be revised to reflect current goals and a more flexible, useful format, as well as a 3-year time frame. The new plan will focus on overarching goals and charge divisions to develop action plans to accomplish strategic goals. Leaders share information regularly through staff meetings and through various communication modes, including e-mail and the DPS Intranet.

(b) *performance expectations?* Supervisors and subordinates complete the planning stage of the EPMS process in a joint effort to tie individual and organizational goals; supervisors are encouraged to promote and feedback. Completion of annual performance evaluations is also

part of supervisors' EPMS success criteria. HR also coordinates the Personnel Early Warning System (PEWS) designed to identify employees who may need intervention due to performance- and/or stress-related issues and determine appropriate remedial action to help them perform at optimal levels. PEWS helps supervisors take a proactive approach in guiding their subordinates to avoid critical situations, as well as justify training and counseling.

(c) *organizational values?* Organizational values are at the core of DPS's Mission. Displayed in all locations, DPS Values are part of management's philosophy. Reporting, quality and training initiatives are aligned with core values and play a key part in the Agency's strategic planning.

(d) *empowerment and innovation?* Director Schweitzer welcomes ideas and recommendations. Although not all obstacles have been removed, senior leadership believes in empowering employees to do their jobs and encouraging continuous improvement. Managers are accessible and continue to address issues that may interfere with efficiency and/or effectiveness.

(e) *organizational and employee learning?* Senior leaders strongly advocate training. Although internal training is limited, the State Agency Training Consortium (SATC) continues to be a valuable resource by offering professional development opportunities. CJA staff spearheaded a three-level Law Enforcement Leadership Program to enhance performance in progressive leadership roles. HP, in conjunction with CJA, has proposed a new supervisor program offering skills and knowledge needed in supervisory positions. Law enforcement divisions continue annual in-service/mandatory training to meet regulatory requirements. The Agency also sponsors key staff to attend special training programs, such as the Executive Institute.

(f) *ethical behavior?* All employees receive the Ethics Policy and posters are displayed in all offices. Ethics training specific to public service has been offered. The Office of Professional Responsibility's hotline allows anonymous reporting of illegal/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. Jim Schweitzer's professionalism and ethical example create a climate where integrity and honesty are valued and expected.

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

- Customer service is at the core of the DPS mission, vision and values. Aligned with Governor Sanford's Business Objectives, goals are aimed at delivering the highest level of service. DPS is keenly aware of its public image and strives to generate additional resources to develop solutions and initiatives to improve external and internal customer service.
- Partnering with state and local agencies continues to be a top priority for law enforcement with public safety at the forefront. *HP* seeks support of customers through conducting town hall meetings throughout the state allowing specific problems to be addressed and attempts made to educate motorists about unique characteristics and hazards. Enforcement plans are shared with communities and members of the communities are encouraged to participate.
- *STP* ensures a professional, well-trained staff provides hands-on assistance to industry, drivers and other customers. Regular communication takes place among key staff, industry representatives, federal and state partners, and law enforcement groups through committees and groups addressing mutual issues and developing partnership/stakeholder advisory councils.
- *BPS* regularly communicates with the legislature and other state agencies to facilitate feedback. A State House Security Committee comprising the Budget & Control Board, Senate Sgt. at Arms, House Sgt. at Arms, SLED and BPS have been working to make recommendations to improve security at the state house complex. A table-top exercise, a first-time effort to assess readiness/effectiveness in responding to a terrorist attack and/or other dangerous crises, has been developed and is ready to be tested.
- *OJP* ensures a well-qualified staff can offer customers hands-on assistance.

- *CJA* administrators/managers attend conferences and meet with law enforcement associations, departments and representatives routinely; work teams and committees are established and include stakeholders. Upstate, Midlands and Low Country steering committees are representative of the agencies served and instrumental in advising CJA.
- DPS participates in the Public Safety Coordinating Council partnering with other law enforcement groups, trucking companies and industries to enhance service to the public. The Agency also complies with CALEA standards, which include a focus on customer service.

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

- Understanding fiscal, legal and regulatory responsibilities is critical to ensuring compliance. Training, regular meetings and monitoring of legislative issues aid in awareness. Reporting structure promotes accountability, and Agency policies, Budget & Control guidelines and State legislative mandates are followed. *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, particularly through audits, including the State Auditor's Office, on-site monitoring by the Federal Bureau of Justice Assistance, the Office of Juvenile Justice and Delinquency Prevention, the Office of Victims of Crime, the Office of the Comptroller and the Office of the Inspector General. *BPS* uses established protocols to conduct audits ensuring efficient and accountable operations. *CJA* monitors court fine revenue and tracks expenses through DPS Financial Services for timely and accurate projections and reports to the Law Enforcement Training Advisory Council and the DPS Director. CJA works with 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. *HP* monitors legal issues assisted by the Office of General Counsel, the HP Training Unit and the Strategic Planning Unit Legislative Liaison. Patrol's Inspection & Accreditation Officer ensures compliance with CALEA standards. HP activity console provides data to be used in selective enforcement initiatives and ensures efficient use of time by subordinate troopers. *OHS* grant operations are subject to review by state and federal officials with periodic monitoring and auditing functions performed. The primary source of funding is provided by the National Highway Traffic Safety Administration (NHTSA) of the U.S. Department of Transportation (USDOT). Operating procedures and policies are established and followed. NHTSA provides oversight on a continual basis. *OFS* has maintained a solid fiscal reputation ensured through an annual independent financial audit.

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

- Highway safety statistics and law enforcement activity, customer satisfaction data, key strategic measures, regular financial reports, and data tracked by the Office of Professional Responsibility are regularly reviewed by senior leaders. Compensation studies are used 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. The EPMS process is used, along with 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 leadership effectiveness throughout the Agency?

With numerous regulations and laws governing DPS, as well as the CALEA accreditation process, ongoing audits and heavy scrutiny ensure compliance. The Agency continues to

become more unified; but, as state agencies go, DPS is fairly new and challenges still exist. *Communication*. Tools, such as the DPS Intranet, are valuable in improving communication and requesting feedback; divisions use their own links to share information with employees. *Exit interviews*. HR and other divisions review exit interviews to identify trends and weaknesses and take a proactive approach to address relevant issues. *S.W.O.T.* analysis. HP conducted dual command staff presentations on strengths, weaknesses and future opportunities and goals. Two enforcement positions were filled to provide accountability at the troop level. *HP CREP Impact Analysis* determines a trooper's effectiveness in crash reduction and provides an avenue for feedback. The "Ask the Colonel" link on the SCHP Intranet allows an exchange of questions and ideas from the troopers to the Colonel. *CJA's Employee Relations Representative* holds regularly meetings with employees and/or their representatives and acts as liaison with CJA administrators. *STP's Advisory Council* is active with field officers meeting quarterly with the Colonel and includes a link on the Intranet where staff can submit questions anonymously to the Colonel. *BPS employee surveys* are used to identify concerns and recommendations of personnel.

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?

- Data generated by **OHS** Statistical Analysis Center, Office of General Counsel and audit reviews are monitored. Statistical/analytical reports help determine if grant-funded campaigns and countermeasures are having a positive impact on the public's safety on S. C. highways. Fatality reports, Crash Reduction Enforcement Planning (CREPS) and Personnel Early Warning System (PEWS) are used by **HP** to identify employees with multiple incident involvement. HP conducts numerous, far-reaching safety initiatives, and the HP Intranet site encourages feedback and participation regarding programs. Results from grant-funded enforcement initiatives in the area of DUI/Speed enforcement are monitored. HP's town hall meetings (described in 1.2) address impact of services, including risks; HP is also involved in the Department's sanctioned Annual Fatality Victims Memorial Service.
- Effect on workload, impact on customers, personnel levels, capital improvement/equipment needs are documented to comply with CALEA requirements. Social, demographic and economic trends are monitored with data provided by professional publications/organizations. Legislative updates and the Governor's goals and objectives are also used in decision making.
- **OJP** heightens public awareness by helping others find and request alternative funding and is aware of and monitors potential risks with funding sources.
- **STP** compiles and uses the Commercial Vehicle Safety Plan that is performance based and incorporates risk management and CMV Collision Fact Book comprising CMV crash statistics.
- Law enforcement training provided by **CJA** remains critical to capability, skills, credibility, etc., of law enforcement personnel statewide. Employees are appropriately tested before serving in law enforcement divisions. All law enforcement and non-law enforcement supervisory staff receive ethics, preventing discrimination/harassment and EEO training.

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

- Goals are aligned with Governor's Sanford's Objectives and the Agency's mission and goals. DPS complies with CALEA regulations, communicated according to involvement and responsibility. Legislative mandates, relevant feedback, data and statistics, as well as available resources, help set priorities. Audits/inspections produce recommendations for improvement, 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.

- A highly visible Agency involved in communities across the state, DPS contributes to

  --*United Way Campaign (agency-wide)   --First Ladies Walk for Life
  --Good Health Appeal   --Free child safety seat inspections
  --Harvest Hope Food Bank   --Brace-a-Child (Buck-a-Cup)
  --Summer Institute   --Families Helping Families
  --Habitat for Humanity   --Community Health Charities
  --Public Information Phone System   --Muscular Dystrophy Campaign
  --March of Dimes Walk America   --American Cancer Society Relay for Life
  --School Bus Safety Initiative   --Adopt-a-School
  --Education Program for Civic Groups   --CRO/PIO
  --Victim's Rights Week   --Joint volunteer blood bank with CSC
  --100 Days of Summer Heat   --Final Exam High School Initiative
  --Family Christmas Baskets   --Supplies for Active Military Employees
  --Survival Seminar for Families of   --Make-a-Wish Foundation
          Fallen Officers   --PEER Team
  --Fatality Victims Memorial

  * Col. Anna Amos, STP, serves as Steward/Council Member on the United Way's Food, Shelter, Safety and Transportation Council.

Funds raised for "Buck-a-Cup" campaign:

HP	
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	$13,980

BPS	
Total	$1,932.00

- **OHS**'s mission includes public outreach and provides a variety of support to communities. Free child safety seat inspections and assistance with installation are offered. 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 <u>What is your strategic planning process, including participants</u>?

Director Schweitzer believes strategic planning should comprise overarching goals creating a roadmap to guide decision making and address challenges. As mentioned previously, the current plan is due to be updated. Many factors will affect the new plan, including the separation of the DMV, reduction in the number of employees and the organizational culture. Senior management, along with a strategic planning committee, will direct the planning process and look at the big picture in identifying issues (Section I-2). Divisions will be develop specific objectives and measures to accomplish the strategic goals and designate responsibility. The strategic planning committee will work with divisions to establish a reporting system and set target completion dates. Progress will be tracked and Baldridge criteria will be integrated with the plan to aid in addressing key strategic elements and align format with the accountability reporting process.

<u>How does it account for</u>
(a) customer needs and expectations?
- DPS is keenly aware of the significance and impact of public image. A central headquarters operation fosters unity and enhances efficiency. Improving customer service is an ongoing goal; public education campaigns, free child-seat inspections/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 public safety, with highway safety at the forefront.

(b) financial, societal and other risks?
- New and ongoing challenges ultimately affect the Agency's capacity to meet critical needs and expectations. DSP recognizes the potential risks involving public safety and works aggressively to improve education, prevention and enforcement. 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.

- Exploring funding sources is essential in meeting mounting demands as the increase in population, roadways, travel, number of drivers and vehicles, and Homeland Security issues places an overwhelming responsibility on the Agency. Emergency Preparedness continues to be a major focus given the potential risks to the public. Ensuring accurate and complete information is communicated to enhance the legislative and administrative decision-making process remains critical—impacting what can be accomplished to promote public safety.

(c) human resources capabilities and needs?
- The Agency Director places tremendous importance on employees and their contributions. Collectively, DPS employees possess of wealth of knowledge and skills; however, as previously mentioned, the challenge exists in the current market is to recruit and retain qualified personnel, as well as address training needs, transfer of knowledge and succession planning. Although an increase in base pay helps attract applicants, strategic planning will focus on additional incentives and opportunities to strengthen the workforce, such as developing career path initiatives and leadership programs, as well as establishing ways to accommodate unique and changing needs.

(d) operational capabilities and needs?
- Meeting operational goals has been enhanced by efforts to reduce duplication of effort and paperwork, enhance consistency, consolidate equipment and services, and improve processes at the Headquarters facility. Funding continues to affect how much can be accomplished

statewide. However, progress has been made and changes, such as combining telecommunications centers, have improved operational capabilities.

(e) Supplier/contractor/partner capabilities and needs?
- Partnerships with other agencies, suppliers, contractors, and organizations enhance public safety efforts; e.g., the DMV and law enforcement are linked through data sharing, which provides a critical communication channel. Collaborating with DOT, other law enforcement entities, the trucking and commercial carrier industry, and insurance companies strengthens the effectiveness of programs throughout the state. All avenues are explored to provide traffic safety education for the public, as well as the legislature.

2.2 <u>What are your key strategic objectives</u>?

Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross Ref. For Performance Measures*
Critical Issue #1: Become a unified agency	--Continue finding methods to improve vertical and horizontal communications --Enhance use of technology --Identify and use non-appropriated revenue to improve operations and reduce expenditures --Continue initiating plans to increase efficiency, foster a more cohesive, team-oriented and customer focused work force	--DPS web sites, including the Intranet, continue improving communication --HP/IT units continue enhancing efficiency and effectiveness --Blythewood headquarters building continues having a positive effect on operations and organizational culture --Successfully consolidated thirteen telecommunications centers to nine --OJP and HP grant projects support improved equipment and operating systems --STP's improved radiation detection equipment and pagers have improved computer-based activity and reporting systems --BPS's operations manual continues to increase efficiency for the division	7.2J 7.2K, 7.2L, 7.2N
Critical Issue #2: Provide excellent customer service at all times	--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	--CAD dispatch system increases response times --RoIP, wireless 800 radio system installed and tested in Blythewood, continues build out in Blythewood and Charleston and VoIP (operational) ensures more seamless law enforcement communication --OJP continues to enhance use of GMIS; well-qualified, professional staff provides hands-on workshops/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.12). --HP Public Information Program now includes a Community Relations Officer in each troop to ensure cohesive, uniform community relations --Updated Mansion security system --Inn-house training, including leadership proposals, as well as opportunities through the SATC and other sources, provide employees new skills to enhance performance and service	7.2H, 7.2I, 7.2J, 7.2K

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 04-05 Key Agency Action Plan/Initiative(s)	Key Cross Ref. for Performance Measures*
Critical Issue #3: Improve traffic safety	--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	--HP Travel.org web site (hub for emergency activity) --Speed/Alcohol Overtime Enforcement Program --Education and Safety Campaigns, including: "Final Exam" Initiative; "100 Days of Summer Heat" campaign --Increased 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 --More seamless communication through radio and voice systems --Homeland Security Grants, including the HP Homeland Security Grant Project enhancing several enforcement improvement programs	7.2.A, 7.2B, 7.2C, 7.2D, 7.2E, 7.2J, 7.2I, 7.2L, 7.2M, 7.2N
Critical Issue #4: Use relevant and timely data in making decisions	--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	--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	7.2A, 7.2C, 7.2D, 7.2E, 7.2F, 7.2G, 7.2H, 7.2I, 7.2J, 7.2N

*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 Agency's strategic plan has been useful in sharing information and tracking progress of key strategic goals. Division-specific objectives and measures were included in the plan and assigned to divisions. The strategic plan was updated quarterly and posted on the DPS Intranet. The Executive Steering Committee met periodically to review activities and make revisions.

▪ Most divisions/offices have developed operational plans—supporting the Agency's mission and strategic objectives. These plans will also be reevaluated to ensure they are directly aligned with the Agency's revised strategic goals.

- In tracking objectives, HP also uses task assignments, communication from the Colonel/Lt. Colonel, HP research database and tracking system. Action plans are followed by evaluation or after-action review. Two additional major positions allow for an efficient, accountable system between headquarters and field staff. CREP analysis data identifies problems and the Impact Analysis Report provides a means to measure program success. STP uses the SafetyNet Data System, Enforcement Plans (CVSP, Size & Weight Enforcement Plans).

2.4 <u>What are your key action plans/initiatives? (See 2.2 Strategic Planning Chart.)</u>
- Although this year's report reflects the strategic plan created in 2001, a new strategic plan is being developed to reflect updated goals, as well as key action plans.

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

- Along with written directives, e-mails, and staff meetings, the DPS Intranet site is used as a communication tool. Information regarding various projects is posted and feedback requested from employees. Several divisions regularly post information on the site, which serves as a convenient, effective method of communicating and sharing relevant data and activity.

- 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. The Budget Office, along with the Agency Director and his staff, allocate resources based on relevance to strategic goals, availability of state and alternative funding sources.

2.6 The Strategic Plan is available on the DPS Intranet.

3. Customer Focus

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

- DPS has more contact with citizens than many other agencies. Key customers and stakeholders are listed in Section II – 4 and 5. Along with efforts/initiatives discussed throughout this report, relevant legislative mandates affect key requirements related to the Agency's mission— serving citizens and other customers through protection, education and enforcement.

3.2 <u>How do you keep listening and learning methods current with changing needs</u>?

- Inquiries and concerns are monitored and used to identify problems, provide a format for process improvement, and resolve issues, as well as recognize excellent service. Addressing and tracking e-mails, faxes, telephone calls, and comments on the DPS web page helps establish and maintain contact and rapport with customers. Collaborative partnerships with stakeholders, including contacts from other states, allow the Agency to keep abreast of changes within the general population, as well as within business and industry.

- HP assigned a trooper to the Office of Highway Safety to serve as Law Enforcement Network Coordinator and to partner with other law enforcement agencies in identifying and combating problems in their respective judicial circuits. The International Association of Chiefs of Police State and Provincial Police Planning Officers Section is used by the HP Strategic Planning Unit who converse with other states' officers to share ideas and trends related to highway safety.

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

- Feedback from customers/stakeholders is used to help identify potential problems, which may be avoided or resolved. The DPS web site makes it easier for customers/stakeholders to be informed, voice opinions and make suggestions, which are considered in decision making.

- Law enforcement divisions investigate complaints and follow up with steps to identify geographic/demographic trends and needs. Customer/stakeholder feedback is used to improve services by helping to identify problems and determine root causes, evaluate services, and take action. After appropriate action is taken, follow up is done to ensure resolution. *HP*'s town hall meetings raise awareness of area-specific fatality/collision problems, enforcement plans and public relations efforts. Community members are encouraged to provide feedback. HP's Community Relations Officers serve as direct links between the division and the public. 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* continues using performance-based activities, 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, to keep informed of customer needs.

- *OHS* reviews data from Law Enforcement Network (LEN) Coordinators, campaign briefings, roundtable meetings, campaign briefings, annual conferences, child passenger safety technician training, press events and other meetings. Feedback is encouraged from sub-grantees, federal partners, stakeholders, and data provided is considered in service and program improvements.

- *OJP* monitors customer satisfaction through results of the grant request process; the Grants Management Information System (GMIS) continues to reduce costs, save time and add ease and convenience for users through online processing.

3.4 How do you measure customer/stakeholder satisfaction?

- Customer/stakeholder feedback and communication continues to be a primary source to measure satisfaction; e.g., reduction or increase in complaints. Audit reviews provide guidance and recommendations to improve processes, which affect customer service. Letters of recognition and commendations regarding employees or divisions indicate positive trends in accomplishing key measures and indicate good customer service.

  HP analyzes data regarding collisions, fatalities, speeding, DUI activity and correspondence for trends to determine proactive enforcement and safety measures, thereby, enhancing public confidence in HP. Partnering with other agencies promotes interaction and review of activities and plans, and classes conducted by HP foster dialogue and feedback. Troopers continue involvement in their communities; and Community Relations Officers provide an excellent opportunity for customer feedback.

  STP uses CMV safety data regarding inspections/incidents and correspondence to track and review activity; public relations activities and citizen surveys provide avenues for feedback.

  BPS measures customer service by contract renewals, citizen surveys, and complaints. Commendations and letters of appreciation reinforce professionalism and exemplary service.

  CJA uses tools and methods used by other divisions, as well as course critiques, to measure student satisfaction of training, facilities, and overall experience at CJA.

  OHS uses program workshop evaluations and feedback from surveys, as well as letters of appreciation, to determine customer satisfaction.

  OJP continues using telephone inquiries, e-mail and survey feedback; workshop evaluations and quarterly reports also help determine customer satisfaction.

Administration uses recommendations from audit reviews, feedback and specific requests to improve processes and reporting systems to enhance both internal and external customer service (e.g., reducing response time or turnaround time in providing data).

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

- A key distinction is whether interaction is <u>voluntary</u> or <u>involuntary</u>. 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 <u>involuntary</u> contact with motorists who violate traffic laws or are affected by a collision. Professionalism and compassion shown by officers, as well as actions of the Community Relations Officer and Traffic Accident Victim's Advocate, build public confidence. HP has <u>voluntary</u> contact with other law enforcement/government agencies during hurricane evacuation exercises, safety campaigns and other collaborative activities—improving communication and allocation of resources, as well as strengthening relationships. Ongoing contact with emergency management officials ensures effective solutions to natural disaster scenarios, and relationships are also established with other law enforcement agencies through classes taught by troopers regarded as subject matter experts. In addition, HP is involved in the Agency's sanctioned annual Fatality Victims Memorial Service.

- Along with partnering with local, state and federal agencies, *STP* is part of the Motor Carrier Advisory Committee promoting communication among STP, the trucking industry and business community to keep current and be proactive in identifying issues. Colonel Amos is a member of the Board of Directors for the International Registration Plan, Inc., and Sgt. Rhodes is Vice Chairman for Region 2 for CVSA. STP is active in the American Association of Motor Vehicle Safety Alliance. These organizations foster networking not only locally and regionally but also with law enforcement entities around the country, Canada and Mexico.

- By ensuring safety and security at the Capitol Complex and other state properties, *BPS* builds positive relationships with the Governor, Lt. Governor, state legislature, employees and visitors. Additionally, BPS uses C.O.P.S., a community-oriented policing program, which includes meeting with customers to assess how their security/safety might be improved, thus strengthening relations and taking a proactive approach to providing a vital service.

- Directly serving students, *CJA's* efforts also affect other groups, including the law enforcement community. Re-accreditation by CALEA sets them apart and enhances rapport and confidence of stakeholders, including the general public.

- Along with conducting safety campaigns, *OHS* partners with law enforcement, government, private/public sections, and the medical community to promote education and awareness in striving to reduce traffic-related deaths and injuries. The web site proves useful in informing target audiences about highway safety, including statistics on seat belt and child safety seat use.

- *OJP* builds positive relationships with grant applicants by assisting them with the grant funding process and 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.* The DPS Intranet serves as a valuable tool to communicate relevant, timely data to both internal and external customers, including HR job postings, applications, staff directory, HR forms, organizational chart, and directions. Progress has made in implementing technical solutions and improving processes to enhance customer service and support strategic goals. OFS strives to reduce duplication of effort and improve efficiency and customer service; e.g., an electronic reporting system and updated software to automate accounting processes.

4. Information and Analysis

4.1   How do you decide what to measure for tracking financial and operational performance?

- Key measures and activities related to the DPS mission are used to track financial and operational performance. National benchmarks, such as the National Highway Traffic Safety Association, provide data regarding critical indicators (e.g., Mileage Death Rate indicating highway deaths per miles traveled), and are used in assessing performance. Officer safety studies continue through analyzing statistics and activities. *HP* conducted a workload analysis of the telecommunications centers resulting in consolidating thirteen centers into five. The division's R&D Unit tests law enforcement equipment to determine if equipment is effective and purchased at an equitable cost. *STP* uses its Size and Weight Enforcement Plan and the CVSP (Commercial Vehicle Safety Plan) to track operational performance. *CJA* is guided by CALEA standards and the established Training Act and Regulations. CJA's activities are reviewed and refocused according to current income level. Feedback from the law enforcement community (stakeholders) in terms of injuries, responses, reactions, complaints, etc., helps identify operational processes systems in need of measurement, review and/or evaluation.

4.2   What are your key measures?

- Along with determining effects of education, prevention and enforcement activities, *HP* conducts various costs analyses before programs/initiatives are enacted or equipment is purchased. Research and projects are conducted to provide measurable data to adequately allocate resources to the operating budget.

- *STP* monitors size and weight and inspections activity to determine fiscal impact of operations and performance vs. revenues and budget allocations. Crash data is also used to determine where and how to most effectively utilize STP's manpower.

- *BPS* tracks criminal and non-criminal incidents on State property to determine trends and risk patterns, so appropriate action may be taken. Daily tracking has resulted in no notable damages to state property and monuments. Communication and positive feedback from citizens confirms the professionalism of our organization.

- *OHS* programs are funded by the National Highway Traffic Safety Administration (NHTSA), the Federal Highway Administration (FHWA) and the Federal Motor Carrier Safety Administration (FMCSA), and the success of these programs and allocated funding is measured by examining statistical data regarding traffic collisions, enforcement reports and opinion surveys. Law enforcement divisions prepare monthly and quarterly progress reports.

- *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.)

- HR uses a law enforcement termination analysis to determine causes for officers leaving. A tracking system monitors applicant status by job code and vacancy, thereby reducing administrative and processing time. EEO reports monitor underutilized groups, and a compensation study compares salaries of minorities vs. non-minorities, males and females.

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

- The Statistical Analysis Center (SAC) in OHS is the core of data collection/validation regarding highway safety. SAC prepares the annual 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, credible tool widely used by law enforcement, legislators, traffic safety advocates striving to improve highway safety and is written in a concise, readable format. Data collected by OHS is used to develop highway safety initiatives, such as those aimed at seatbelt usage and driving under the influence. (See 7.2 A-H for examples of this data collection.)

- Along with expertise and leadership of the Agency Director and senior management, OFS assures accurate financial and operational data by using internal controls and reports. State and federal audits verify that information reported is adequate, accurate and managed appropriately.

- The CREP program helps HP identify trends and problem areas and enables supervisors to target specific violations on specific roads at specified times, itemize resources and evaluate Troop/Post performance qualitatively rather than quantitatively. Initiatives and grant funding are based on data and research to ensure the most cost effective use of funds and personnel.

- Through a system of checks and balances, required entries and monitoring tools, STP ensures data quality, reliability and completeness is available for decision making.

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

- The sources and tools discussed above 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 statistics from CREP and the DUI/Speed Enforcement Overtime Grant award. Data collected by R&D and Strategic Planning Units assist in decision making and future planning.

- STP uses its SafetyNet database and crash reporting system to identify trends, problem areas, and resource allocation.

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, HP has conducted manpower assessments and developed 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 in all job classifications without discrimination; to ensure employees/applicants are not subjected to any harassment, intimidation, threats, coercion or discrimination for filing a complaint or assisting in an investigation; to ensure promotion decisions are based on equal employment principles and affirmative action by imposing valid criteria; and to 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 based on 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 best practices?

- The HR Administrator and key staff are addressing workforce planning and transfer of knowledge, including training and benchmarking through the B&CB. B&CB OHR established task force committees to address challenges, and findings are used to establish planning strategies. Published studies and data are also used to take a proactive approach. HP published an annual report in 2004 comprising an overview of HP's successes and vital statistics.

5. Human Resources

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

- Director Schweitzer has emphasized the need for training, particularly in law enforcement leadership and supervisory skills. Employees are encouraged to take advantage of professional development opportunities. Career paths are established for law enforcement officers, telecommunications officers and CJA instructors. Along with OJP and OHS, HP's Strategic Planning Unit continues exploring grant opportunities to support divisional training needs; HP 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.

- The enhanced internal communications resulting from having a headquarters building has made it more convenient for employees to be involved and work "smarter" through teamwork. Along with informal, personal recognition from managers, Director Schweitzer has implemented a Quarterly Recognition Ceremony, which has been extremely well received. Deputy Directors/Administrators are more involved and have the opportunity to acknowledge individual efforts and service of their employees. This involvement has fostered an environment where employees feel appreciated and valued.

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

- The *BPS* Training Officer continues using feedback from supervisors to address training needs and has enabled BPS to take a proactive approach to training and monitor effectiveness.

- Through assessment of internal and external environments, *HP*'s R&D Unit works to address training needs. The Strategic Planning Unit explores alternative funding to provide additional training and development programs. Strategic Planning and Training Units use national databases established by national law enforcement professionals and associations to obtain current trends and highway safety initiatives to consider in planning training and development for DPS law enforcement officers.

- Non-law enforcement personnel whose positions require pre-service or in-service training are mandated to receive training based on their positions. Examples: attorneys, weight specialists, telecommunications operators, license examiners, and instructors. Supervisors monitor training requirements to ensure training is completed.

- *STP* uses regular monitoring and evaluations of officers' performance and activity to identify need for additional staff development in the area of leadership. Regular changes in federal regulations also create training needs.

- *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 user training in systems and programs, such as the Electronic Report Writer, which eliminated monthly hard copy budget distribution.

- The DPS HR Administrator and key staff participates in the State's OHR initiatives and the Advisory Council, which aid in identifying training and development needs. The DPS Affirmative Action Plan continues addressing underutilized groups.

- Managers and supervisors are encouraged to monitor employee skills to identify training needs, as well as maintain credentials and certifications. Budget constraints continue to limit external training opportunities although in training is seen as a significant need and promoted as divisional funding permits. Computer software training is still needed to enhance skills in using computer technology to its fullest potential. HR training is provided for new supervisors and a limited professional development program is available to employees through HR. Additional training opportunities are offered through the State Agency Training Consortium.

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

- The Probationary Quarterly Evaluation Form is used not only to evaluate new employees but also ensure regular communication and clear establishment of performance standards. Employees are involved in the planning and performance review process, and supervisors are encouraged to communicate expectations through discussion/informal reviews, as well.

- As the primary tool used to measure performance, the EPMS is used to note achievements, evaluate performance against job success criteria, and point out areas for improvement. To further acknowledge the significance of the EPMS process, supervisors are rated on the completion of performance reviews to ensure they are completed in a fair, impartial, and timely manner. EPMS training is offered to educate supervisors regarding the importance of documentation and use of the EPMS as a management, coaching and communication tool.

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

- Exit interview forms are reviewed by HR to identify concerns, as well as satisfaction. Informal and formal reviews, absenteeism, and job performance reflect satisfaction and motivation to some degree. The Intranet has enhanced communication and employees are encouraged to provide input and ask questions regarding relevant issues. Positive feedback has been received regarding the quarterly employee recognition program initiated by Director Schweitzer. Initial efforts have been made to join with DMV in providing employees with a basic wellness program to include training sessions conducted during the lunch hour, weight management techniques, and other special health and wellness related events. The S.C. Law Enforcement Assistance Program (LEAP) is open to DPS employees and offers free counseling, as well as a resource for supervisors to better identify employee problems that may affect job performance.

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

- DPS has been in the process of hiring a dedicated life safety officer and will partner with DMV to fund the position and share services. The Blythewood Headquarters building has been monitored by a building committee to ensure appropriate safety measures are taken and relevant concerns are addressed. HP's Emergency Preparedness Unit continually monitors the environment to take a proactive approach in preventing or avoiding a crisis or potential disaster.

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?

- Continual efforts to redesign processes and procedures, as well as organizational structure, are in place to reduce unnecessary efforts and ensure optimal efficiency and effectiveness—ultimately making better use of state dollars. These efforts involve collaboration among divisions, as well as customers, stakeholders, contractors and vendors.   Law enforcement continues to enhance communication systems and technology. Position responsibilities and staffing are regularly evaluated, including the IT component, to ensure challenges are met and divisional processes and systems are strengthened. The Emergency Traffic Management Unit strives to better identify and respond to public safety emergency situations. The STP HaxMat Unit its challenge to address and improve response to H/M incidences and security concerns.

- The highway safety process for program funding, established by the S.C. Public Safety Coordinating Council (PSCC), provides funding to eligible recipients and establishes responsibility for ensuring problems in highway safety are identified and prioritized.

- CALEA accreditation, recognized internationally, raises DPS standing among law enforcement agencies. Standards, designed to increase capability to prevent/control crime and work with other law enforcement agencies, enhance public and employee confidence. CALEA requirements provide a yardstick to measure effectiveness/uniformity of programs; thus, the Agency strives for continuous improvement. National accreditation adds credibility in many areas, including reinforcing confidence that DPS is operating with the highest standards in the profession. It assures policies/procedures are solidly documented, indicates a well-trained and professional staff, assures government leaders and the public of the quality of law enforcement, makes South Carolina more attractive to economic and community development, provides dollar/cents return on liability insurance coverage, and ensures a sense of well being and safety in the hearts and minds of communities. As the training facility for law enforcement in the state, CJA follows nationally recognized standards and ensures training fulfills the needs and demands of individual law enforcement officers and the S.C. 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?

- As stated above, the Agency, strives to explore new ways of doing things to enhance efficiency and effectiveness. Through assessment of organizational structure, policies/procedures, and goals, Director Schweitzer has initiated programs and changes to make the best use of the Agency's resources and expertise.
- Under Colonel Roark's direction, HP continues assessing its troop concept and revising to effect a more efficient operation. The HP Strategic Planning Unit works to ensure effective resource allocation through program development, research projects, and procedural changes—allowing the HP to organize, communicate and implement strategic plans systematically in times of expansion and retrenchment. This Unit enables HP to tie its vision/goals to resource needs by continuous strategic planning, as well as researching and formulating policies focused on what can be rather than what is. The Telecommunications Center uses updated technology to improve efficiency and cost savings through consolidating centers throughout the state.

- OHS works with federal, state and local authorities to address critical highway safety needs. As needs are identified, strategies are developed, partnerships are established, and action plans are implemented (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)	HR Knowledge Communication and Interviewing skills Professionalism	Cycle Times Number of Hires EPMS Compliance	State and Federal Regulations	State/Federal 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 Audits
Executive Affairs (Communicating with media)	Knowledge Timeliness Professionalism	Number of contacts Response Time	Professional industry standards; Agency Policies and Procedures	Feedback
General Counsel (Agency representation and interpretation of law)	Knowledge of law Professionalism	Cases handled Judgments	State/Fed Law Policy/Procedures Professional Canons	Feedback

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

- The DPS Procurement Office maintains relationships with vendors/suppliers, who are held to a standard required for the specific process. The OFS Office of Resource Management ensures vendors deliver products/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 address DMV safety concerns. The CVSP provides a framework for

continuous improvement by establishing annual goals. The Size and Weight Unit Plan establishes goals and is submitted to DOT annually.

- 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. The S.C. Law Enforcement Network (LEN's) is a key partnership comprising 16 judicial circuits across the state, each represented by local and state law enforcement. The purpose of LEN's is proactively work together to address traffic/highway safety issues, coordinate joint enforcement efforts, and develop safety campaigns. DPS coordinates LEN's activities, through the Headquarters in Blythewood and is represented in all 16 judicial circuits.

- 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 are equipped to receive and deliver advanced/specialized training in local jurisdictions where officers live and work. Workshops are held annually to train and/or refresh new and current training officers in certification and compliance processes and to get feedback concerning the impact on the law enforcement community throughout the state.

- The HP's R&D Unit and Information Technology staff interact with vendors to ensure quality equipment is acquired at a minimum cost.

7. Results

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

- Because the Agency still comprises components with distinct functions within law enforcement, some figures, including performance levels and trends for the key measures of customer satisfaction involve data collected and tracked from each division:

- *Highway Patrol* continues to rely primarily on feedback from complaints or commendations from various sources. Data tracked through OHS indicate how HP impacts highway safety--ultimately affecting customer satisfaction. Although there was an increase in 2004, the overall mileage death rate has been steadily decreasing during the last few decades (Chart 7.2). Because of the mission of the HP, 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* relies 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, Level VI inspections and size and weight enforcement. South Carolina is No.3 in the nation in conducting Level VI inspections. STP participated in the first Peer Review in the nation for Level VI inspections. Training procedures and cooperating agencies were reviewed.

- *Bureau of Protective Services*: BPS has firsthand knowledge of customer satisfaction from a majority of its customer base with the direct and regular contact with citizens and other customers. As with any law enforcement efforts, much is done behind the scenes that customers may not witness. Therefore, building rapport and confidence once 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 highest professional standards in training all law enforcement officers in the state. Earning national accreditation through CALEA (the accrediting organization for law enforcement agencies), ensures its

customers/stakeholders, including the public, that CJA provides quality training to support the goal of serving the public through education, prevention and enforcement. Student program evaluations are also used and indicate excellent ratings.

- *Office of Highway Safety* plays a critical role in tracking crash data, DUI statistics, geographic trends, through compiling current data and trends. Their efforts result in identifying patterns, problems, as well as improvements in fatalities and injury rates, thereby affecting public image, confidence, and customer service.

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

- The DPS strategic planning process includes identifying the mission and key measures 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 accomplishing the mission of increasing public safety for citizens and visitors of South Carolina. Administrative offices work to enhance operational efficiency and effectiveness and support law enforcement efforts.

- The HP's CREP program analyzes 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.

- The following tables include the Agency's key measures and provide statistics and relevant data related to highway safety, commercial motor vehicle inspections, and BPS security contracts, as well as CJA commitment to training law enforcement officers. 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. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2E
6. South Carolina Traffic Fatalities by County. Chart 7.2F
7. CMV – Traffic Collision Quick Facts. Chart 7.2G
8. Criminal Justice Academy Training Summary Trend. Chart 7.2H
9. Bureau of Protective Services Statistical Data for Fiscal Year 2002-2003. Chart 7.2I
10. Highway Patrol Telecommunication Center Consolidation Project. Chart 7.2J
11. Highway Patrol Grant Project Results. Chart 7.2K
12. Highway Patrol Homeland Security Grant Program. Chart 7.2L
13. Highway Patrol "Final Exam" School Project. Chart 7.2M
14. Results of Highway Patrol Research & Development Projects. Chart 7.2N

Chart 7.2A - TRAFFIC COLLISION QUICK FACTS SUMMARY

	2002	2003	2004	% Change 2002 – 2004	% Change 2003 – 2004
Fatal Collisions	949	905	946	−0.3%	4.5%
Injury Collisions	32,427	32,383	32,497	0.2%	0.4%
Property Damage Only Collisions	74,904	75,598	76,586	2.2%	1.3%
Total Collisions	108,280	108,886	110,029	1.6%	1.0%
Fatalities	1,053	969	1,046	−0.7%	7.9%
Non−fatal Injuries	52,095	51,267	51,226	−1.7%	−0.1%
Fatalities From Collisions Involving:					
Truck Tractor	86	74	85	−1.2%	14.9%
Motorcycle	88	88	85	−3.4%	−3.4%
Bicycle	16	15	21	31.3%	40.0%
Pedestrian	97	79	86	−11.3%	8.9%
Train	6	4	10	66.7%	150.0%
Moped/Motorbike	4	3	5	25.0%	66.7%
School bus	4	0	4	0.0%	NA
SUV	161	184	230	42.9%	25.0%
Economic Loss (billions)	2.41	2.53	2.62	8.8%	3.6%
Vehicle Miles Traveled (millions)	47.07	47.82	48.77	3.6%	2.0%
Roadway Miles	66,195	66,231	66,252	0.09%	0.03%
Motor Vehicle Registrations	3,276,772	3,394,066	3,703,168	13.0%	9.1%
Licensed Drivers	2,931,697	2,982,926	3,341,153	14.0%	12.0%
Mileage Injury Rate*	111	107	105	−5.1%	−2.0%
Mileage Death Rate**	2.2	2.0	2.1	−4.1%	5.8%

*Traffic Injuries per 100 million vehicle miles of travel
**Traffic Fatalities per 100 million vehicle miles of travel

Chart 7.2B   -   MILEAGE DEATH RATE

MILEAGE DEATH RATE
SOUTH CAROLINA vs. NATIONAL AVERAGE
1979-
2004
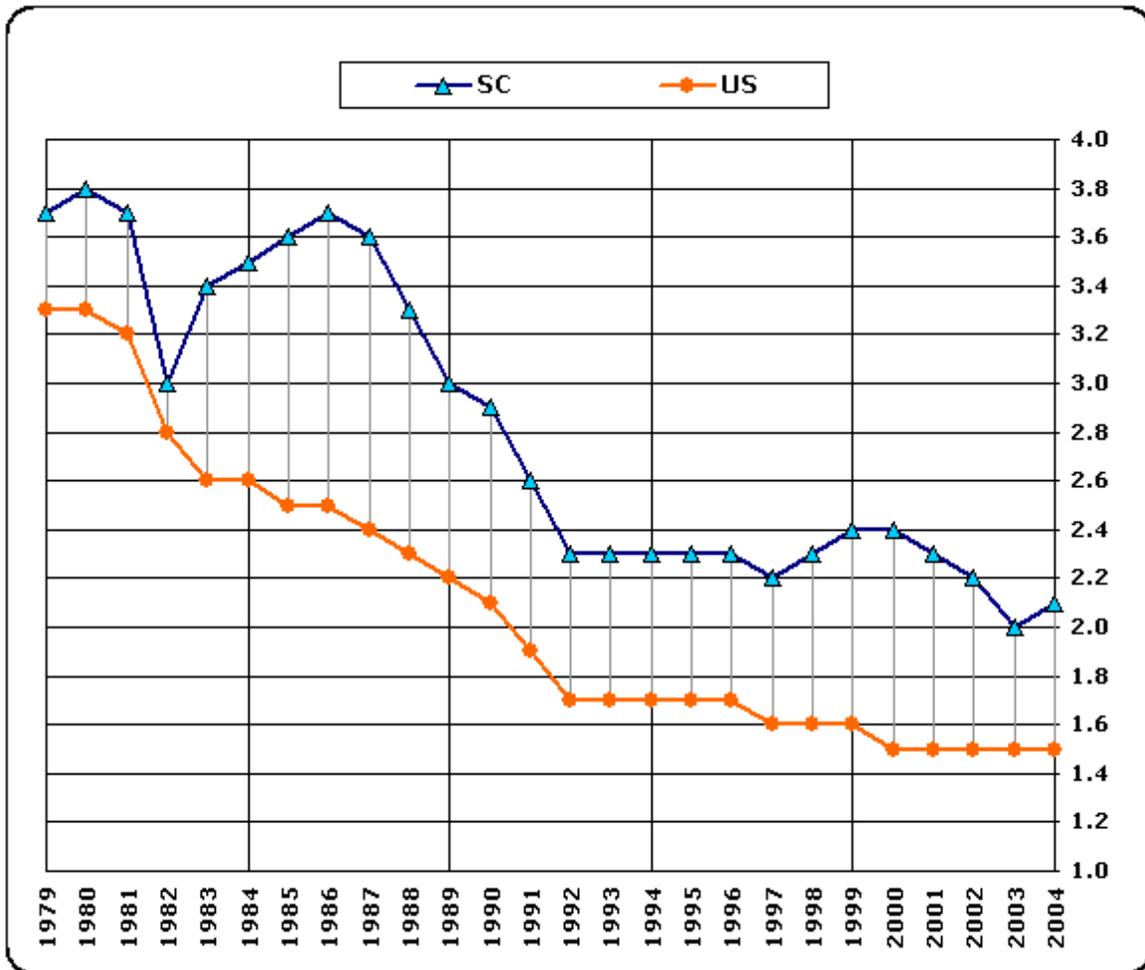
2004 U.S. MDR is an estimate from the National Highway Traffic Safety Administration. (NHTSA)

Source for U.S. data: NHTSA

South Carolina's mileage death rate, MDR, (defined as the number of traffic fatalities per 100 million vehicle miles of travel) shows an overall declining trend over the past 25 years. Unlike the national trend however, the chart above shows that South Carolina has seen it's MDR increase in 8 of the 25 years represented. The national MDR has been either the same or shown a decrease from the previous year's MDR for the same 25 year period.

In 2003, South Carolina achieved an all time low MDR of 2.0, however it rose to 2.1 in 2004. This marked the end of a 3 year stretch of declining MDR's for the State and it the 8th time an increase in the MDR was seen in 25 years. The last time an increase

Chart 7.2C   -   RESTRAINT USAGE CALENDAR YEAR 2004

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE*

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
None Used	6,693	3,112	2,174	1,219	583	13,781
TOTAL - NO RESTRAINT USED	6,693	3,112	2,174	1,219	583	13,781
Restraint Used						
Shoulder Belt Only	1,142	299	71	29	5	1,546
Lap Belt Only	3,164	604	168	29	7	3,972
Shoulder & Lap Belt Used	188,136	25,710	8,469	1,868	208	224,391
Child Safety Seat Used	6,641	834	163	25	2	7,665
Other Restraint Used	59	6	2	1	1	69
TOTAL - RESTRAINT USED	199,142	27,453	8,873	1,952	223	237,643
UNKNOWN RESTRAINT USAGE	12,516	1,890	673	289	34	15,402
GRAND TOTAL	218,351	32,455	11,720	3,460	840	266,826

INJURY SEVERITY BY AIR BAG DEPLOYMENT*

AIR BAG	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
Air Bag Deployed - Front	7,884	3,935	2,137	771	195	14,922
Air Bag Deployed - Side	372	130	51	19	5	577
Air Bag Deployed - Both	4,081	2,165	1,286	448	97	8,077
Not Deployed	147,972	16,826	4,787	1,022	196	170,803
Deployment Unknown	5,066	8,798	3,266	1,147	318	18,595
Not Applicable	52,976	601	193	53	29	53,852
GRAND TOTAL	218,351	32,455	11,720	3,460	840	266,826

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

Chart 72D - Primary Contributing Factors

	Collision Type				Persons	
	Fatal	**Injury**	**PDO***	**Total**	**Killed**	**Injured**
Disregarded Signs, Signals	41	2,452	3,463	5,956	51	4,425
Distracted / Inattention	32	2,837	7,664	10,533	37	4,277
Driving Too Fast for Conditions	227	8,126	19,867	28,220	244	12,175
Exceeded Authorized Speed Limit	67	366	494	927	70	583
Failed to Yield Right-of-Way	95	7,048	15,537	22,680	103	12,227
Ran Off Road	55	469	862	1,386	62	618
Fatigued/Asleep	20	385	535	940	21	545
Followed Too Closely	2	1,907	5,898	7,807	2	2,957
Made an Improper Turn	0	443	1,879	2,322	0	712
Medical Related	12	380	201	593	13	474
Aggressive Operation of Vehicle	16	451	678	1,145	18	699
Over-correcting/Over-steering	13	128	257	398	17	195
Swerving to Avoid Object	1	107	308	416	1	149
Wrong Side or Wrong Way	66	578	915	1,559	77	1,160
Under the Influence	162	2,090	1,887	4,139	184	3,167
Vision Obscured (within Unit)	0	35	145	180	0	51
Improper Lane Usage/Change	15	899	4,728	5,642	17	1,404
Cell Phone	0	42	66	108	0	64
Other Improper Action	5	701	3,517	4,223	5	1,002
Unknown	25	900	2,378	3,303	30	1,413
DRIVER SUBTOTAL	**854**	**30,344**	**71,279**	**102,477**	**952**	**48,297**
Debris	1	49	247	297	1	63
Obstruction In Road	0	49	155	204	0	68
Road Surface Condition (i.e., Wet)	1	80	267	348	1	106
Rut Holes, Bumps	0	9	19	28	0	14
Shoulders (None, Low, Soft, High)	0	1	8	9	0	1
Traffic Control Device (i.e., Missing)	0	8	18	26	0	14
Work Zone (Constr./Maint./Utility)	0	6	25	31	0	7
Worn Travel-Polished Surface	0	1	7	8	0	1
Other Roadway Factor	2	14	69	85	2	16
ROADWAY SUBTOTAL	**4**	**217**	**815**	**1,036**	**4**	**290**
Non-motorist Inattentive	4	72	32	108	4	83
Lying &/or Illegally in Roadway	31	116	13	160	31	137
Non-motorist Failed to Yield Right-of-Way	1	78	26	105	1	86
Not Visible (Dark Clothing)	7	39	1	47	7	40
Non-motorist Disregarded Sign/Signal	0	13	6	19	0	17
Improper Crossing	8	90	7	105	8	98
Darting	4	86	6	96	4	89
Non-motorist Wrong Side of Road	1	24	1	26	1	27
Non-Motorist Under the Influence	5	43	19	67	5	48
Other Non-motorist Factor	3	28	61	26	3	37
Unknown Non-motorist	1	17	36	67	1	27
NON-MOTORIST SUBTOTAL	**65**	**606**	**208**	**879**	**65**	**689**
Animal in Road	5	581	1,997	2,583	6	791
Glare	1	34	75	110	1	53
Obstruction	1	22	97	120	1	37
Weather Condition	2	132	471	605	3	212
Other Environmental Factor	0	18	56	74	0	22
Unknown Environmental Factor	0	3	9	26	0	5
ENVIRONMENTAL SUBTOTAL	**9**	**790**	**2,705**	**3,504**	**11**	**1,120**
Brakes	2	135	328	465	2	227
Steering	0	40	65	105	0	49
Power Plant	0	15	37	52	0	22
Tires/Wheels	10	139	487	636	10	210
Lights	1	24	28	53	1	38
Signals	0	2	2	4	0	2
Windows/Shield	0	1	5	6	0	1
Restraint Systems	0	0	10	10	0	0
Truck Coupling	0	8	36	44	0	12
Cargo	0	30	131	26	0	39
Fuel System	0	8	20	67	0	9
Other Vehicle Defect	1	34	161	26	1	56
Unknown Vehicle Defect	0	104	269	67	0	165
VEHICLE DEFECT SUBTOTAL	**14**	**540**	**1,579**	**2,133**	**14**	**830**
TOTALS	**946**	**32,497**	**76,586**	**110,029**	**1,046**	**51,226**

*Property Damage Only

30

Chart 7.2E Commercial Motor Vehicle (CMV) Inspection Activity Summary

TRAFFIC COLLISIONS INVOLVING TRUCK TRACTORS

COLLISIONS BY YEAR

YEAR	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
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
2004	74	1,062	3,107	4,243	85	1,565
TOTALS	**306**	**4,151**	**11,493**	**15,950**	**354**	**6,507**

COLLISIONS BY MONTH 2004

MONTH	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
January	7	87	306	400	7	128
February	11	86	238	335	11	117
March	6	88	257	351	8	145
April	2	83	238	323	3	110
May	4	84	254	342	4	111
June	6	112	252	370	6	162
July	8	69	252	329	11	137
August	7	103	267	377	8	156
September	3	91	258	352	3	148
October	8	76	264	348	10	107
November	5	96	256	357	5	126
December	7	87	265	359	9	118
TOTALS	**74**	**1,062**	**3,107**	**4,243**	**85**	**1,565**

COLLISIONS BY LIGHT AND WEATHER CONDITIONS 2004

LIGHT & WEATHER	COLLISION TYPE				PERSONS**	
	Fatal	Injury	PDO*	Total	Killed	Injured
Day & Clear/Cloudy	37	717	2,095	2,849	42	1,043
Dark & Clear/Cloudy	24	201	503	728	27	277
Day & Rain	5	95	256	356	7	169
Dark & Rain	2	20	143	165	2	32
Day & Other Weather	2	19	66	87	2	35
Dark & Other Weather	4	10	44	58	5	9
TOTALS	**74**	**1,062**	**3,107**	**4,243**	**85**	**1,565**

*Property Damage Only

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

Chart 7.2F   **South Carolina Traffic Fatalities by County**
July 1, 2004 - June 30, 2005

COUNTY	Jul 1 to Dec 31 2004	Jan 1 to Jun 30 2005*	Total
Abbeville	0	1	1
Aiken	22	14	36
Allendale	1	0	1
Anderson	16	19	35
Bamberg	0	3	3
Barnwell	4	4	8
Beaufort	9	9	18
Berkeley	22	30	52
Calhoun	7	7	14
Charleston	33	21	54
Cherokee	9	13	22
Chester	4	6	10
Chesterfield	11	8	19
Clarendon	6	7	13
Colleton	14	15	29
Darlington	13	10	23
Dillon	6	4	10
Dorchester	7	12	19
Edgefield	3	1	4
Fairfield	8	7	15
Florence	26	17	43
Georgetown	4	12	16
Greenville	31	35	66
Greenwood	3	4	7
Hampton	7	2	9
Horry	37	26	63
Jasper	9	19	28
Kershaw	12	8	20
Lancaster	9	11	20
Laurens	14	11	25
Lee	4	5	9
Lexington	25	19	44
McCormick	3	2	5
Marion	7	5	12
Marlboro	6	3	9
Newberry	7	10	17
Oconee	2	5	7
Orangeburg	32	24	56
Pickens	12	13	25
Richland	27	23	50
Saluda	5	3	8
Spartanburg	25	21	46
Sumter	15	12	27
Union	2	3	5
Williamsburg	4	5	9
York	18	18	36
TOTAL	**541**	**507**	**1,048**

*2005 figures are preliminary

Chart 7.2G   **STP**

CMV TRAFFIC COLLISION QUICK FACTS

	2003	2004	% CHANGE
FATAL COLLISIONS	91	102	12.1%
INJURY COLLISIONS	1,488	1,496	0.5%
PROPERTY DAMAGE ONLY COLLISIONS	1,586	1,549	-2.3%
TOTAL COLLISIONS	3,165	3,147	-0.6%
FATALITIES	102	115	12.7%
NON-FATAL INJURIES	2,468	2,425	-1.7%
ECONOMIC LOSS*	$171,316,300	$185,072,100	8.0%
TRUCK VEHICLE MILES TRAVELED	4,900,000,000	5,100,000,000	4.1%
ROADWAY MILES	66,231	66,252	0.03%
TRUCK MILEAGE DEATH RATE**	2.1	2.3	9.5%

*Economic Loss is calculated using the latest information from the National Safety Council, Estimating the Costs of Unintentional Injuries, 2003.

**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).

Chart 7.2H - CJA Training Summary Trend   FY 99/00 - FY 04/05

		CRIMINAL JUSTICE ACADEMY TRAINING SUMMARY TREND									

O= Offerings
A= Attendees

	FY 99/00		FY 00/01		FY 01/02		FY 02/03		FY 03/04		FY 04/05	
	O	**A**	**O**	**A**	**O**	**O**	**A**	**A**	**O**	**A**	**O**	**A**
Law Enforcement Basic/CJA	78	2275	74	2168	77	1956	89	2229	77	1804	77	1816
Law Enforcement Basic/Field	13	296	10	245	11	330	11	213	9	197	11	223
In Service Courses	248	4125	318	4527	444	8449	298	5376	147	2759	189	1986
Corrections **	8	171	12	123	8	98	2	23			0	0
Supervisory/Management	10	213	10	195	6	96	9	181	4	58	8	143
Judicial	22	646	25	698	14	236	6	139	2	56	1	18
Instructor	27	436	36	590	44	636	32	443	35	587	31	548
Instructor Recertification	6	57	6	59	8	76	6	45	5	64	7	112
Guest Instructor	55	465	58	544	65	551	65	413	59	416	47	445
External	181	11581	137	10774	125	11252	101	7341	18	5271	14	4909
Distance Learning	101	3151	106	6048	81	3632	120	3154	96	2265	46	1696
Special Operations	566	13606	513	12368	417	11976	609	15676	411	8528	514	12412
Regional ***									140	3841	341	6820
TOTAL	**1315**	**37022**	**1305**	**38339**	**1300**	**39288**	**1348**	**35233**	**1003**	**25846**	**1286**	**31128**

(*) 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 7.2I

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**	**June**
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	0
Property Loss* (Month to Date)	$3,388	$11,195	$500	$19,130	$713	$650	$35,976	$350	$4,039	$2,266	$900	$1,500
Property Recovery * (Month to Date)	$400	$- 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 7.2J

HIGHWAY PATROL TELECOMMUNICATION CENTER CONSOLIDATION PROJECT

Phase	Description	Estimated Completion Date
1	Test RoIP, VoIP and Directional Antennas	TBD
2	Move Gaffney TCC to Blythewood TCC	Completed 5/2004
3	Move Chester TCC to Blythewood TCC	Completed 06/2004
4	Move Orangeburg TCC to Blythewood TCC	Completed 07/2004
5	Move Sumter TCC to Blythewood TCC	Completed 06/2004
6	Move Conway TCC to Florence	TBD
7	Move Ridgeland TCC to Charleston TCC	10/15/05
8	Move Walterboro TCC to Charleston TCC	10/15/05
9	Move Spartanburg TCC and Anderson TCC to either the Greenwood TCC or to a new location	10/15/05

Chart 7.2K   **Highway Patrol Grant Project Results**

Grant Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
Cops More02 CADS	Enhances dispatch systems within HP Communication Centers	$1,000,000	One-year extension ending 7/31/05; implementation has been completed on all centers with Troop 3 to be completed by 10/30/05
COPS Universal Hiring Program (UHP)	To hire 22 troopers	$2,152,800	Continuation into 2nd & 3rd year; to be completed by 1/31/06
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; project completed with the development of a 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 SCDPS – NIBRS (National Incident-Based Reporting System) Enhancement Project	Hardware/software and related items for HP, STP & BPS to comply with SLED guidelines governing the automated submission of NIBRS data	$98,468	Grant phase: 2/1/04 – 9/30/04; extension was granted upon which project was completed 2/24/05
Methamphetamine Training and Education Program	3 ACE Team troopers attended specialized training re: seizure & field investigations of clandestine labs and 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
PPE Suits/Intervention Equipment	Provide protective suits for officers to be used during CBRNE events; to update HP CERT Team intervention equipment	$207,000	Grant phase: 5/1/05 – 6/30/06
SCIBRS Grant (Computer Enhancement Project)	To increase efficiency, accuracy, security and availability of criminal justice information for HP	$90,000	Grant phase: 7/1/05 – 6/30/06
(CREP) Crash Reduction Enforcement Program	Enhanced enforcement of alcohol/speed-related violations	$587,896	9/30/04 (Program began on May 2, 2004)

Chart 7.2L
Highway Patrol Homeland Security Grant Program (Grant Phase: 7/1/04–6/30/05)

Grant Project	Effect on Performance, Safety and/or Service	Grant Amount	Timeframe
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	Grant phase: 7/1/04 – 9/30/05; working with SLED on implementation
Cyber Security Enhancements	Provides resilience, visibility and encryption protection to the wide area network at DPS; Agency will receive network devices, sensors, and analysis hardware	$100,000	Grant phase: 7/1/04 – 6/30/05
Intelligent Transportation System	Purchase of network, video presentation equipment, hardware and software to allow DPS Blythewood Communications Center access to DOT traffic cameras (120 statewide) and remote access at the State Emergency Operations Center	$132,000	Grant phase: 7/1/04 – 6/30/05
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	Grant phase: 7/1/04 – 9/30/05; final implementation to be completed 9/30/05
Decontamination Unit Equipment	Purchase of decontamination-related equipment and supplies for the HP DeCon Unit SUV Trailer	$35,389	Grant phase: 7/1/04 – 6/30/05

Chart 7.2M

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 April 22 – May 14, 2005.

Chart 7.2N

Results of Highway Patrol
Research and Development Projects*

Project	Activity	Results	Timeframe
Battle Dress Uniform (BDU)	Patrol Supply conducted an extensive test and evaluation of 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 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 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 & Dodge Intrepid had impressive results with fuel consumption and lower repair costs ($1,500 and $3,500 less respectively) compared to current Ford Crown Victory; disadvantages include smaller interior and increased road noise.	Completed July 2004

Chart 7.2N (continued)

**Results of Highway Patrol
Research and Development Projects (continued)***

Project	Activity	Results	Timeframe
Taser	Conducting a study to determine usefulness to the Dept., as well as its place in the use-of-force continuum.	The X26 Taser	Current/Ongoing
*Pepper Spray	Tested several types in-house to determine the Department's needs; decided Saber Red would best meet requirements.	Conducting a field test with 225 Troopers across the state.	Current/Ongoing
Duty Shoes	Rewrote specifications for the current duty shoes used by the Dept. regarding durability and comfort; R&D met with several vendors to determine which shoes would best meet the new specifications.	Now in the process of testing two different manufacturers products in the field with seven troopers.	Current/Ongoing
Flares	Assessed current cost of Flares; in the process of determining the feasibility of rechargeable flares.	Field tests are being conducted on three types of rechargeable flares.	Current/Ongoing

*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 uses an activity-driven, zero-based budgeting process. 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 to best support law enforcement education, prevention and enforcement efforts. OFS has streamlined the budget process to address actual activities vs. programs resulting in enhanced efficiency and effectiveness. A change in reporting procedures results in cost savings, as well as improved financial performance. OFS also enhanced financial performance through cost containment measures, including implementing a database for fleet maintenance, automating the supply ordering process, and emphasizing use of the procurement card.

- OJP continues to generate funding from alternative sources and makes strides to fund programs, which increase highway safety and reduce violent crimes.

- CJA focuses on alternative funding sources while streamlining and cutting back to essential activities—resulting from declining revenue.

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

(a) performance measurement?

- Planning and EPMS evaluation process, exit interviews, monitoring disciplinary actions and the annual grievance summary.

(b) employee satisfaction?

- Key measures comprise several methods of involvement at the unit, divisional and agency levels. Managers/supervisors are critical to creating an optimal environment and promoting employee development. Director Schweitzer's informal quarterly employee recognition program has gone far to boost morale and acknowledge employee service and contributions.

(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 to approve career tracks for supervisory officers was submitted but was not approved; however, a 10% across-the-board was enacted. Key staff at CJA (with consultative assistance from former USC criminal justice professors) have begun designing a law enforcement program addressing leadership skills to include first-, mid-, and senior level management; HP proposed a training program for new supervisors. An internal professional development program has been offered, including HR training for supervisors, preventing harassment/discrimination and EEO training. DPS supports the SATC, which provides training opportunities at no additional cost. Employee development, including workforce planning and transfer of knowledge are identified as critical needs and will be addressed in the upcoming strategic planning process.

- A preliminary joint effort with DMV has included a basic employee wellness program offering sessions addressing health issues and a weight management program.

(d) employee diversity and retention?

- The EEO Manual and Applicant Tracking System monitor and ensure equal employment and advance opportunities for all employees based on job-related

(d) employee diversity and retention?

- The EEO Manual and Applicant Tracking System monitor and ensure equal employment and advancement opportunities for all employees based on job-related qualifications and ability to

perform the job without regard to race, color, ancestry, religion, sex, physical/mental disability, veteran status, sexual orientation, age, or marital status according to applicable state and federal laws, directives and regulations. DPS, especially the law enforcement components, continues to establish recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator and training manager represent DPS in committee and team efforts to collect relevant data and provide input to formulate the statewide workforce plan.

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

- DPS has worked to enhance partnerships at the local, state, regional and national levels to provide optimum benefit to the public. DPS collaborates with various state agencies, law enforcement organizations, the media, financial institutions, AAMVA, schools/colleges, and the medical community (including the Hospital Association) to expand service and enhance performance through joint initiatives.

- The Agency is heavily regulated in both the law enforcement and highway safety arena, as well as grants administration. CJA complies with numerous educational standards, including CALEA requirements, in training law enforcement students statewide. Divisions comply with regulations specific to their respective functional area, as well as the guidelines established by the State's Budget and Control Board.

- Highly visible and involved in the community, DPS not only supports communities through charitable efforts donating both time and monetary contributions but also through public awareness and educational initiatives, such as free child seat inspections/instructions, educational programs at schools and civic organizations, and safety campaigns directed at targeted groups throughout the state. Special efforts to increase public safety are tracked to identify patterns and performance trends, and are often benchmarked against data developed by national law enforcement organizations and regulatory entities.

- Working closely with and monitoring suppliers, contractors and vendors ensure efficient service, quality products, and timely information, as well as compliance with procurement state procurement regulations.