

***STATE OF  
SOUTH CAROLINA***

***DEPARTMENT OF PUBLIC SAFETY***



***Agency Accountability Report***

**Fiscal Year 2005-6**

**September 15, 2006**

## **Accountability Report Transmittal Form**

Agency Name: South Carolina Department of Public Safety

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## Section I – Executive Summary

Established in 1993 as part of The Government Restructuring Act, the S. C. Department of Public Safety (DPS) remains a distinct law enforcement agency focusing on highway and public safety. The Agency has experienced two major changes during its brief history: (1) The separation of the Division of Motor Vehicles (DMV) in 2003 and (2) the recent reestablishment of the **Criminal Justice Academy\* (CJA)** as a separate agency. DPS currently comprises five major operating divisions: **Highway Patrol (HP)**, **State Transport Police (STP)**, **Bureau of Protective Services (BPS)**, **Office of Highway Safety (OHS)**, **Office of Justice Programs (OJP)**, as well as the S. C. Law Enforcement Hall of Fame.

*\*As part of DPS during this reporting year, CJA is included in this report.*

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

**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 2005 to June 2006.** Because DPS comprises divisions with distinct functions and objectives, “Achievements” are reported by Division or Office:

### **Highway Patrol (HP):**

- A total of **118 troopers graduated from the Academy** (between July 2005 – June 2006)
- Successful joint efforts (with OHS) in implementing **enforcement campaigns** (e.g., increase of nearly 3% in shoulder style safety belt use from April 2006 (69.5%) to June 2006 (72.5%).)
- **Santee Cooper Excellence in Law Enforcement Award**
- **Work Zone Safety Team** (partnership with SCDOT to provide protection in work zones)
- **Hispanic Outreach** implemented through public safety announcements
- **Awarded 3<sup>rd</sup> place in the state level category for traffic enforcement at the International Assoc. of Chiefs of Police Annual Conference** (reduced fatalities--11% speed-related and 18% alcohol-related in designated counties with a 9% reduction in HP manpower)
- **Aerial Enforcement Program (See Chart 7.2K.)**
- Presented **collision animation sequences** to a jury for the first time resulting in defendant being found guilty of Felony DUI and sentenced to two concurrent terms of 17 years
- **Enforcement/educational efforts implemented to educate the public on the primary seatbelt law**
- Provided security for the State Emergency Operations Center during **Katrina relief effort**
- **Families of Highway Fatalities (FHF)** (See Section 3.2.)
- **Peer Support Team** (See Section 3.2.)

### **State Transport Police (STP):**

- **Increase in enforcement personnel** (hired two classes of nine certified officers)
- Continued **expansion and development of rad/nuc program at the Dorchester scale facility**
- **Working with SCDOT to improve existing scale facilities, as well as secure additional inspection sites on major commercial routes**
- Continued **expansion and development of the Commercial Vehicle Information Exchange Window (CVIEW)**—connectivity to databases with SCDMV and SCDOT Permit Offices

- *Officers are now using computer “air cards”* (supports CVIEW; “real-time” access to databases)
- *Grant funding obtained to increase number of officers certified to conduct inspections* on Passenger Carriers and to pay for additional enforcement hours

#### **Bureau of Protective Services (BPS):**

- *Homeland Security Grant* funds expended to *enhance security upgrades*
- *Upgraded security checkpoints* with new magnetometers at State Capitol and Supreme Court
- *Streamlined BPS supply operations* into DPS supply to eliminate duplication of effort
- *Implemented a trained Special Response Team and Intelligence Unit*
- *New K-9 dog* with dual-purpose capabilities for patrol and explosives detection
- *Surveillance Van upgrade* to control and assist during rallies and demonstrations
- *Spanish Language Program* (in tandem with local law enforcement)
- *Secured \$6,000,000 for security upgrades at the State House Complex*

#### **Criminal Justice Academy (CJA):**

- *LETS on-line registration for training* (savings in manpower and improved efficiency)
- *Improved tracking system* for review of certification eligibility
- *LIVESCAN connection with SLED and FBI* reducing turnaround time for fingerprint checks
- *Physical Abilities Testing protocol adopted and operational*
- *Conducted 86 additional tele-classes and broadcasts* from July 1, 2005, to June 30, 2006
- *Implemented Traffic Safety Officer Grant*
- *Implemented \$990,000 Homeland Security grant* to include conference-oriented classes in Critical Incident Response, Threat & Risk Assessment, and Palmetto 800 Interoperability
- *Phase I of dormitory renovations* funded by \$1.5 million allocated by the legislature began November 2005; court monies supplemented funding and project is near completion
- \$2 million from legislature (Sinking Fund) allowed *progress in correcting drainage problems, resurfacing Geology Road from Broad River Rd to the Academy Range Complex, and sealing the Driving Range Track* to extend its usefulness (expected completion FY2007)
- *Security System upgrade was initiated* and scheduled for completion in FY2007

#### **Office of Highway Safety (OHS):**

- *Continued work of S.C. Impaired Driving Prevention Council (SCIDPC) to address DUI problems in South Carolina*
- *Conducted statewide campaign to promote safety in and around school zones* (e.g., Chart 7.2M)
- *High-visibility safety campaigns*, such as “Buckle up, South Carolina. It’s the Law and It’s Enforced,” complementing national “Click It or Ticket” campaign to increase seatbelt use; “Target Zero,” traffic enforcement and “Sober or Slammer!” targeting impaired drivers
- *Piloted the DWI Standards Assessment Program* (a National Highway Traffic Safety Administration initiative) in Spartanburg County addressing DUI issues
- *Implemented initiative to inform citizens about the new primary safety belt law and its life-saving potential* (effective December 9, 2005), including diversity outreach reminding law enforcement agencies of DPS’s stance against differential enforcement; efforts to reach minority groups (“Mission Critical”) reached regional, national and international recognition
- *Motorcycle safety campaigns* during major bike rallies
- *Negotiated \$11 million in additional federal funding* for several program areas
- *Negotiated agreement with Carfax, Inc., to provide data regarding vehicles involved in collisions to benefit buyers*; inspired interest of other companies to acquire similar data

#### **Office of Justice Programs (OJP)**

- Successful leadership efforts have *reduced the number of children held in secure confinement for truancy. Significant advances in the deinstitutionalization of status offenders* continue and

the *number of truancy cases to the Department of Juvenile Justice has been reduced by 60 percent in two years*. Truancy has fallen from the second most common offense referral to eighth.

- Continual improvement of the Grants Management Information System (GMIS) has resulted in even greater *reductions in time and paperwork for county, city and state applicants*.
- Provided leadership in combating methamphetamine by sponsoring *Clandestine Lab Certification courses* (to train law enforcement officers to safely enter meth labs, avoid contamination and explosion); *co-sponsored the Statewide Methamphetamine Summit*

### Administrative Offices

- **ITO:** New IT Director leads *restructuring of the IT Office to consolidate resources and increase IT capability and efficiency*; worked with DMV to *establish a fault-tolerant configuration for both agencies' primary administrative applications*; *implemented new web-access capability for driver/vehicle data through DMV*; *assisted law enforcement divisions to be certified by SLED as NIBRS/SCIBRS compliant* (for incident reports); *implemented evidence tracking database*
- **HR:** *new Equal Employment Opportunity reporting program ("Balance AAP"); computerized report to monitor full-time equivalent (FTE) positions* resulting in balanced FTEs; implemented *new Grievance Procedure Policy* relying on an employee panel to review grievances from disciplinary actions; *assisted law enforcement divisions with incentive program to retain retirement-eligible officers* (to transfer knowledge to less experienced officers)
- **OFS:** *enhanced response time for budget requests*; *separated DMV warehouse functions*; *Fleet Utilization Committee* assesses requests for vehicle purchases/replacements; new reporting for procurement card purchases results in *quicker turnaround time in payments/ financial transfers*.

### 3. Key Strategic Goals for present and future years:

- **Become a unified agency:** continue improving cohesiveness; enhancing internal communication
- **Provide excellent customer service:** identify changing needs; improve capacity to respond to emergencies; develop ways to better match resources to workload demands; empower front-line supervisors to make decisions and hold them accountable
- **Improve Traffic Safety:** educate high-risk drivers; enhance awareness of the public and legislature; increase visibility and number of officers; enhance partnerships; initiate vehicle safety improvements; improve technology used by law enforcement; work with DOT to build additional commercial vehicle monitoring facilities
- **Use relevant, timely data in making decisions:** improve capacity to collect/analyze data to make informed decisions and improve reporting; update strategic plan and ensure programs and reports (including Accountability Report) are aligned and serve to guide the Agency's activities
- **Ensure the Professional Development of Employees:** foster a learning environment; ensure the employee development to enhance performance of job duties and acquire new skills
- **Make the Best Use of Technology:** ensure technology is sufficient to support the DPS mission; train employees (including IT staff) to effectively use available technology; improve effectiveness and use of technology throughout the Agency
- **Establish a Coherent Identity ("brand") for DPS:** establish baseline of citizens who can identify DPS and its mission and components, as well as what makes it distinct from other agencies
- **Develop Workforce Planning:** enhance ability to attract and keep the most qualified people; improve forecasting (staffing needs) and better prepare a pool of new leadership; ensure workforce represents the population it serves

4. **Opportunities:** alternative revenue sources; awareness in public/highway safety; support for law enforcement through media, the public, legislature and Governor's Office; enhanced employee recognition; better use of technology; working partnerships; workforce planning; employee training and development; better methods to assess needs and evaluate effectiveness of programs

**Barriers:** funding; recruitment/retention; confusion regarding DPS functions; keeping up with changes in technology; allocation of limited resources; inadequate training/professional development; lack of system to effectively assess/monitor customer and employee satisfaction

5. The Accountability Report is a valuable resource providing the opportunity to learn more about the Agency's mission, operational functions, services and changes, as well as achievements, challenges, and performance results. The format based on the Malcolm Baldrige Award Criteria ensures consistency with all state agencies referencing current, relevant data throughout state government. A tool used by the Legislative Ways & Means Committee and others to help determine budget allocation and address questions/concerns of legislators, constituents and the general public, the Report is useful in communicating program status and critical needs. Director Schweitzer has spearheaded many improvement efforts, including the Agency's strategic planning process and organizational development. Although DPS is still somewhat fragmented due to distinct divisional components, the Director and his management team have made great strides toward operating with optimal cohesiveness and efficiency—which remains the common thread running through most efforts to improve organizational performance.

## Section II – Organizational Profile

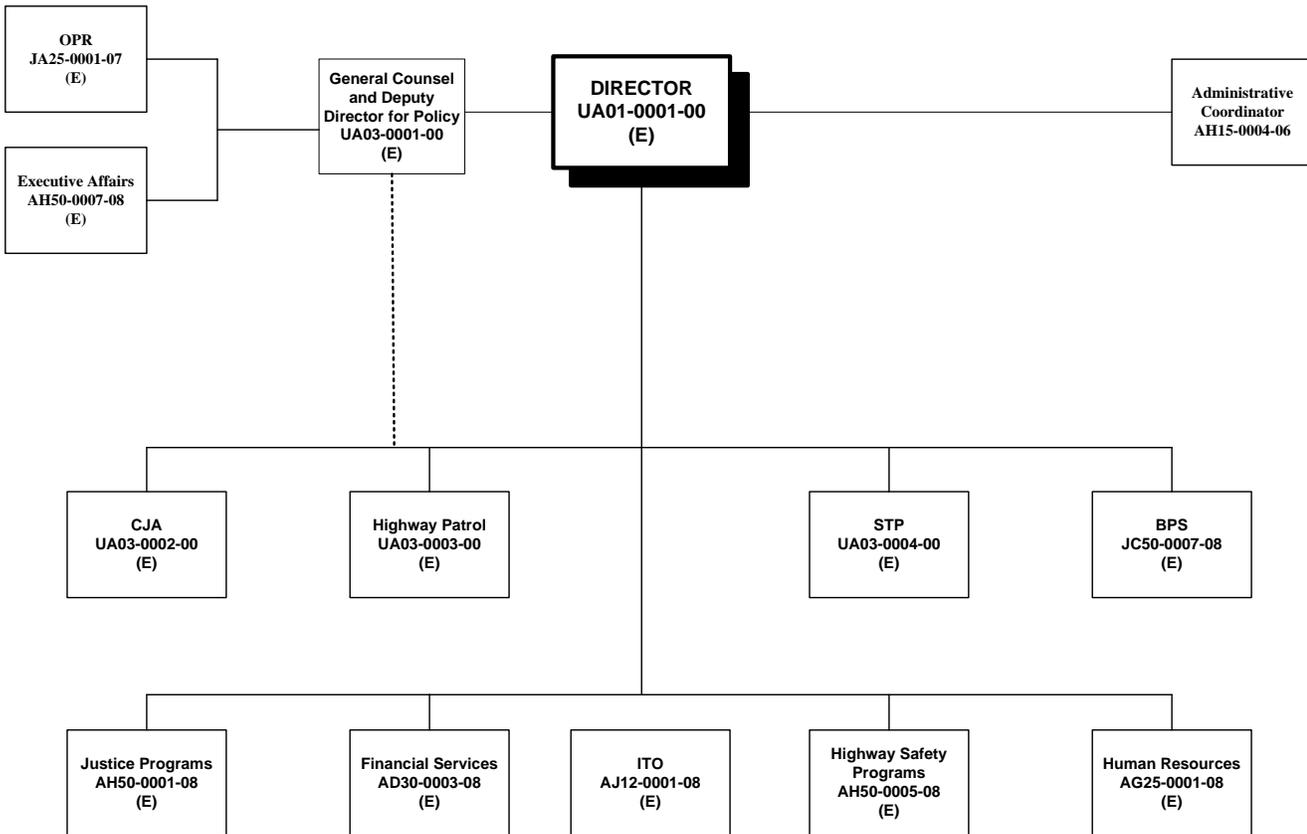
1. **DPS enforces speeding/trafficking laws on S. C. roadways, inspects commercial motor vehicles; protects the Governor's residence and State Capitol complex; educates local/state law enforcement officers in criminal justice; promotes highway/public safety education/awareness; conducts public/highway safety campaigns across the state, and administers grants.**
2. **Key Customers and their key requirements/expectations:** *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; those involved in motor vehicle crashes; other law enforcement agencies
  - **State Transport Police:** S.C. motoring public; owners and drivers of commercial vehicles; federal, state and local enforcement agencies; vehicle trade and safety organizations
  - **Bureau of Protective Services:** Governor, his family and staff; legislature; visitors to state buildings; contracted agencies; court personnel
  - **Criminal Justice Academy:** law enforcement students
  - **Office of Highway Safety:** law enforcement; K-12 public schools; highway safety advocates; Safe Communities participants
  - **Office of Justice Programs:** sub-grantees (350 projects totaling \$15 million); local government (police, sheriff's offices, solicitor's offices); criminal justice agencies; non-profit organizations in juvenile delinquency prevention; victims of crime service providers
  - **Administrative Offices:** DPS employees; bidders; suppliers; contractors; applicants; other state, local and federal government agencies/organizations

To some degree, requirements are dictated by laws governing highway/public safety. Meeting CALEA standards is required to maintain accreditation. Like any state agency, making the best use of resources is expected. As a first responder in many highway safety/security situations, expectations include quick response, professionalism, fairness, competency and compassion. DPS has been expected to deliver state-of-the art criminal justice training to ensure well-qualified police/law enforcement officers in South Carolina. Enforcement efforts target specific audiences/locations to improve safety. Law enforcement units continue contributing to advocacy, victims' services and community groups.

3. **DPS key stakeholders (and other customers):** the media; insurance companies and financial institutions; the medical community; public and private educational institutions; driving schools; sheriffs, chiefs of police and law enforcement community; commercial vehicle industry; Ports Authority; Governor's Office and General Assembly; federal, state and local government; judicial and correctional systems; suppliers, contractors and vendors.
4. **Key suppliers/partners** include other state agencies; city, county and federal agencies; the judicial system; local, regional and national associations; vendors/contactors; the legislature; local state and federal law enforcement; volunteers; profit/non-profit business and industry; R&D organizations.
5. **Operational locations:** DPS operates in some capacity in 71 locations across the state.
6. **Number of employees:** Classified: 1,442; Unclassified: 5; Temporary: 68
7. **The regulatory environment:** As with all state agencies, DPS is regulated by the S. C. Budget & Control Board guidelines and mandates, as well as the Comptroller General, State Treasurer, State CIO for technical standards and project management requirements, and General Services. In addition, DPS is a cabinet agency and under the jurisdiction of the Governor. As previously mentioned, DPS is nationally accredited and must follow CALEA standards and requirements. With its distinct law enforcement functions, DPS complies with appropriate sections in the S. C. Code of Laws and S. C. Regulations, CFR of the Federal Motor Carrier Safety Regulations (governing the commercial motor vehicle industry and transportation), NCIC/SLED for NIBRS/SCIBRS incident reporting, Law Enforcement Training Advisory Council, and federal grant guidelines.
8. **Key strategic challenges (operational, HR, financial, and community-related):**
  - funding highway safety campaigns and programs of sub-grantees to benefit citizens
  - Agency-wide IT and project coordination
  - funding of IT global services and operating costs
  - implementation of equipment replacement cycles
  - Agency-wide training issues (insufficient professional development, including technical training)
  - Additional CJA staffing/infrastructure is needed to meet the increased demands and expectations for mandated basic training
  - classification and compensation alignment
  - Agency-wide coordination of equipment deployment
  - increased manpower needed for command/control ratios for effective resource allocation and continued community activities (such as C.O.P.S.) and the Compstat Multi-Jurisdictional Program to facilitate more efficient law enforcement operations in the Greater Columbia Metropolitan Area
  - need to increase number of officers through recruitment and retention
  - increasing expectations and demand to educate partners and stakeholders on a broader level regarding highway safety, particularly when operating on highways around CMVs
9. **Your performance improvement system(s):** Director Schweitzer has instilled a management philosophy of continuous improvement and has emphasized the need for training and employee development, as well as enhanced use of technology, to improve performance. Under the Director's leadership, centralized project management and coordination in all Divisions is anticipated through IT reorganization efforts. Investment in technical solutions for enhanced efficiency of key processes and services is ongoing. The EPMS, along with regular feedback, is used to evaluate job performance and identify need(s) for improvement. Some divisions use cross training to ensure consistent work flow and enhanced efficiency. Financial Services is working with B&CB to adopt the State's new financial package SCEIS, which could ultimately improve financial key processes through state government.

10. DPS Organizational Chart (as of June 2005\*)

SC DEPARTMENT OF PUBLIC SAFETY



\*Note: S.C. Hall of Fame (not shown) remains part of DPS through the recent separation of CJA.

11. Expenditures/Appropriations Chart:

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	55,155,926.96	40,102,698.95	60,069,366.35	47,737,231.93	64,397,184.00	51,532,342.00
Other Operating	25,310,036.38	2,895,274.82	31,978,592.98	2,701,957.83	37,149,786.00	6,708,484.00
Special Items	-	-	230,806.80	-	2,364,717.00	107,317.00
Permanent Improvements	3,719,449.43	-	4,710,099.80	-	-	-
Case Services	-	-	-	-	-	-
Distribution - Subdivisions	18,838,048.24	-	18,633,480.16	-	24,611,635.00	-
Fringe Benefits	20,265,943.34	15,211,546.29	21,142,562.71	17,202,943.03	22,811,256.00	18,588,670.00
Non-recurring	-	-	-	-	-	-
<b>Total</b>	<b>123,289,404.35</b>	<b>58,209,520.06</b>	<b>136,764,908.800</b>	<b>67,642,132.79</b>	<b>151,334,578.00</b>	<b>76,936,813.00</b>

**Expenditures/Appropriations Chart (Continued)**

**Other Expenditures**

Sources of Funds	FY 04-05	FY 05-06
	Actual Expenditures	Actual Expenditures
Supplemental Bills	-	109,559.00
Capital Reserve Funds	-	6,427,225.00
Bonds	170,751.71	

**12. Major Program Areas**

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References Financial Results*
01000000	Administrative Operations	State: 5,574,392.00 Federal: 21,180,439.00 Other: 3,996,655.00 Total: 30,751,486.00 % of Total Budget: 24.9%	State: 5,204,659.00 Federal: 20,972,502.00 Other: 3,844,898.00 Total: 30,022,059.00 % of Total Budget: 22.0%	
10100000	S.C. Highway Patrol	State: 33,690,512.00 Federal: 1,738,988.00 Other: 22,104,728.00 Total: 57,534,228.00 % of Total Budget: 46.7%	State: 40,663,387.00 Federal: 792,986.00 Other: 16,304,337.00 Total: 57,760,710.00 % of Total Budget: 42.2%	
10300000	S.C. State Transport Police	State: 2,447,360.00 Federal: 2,491,406.00 Other: 3,008,888.00 Total: 7,947,654.00 % of Total Budget: 6.4%	State: 2,834,789.00 Federal: 3,088,504.00 Other: 2,702,296.00 Total: 8,625,589.00 % of Total Budget: 6.3%	

**Major Program Areas – Continued**

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References Financial Results*
10400000	Criminal Justice Academy	State: 474.00 Federal: 53,726.00 Other: 6,922,056.00 Total: 6,976,256.00 % of Total Budget: 5.7%	State: 40,406.00 Federal: 162,914.00 Other: 6,446,898.00 Total: 6,650,218.00 % of Total Budget: 4.9%	
10500000	S.C. Bureau of Protective Services	State: 1,183,223.00 Federal: 65,000.00 Other: 1,853,734.00 Total: 3,101,957.00 % of Total Budget: 2.5%	State: 1,480,652.00 Federal: 28,497.00 Other: 1,578,192.00 Total: 3,087,341.00 % of Total Budget: 2.3%	
10500500	The Hunley Project	State: 102,020.00 Federal: - Other: - Total: 102,020.00 % of Total Budget: 0.1%	State: 105,738.00 Federal: 0.00 Other: 0.00 Total: 105,738.00 % of Total Budget: 0.1%	
10700000	S.C. Hall of Fame	State: - Federal: - Other: 168,969.00 Total: 168,969.00 % of Total Budget: 0.1%	State: 0.00 Federal: 0.00 Other: 150,400.00 Total: 150,400.00 % of Total Budget: 0.1%	
95050000	S.C. Employer Contributions	State: 15,211,547.00 Federal: 1,173,073.00 Other: 3,656,569 Total: 20,041,189.00 % of Total Budget: 12.3%	State: 17,203,156.00 Federal: 872,461.00 Other: 3,066,946.00 Total: 21,142,563.00 % of Total Budget: 15.5%	
98010000	Increased Enforcement Collections PV73.9	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	

**Major Program Areas – Continued**

<b>Program Number and Title</b>	<b>Major Program Area Purpose (Brief)</b>	<b>FY 04-05 Budget Expenditures</b>	<b>FY 05-06 Budget Expenditures</b>	<b>Key Cross References Financial Results*</b>
98070000	Vehicles for New Officers	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: 3,616,753.00 Total: 3,616,753.00 % of Total Budget: 2.6%	
98080000	Vehicles to Replace High Mileage Vehicles	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: 2,610,472.00 Total: 2,610,472.00 % of Total Budget: 1.9%	
98090000	Consolidate Dispatch Offices	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: 200,000.00 Total: 200,000.00 % of Total Budget: 0.1%	
98110000	High Mileage Vehicle Replacement - Increased Enforcement	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: 230,807.00 Total: 230,807.00 % of Total Budget: 0.2%	
98120000	Bureau of Protective Services - Operating Expense PV 73.18	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: 109,559.00 Federal: - Other: - Total: 109,559.00 % of Total Budget: 0.1%	
99000000	Capital Projects	State: - Federal: 150,000.00 Other: 1,345,297.00 Total: 1,495,297.00 % of Total Budget: 1.2%	State: - Federal: - Other: 2,452,700.00 Total: 2,452,700.00 % of Total Budget: 1.8%	

## Major Program Areas – Continued

Program Number and Title	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References Financial Results*
	Summary	<b>State:</b> 58,209,528.00 <b>Federal:</b> 25,679,559.00 <b>Other:</b> 39,400,327.00 <b>Total:</b> 123,289,414.00 <b>% of Total Budget:</b> 100.0%	<b>State:</b> 67,642,346.00 <b>Federal:</b> 25,917,864.00 <b>Other:</b> 43,204,699.00 <b>Total:</b> 136,764,909.00 <b>% of Total Budget:</b> 100.0%	

\* Key Cross-References are a link to the Category 7 - Business Results.

These References provide a Chart number that is included in the 7th section of this document.

## 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 development and empowerment, regularly recognizes employees, and leads by example. His leadership style demonstrates his high regard for employees and their contributions.

How do senior leaders set, deploy and communicate:

(a) **short- and long-term direction and organizational priorities?** Director Schweitzer has led a renewed strategic planning process. A new DPS Strategic Plan becomes effective January 2007 and focuses on broad Agency-wide goals. Division liaisons are charged with facilitating division plans to accomplish overarching strategic goals, as well as establishing appropriate division goals and objectives. Leaders share information through staff meetings, as well as e-mail and the Intranet. DPS complies with CALEA standards, communicated according to involvement and responsibility. Legislative mandates, relevant feedback, data/statistics and available resources help set short- and long-term direction. Homeland Security and Emergency Preparedness affects priorities and direction based on external circumstances. The level of complexity and urgency largely determine how key issues are set, deployed and communicated.

(b) **performance expectations?** Along with informal communication and directives, the completion of the planning stage and annual EPMS is a joint effort between supervisors and employees to address individual and organizational goals. Completion of the EPMS process is now part of each supervisor's success criteria. Supervisors are encouraged to request and give feedback. Human Resources uses the Personnel Early Warning System to identify employees needing intervention due to performance issues and determine remedial action to help employees perform at optimal levels. PEWS is a proactive approach and helps avoid crisis situations. HP uses the Crash Reduction Enforcement Plan (CREP) requiring regular reporting to analyze enforcement activities and campaigns to determine performance.

(c) **organizational values?** Organizational values are at the core of the DPS mission and philosophy. Reporting, safety initiatives, enforcement/prevention techniques and continuous improvement are aligned with core values and play a key part in strategic planning. Along with DPS Values,

divisions establish core values unique to their functions (e.g., HP Core Values: *Selfless Service, Integrity and Responsibility*). Leaders instill these values through strategic planning, including employee involvement at all levels; staff meetings; marketing efforts and other communication tools, such as the Intranet and distributing material and displaying posters throughout the Agency.

- (d) ***empowerment and innovation?*** Director Schweitzer believes in empowering employees to do their jobs and encourages continuous improvement. Senior leaders welcome new ideas and are accessible to address issues that may interfere with efficiency and/or effectiveness.
- (e) ***organizational and employee learning?*** Director Schweitzer has created an environment that fosters learning and employee development, as well as building partnerships to share ideas/best practices. Geared to law enforcement, CJA implemented a 3-level leadership program for law enforcement to enhance performance in progressive leadership roles. In conjunction with CJA, HP also developed a new supervisor training program. Law enforcement continues in-service/mandatory training to meet regulatory requirements. DPS sponsors key staff to attend special programs, such as the Executive Institute. Although funding and reduced staff limit internal training, the State Agency Training Consortium (SATC) continues to be a resource for training opportunities. ITO recognizes the critical need for technical training and is working to re-establish training for employees to include application training for HP.
- (f) ***ethical behavior?*** Employees receive the Ethics Policy (displayed in all offices) and training specific to public service has been offered. Office of Professional Responsibility's hotline allows anonymous reporting of unethical conduct by employees, vendors or others. The EEO/Affirmative Action direct line allows employees to report violations and questionable behavior. Senior leaders create a climate where integrity and honesty are valued and expected.

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

- Keenly aware of its public image, DPS has a strong focus on customers and strives to improve customer service. Partnering has become a top priority. Town hall meetings, advisory councils and other collaborative groups address specific issues, as well as ways to educate citizens in highway/public safety. DPS provides hands-on assistance to industry, drivers, sub-grantees and other customers/stakeholders. Routine communication with the legislature and other state agencies facilitate feedback. A State House Security Committee is working to improve security at the State House complex. With media assistance, DPS promotes numerous highway safety initiatives. The National Highway Traffic Safety Administration and other entities provide current data to ensure stakeholders are well informed. Major conferences and meetings establish forums to address customer needs and trends. Upstate, Midlands and Low Country steering committees serve to advise CJA. CALEA requirements and Baldrige Criteria, both followed by DPS, include a customer focus. DPS is currently restructuring the IT function to enhance service and technical support, project management and allocation of resources. DPS continues to monitor progress and integrate processes to improve service to external and internal customers via web sites, network bulletins and other modes of communication.

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

- **OHS's** Statistical Analysis Center generates data (e.g., CREPS and fatality reports) to determine if grant-funded campaigns and countermeasures positively impact highway safety on S.C. **HP** conducts numerous safety initiatives and the HP web site fosters participation. Results from initiatives in DUI/Speed enforcement are monitored. Effect on workload, impact on customers, personnel levels, capital improvement and equipment needs are documented to comply with CALEA. **STP** compiles data to identify areas of greatest need and uses the Annual Commercial Vehicle Safety Plan (performance-based incorporating risk management) and CMV Collision Fact Book comprising CMV crash statistics. **CJA** training, crucial to the competence of law enforcement personnel statewide, is continually reviewed and revised. All law enforcement

candidates are appropriately tested before serving in law enforcement. **OJP** is subject to review and audit at state and federal levels. Social, demographic and economic trends are monitored. Legislative updates and Governor's objectives are also used in decision making.

- HR uses PEWS (Personnel Early Warning System) to identify employees involved in multiple incidents and ensure supervisors receive training in preventing discrimination/harassment and EEO/Affirmative Action. Financial Services units participate in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.

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

- Reporting structure promotes accountability. B&CB guidelines, legislative mandates and DPS policies are followed. General Counsel monitors legal issues, CALEA requirements and the Training Act & Regulations governing certification of SC law enforcement officers. The HP activity console provides data to ensure efficient use of time by troopers. Budget reports, signature authority, audits and studies ensure efficiency and accountability. Court fine revenue and expenses are tracked for accurate reports to the Law Enforcement Training Advisory Council and DPS Director. Grant operations are subject to audits by state and federal regulatory agencies. DPS maintains a solid fiscal reputation ensured through an annual independent financial audit. Procurement has completed their 3-year Board audit and again received an excellent evaluation resulting in DPS doubling procurement certification. IT approves technical purchases over \$50,000 to ensure compliance and processes the transfer and surplus of technical equipment to include the secure removal of all data prior to disposal.

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

- Highway safety statistics; enforcement activity/reports; customer satisfaction data; key strategic measures; financial reports; data tracked by Office of Professional Responsibility; compensation studies (to determine inequities); quarterly EEO manual (to analyze workforce components and identify underutilized groups); national law enforcement benchmarks (to monitor progress and performance); Crash Reduction/Enforcement Planning (CREPS) and the Personnel Early Warning System (PEWS) to review performance; exit interviews; performance measures tracked for the Commercial Vehicle Safety Plan (CVSP)

#### 1.6 How do leaders use org. performance reviews and feedback to improve leadership effectiveness? How do personal actions reflect a commitment to the organizational values?

- DPS has made progress in becoming more unified but is still fairly fragmented; therefore, challenges do exist. Tools, such as the Intranet, are *improving communication and feedback*; divisions use links to share information. HR implemented a *new exit interview form* to identify weaknesses and trends. *Results of S.W.O.T. analyses* are used in strategic planning. *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* meets with employees and acts as liaison with directors. The *STP Advisory Council* is a way STP encourages feedback and shares information. *BPS employee surveys* identify concerns and recommendations. Hands-on leadership from the top down promotes core values. Senior leaders make every effort to acknowledge and recognize employee contributions and encourage employee involvement, reminding them that they are DPS Ambassadors to the public, as well as with each other.

#### 1.7 How does senior leadership promote and personally participate in succession planning and the development of future organizational leaders?

- A key strategic goal for the 2007 Strategic Plan is workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders. CJA's 3-level leadership program provides comprehensive training for law enforcement. Senior leaders actively promote opportunities for employee growth. Mentoring and cross-training have

begun in some divisions allowing managers to better assess additional training needs to develop employees for future leadership roles. Employees at all levels, particularly mid-level managers, are involved in decision-making activities. Employee suggestions are used to help monitor and gauge planning and development. Highly motivated officers are encouraged to seek out additional training, such as the F.B.I. Command College and other leadership programs. Funds have been earmarked to provide executive leadership training to mid-level law enforcement supervisors through the University of Louisville (Southern Police Institute), NC State University (Administrative Officers Mgmt Program) and Northwestern University (School of Police Staff and Command). (See Chart 7.2O.) In addition, supervisors have attended the FBI National Academy and the B&CB's CPM program.

1.8 How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives and innovation?

- Senior leaders promote continuous improvement, accomplishment and innovation by involving employees at all levels in strategic planning and problem solving. Increased emphasis is being placed on keeping employees informed regarding policies and changes, as well as empowering and equipment them to do their jobs and holding them accountable. Quarterly Recognition Ceremonies, training opportunities and competitions provide avenues for additional recognition. Individual encouragement and support are part of the management philosophy. Individuals and units are rewarded for initiative shown in meeting agency goals, problem solving and recommendations resulting in cost savings and/or increased efficiency.

1.9 How do senior leaders support/strengthen communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities:

- A highly visible Agency, DPS is involved in communities across the state. \*Senior leaders not only support but also actively participate in many of the following activities. (See Chart 7.2S.)
 

--*United Way Campaign (agency-wide)	--First Ladies Walk for Life
--Free child safety seat inspections	--America Supports You (for overseas military)
--Harvest Hope Food Bank	--Buck-a-Cup (See Chart 7.2R)
--Habitat for Humanity	--Community Health Charities
--Public Information Phone System	--Muscular Dystrophy Campaign (Chart 7.2S)
--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
--Families of Fallen Officers Seminars	--Make-a-Wish Foundation
--PEER Team	--Fatality Victims Memorial
--School-to-Work Internship Program	--Mentoring Programs
--Summer Transportation Institute	--Annual Santa Claus Event (for military children)
--Public outreach programs	--Community and neighboring sporting events

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

## 2. Strategic Planning

2.1 What is your strategic planning process, including KEY participants and how does it address:

(a) Your organizational strengths, weaknesses, opportunities and threats:

Director Schweitzer believes the DPS Strategic Plan should be concise and flexible and comprise

broad, overarching goals. The current strategic plan (established in 2001) has been updated and remains effective through 2006. A two-day retreat was held in April 2006 and facilitated by USC consultants who directed the management team in a S.W.O.T. analysis. From the results, four new overarching strategic goals were established. Division liaisons will facilitate completion of divisional plans comprising strategies and action plans to meet the Agency's overarching strategic goals for the new DPS Strategic Plan (to become effective January 2007).

(b) Financial, regulatory, societal and other potential risks:

Ongoing challenges affect capacity to meet critical needs and expectations. DPS recognizes risks involving public safety and works aggressively to improve education, prevention and enforcement. Factors include analyzing speeding/fatality statistics, CMV vehicle collisions, DUI data, age-specific factors (under 21 and over 55), seat belt usage, as well as supporting appropriate legislation. Exploring funding sources is essential to meet mounting demands resulting from the increase in population, roadways, travel, number of drivers and vehicles. Homeland Security has increased responsibility for DPS, and Emergency Preparedness continues to be a major focus given potential risks to the public. Ensuring accurate, complete data is communicated to enhance legislative and administrative decision-making remains critical and impacts what can be accomplished to promote public safety.

(c) Shifts in technology or the regulatory environment:

The Agency must respond to a changing regulatory environment regarding funding and the effects on planning for campaigns and other programs. It must also find ways to stay connected with changing technology affecting behaviors of the motoring public and how the law enforcement community submits data for statistical purposes. Two employees are participating in the design and implementation of the State's new financial management system that will automate all budget, accounting, procurement, supply and receiving functions. Emphasis now on real-time data access and collection through laptop computers and wireless Internet connections demands "intelligent" highway integration with weigh stations and inspection sites through mainline weigh-in-motion and electronic screening programs.

(d) Human resource capabilities and needs:

The Director places tremendous importance on employees and their contributions. The challenge remains 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.

(e) The opportunities and barriers you described in the Executive Summary:

DPS explores alternative funding and new ways to heighten public awareness (including the legislature and other stakeholders) in public/highway safety. A new IT Director is spearheading reorganization of the Agency's IT structure to increase efficiency and effectiveness. Workforce Planning is a key strategic goal and is being further addressed through strategic planning efforts, which include recruitment and retention. Strides have been made in internal communication and duplication of effort but these are ongoing challenges and will continue to be addressed, particularly by the new IT department. Training, limited due to funding, has been addressed by the development of comprehensive leadership programs for law enforcement and the continued success of the State Agency Training Consortium. However, providing professional development, including technical training, for all employees continues to be a critical need and challenge.

(f) Business continuity in emergencies:

As a first responder, key employees now have cell phones and access to laptops to manage duties

while away from the office in case of an emergency. STP has a Community of Operations Plan with federal partners in place (S. C. Division Office of the FMCSA) that allows them to continue business from our Blythewood facility.

(g) Your ability to execute the strategic plan:

The Strategic Planning Committee comprising two key individuals oversees the strategic planning process, trains and informs management and liaisons, develops reports for the Director. Each Division has designated a liaison to assist in facilitating strategic planning at the Division level and is responsible for ensuring other staff members are informed of their responsibilities regarding strategic planning and the role of their respective divisions.

2.2 and 2.3 What are your key strategic objectives? Because the new Strategic Plan will not be effective until January 2007, this chart includes existing critical issues from the current Plan and incorporates new strategic objectives.

### Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross Ref. For Performance Measures*
<p><b>Critical Issue #1: Become a unified agency</b></p>	<ul style="list-style-type: none"> <li>--Continue finding methods to improve vertical and horizontal communications</li> <li>--Enhance use of technology</li> <li>--Identify/use non-appropriated revenue to improve operations and reduce expenditures</li> <li>--Continue initiating plans to increase efficiency, foster a more cohesive, team-oriented and customer focused work force</li> </ul>	<ul style="list-style-type: none"> <li>--Web sites continue improving communication</li> <li>--HP/IT units enhancing efficiency/effectiveness</li> <li>--Headquarters building continues its positive effect on operations and organizational culture;</li> <li>--successfully consolidated TCCs to seven</li> <li>--STP cars now same color as HP (uniformity)</li> <li>--OJP &amp; OHS grant programs support acquisition of modern equipment &amp; operating systems</li> <li>--STP's improved radiation detection equipment and pagers have improved computer-based activity and reporting systems</li> <li>--better use of data</li> <li>--BPS's operations manual continues to increase efficiency for the division</li> <li>--New K-9 improves safety and security</li> <li>--Re-constituting a centralized IT group</li> </ul>	<p>Chart 7.2J</p>
<p><b>Critical Issue #2: Provide excellent customer service at all times</b></p>	<ul style="list-style-type: none"> <li>--Enhance technological solutions when feasible</li> <li>--Improve public safety/security</li> <li>--Ensure professional, courteous and ethical behavior at all times</li> <li>--Provide training/development</li> <li>--Ensure community involvement</li> <li>--Enhanced connectivity solutions in the Columbia area and the TCCs across the state</li> <li>--Update and enhance GMIS for on-line grant application</li> <li>--Initiate redesign of Agency's web sites to comply with federal accessibility regulations</li> </ul>	<ul style="list-style-type: none"> <li>--CAD dispatch system increases response times</li> <li>--RoIP, wireless 800 radio system ensures more seamless law enforcement communication</li> <li>--OJP continues to enhance web-based Grants Management Information System for local and state agencies; well-qualified, professional staff provides hands-on workshops/training for users</li> <li>--CJA expands web-based training and distance learning programs and sites</li> <li>--CJA coordinates additional training for SC via FBI, FLETC and other state/federal resources, as well as hosts major law enforcement conferences</li> <li>--CJA has implemented a comprehensive, 3-level leadership development program</li> <li>--DPS is highly visible and involved in community programs (See 1.8 p.12).</li> <li>--HP Public Information Program now includes a Community Relations Officer in each troop to ensure cohesive, uniform community relations</li> <li>--BPS-Governor's Mansion security upgrade is complete; BPS now working on new upgrades for State House and parking facility</li> </ul>	<p>Charts 7.2L and 7.2N</p> <p>Chart 7.2H</p> <p>Chart 7.2R, 7.2S and 7.2K</p> <p>Chart 7.2P</p>

<p><b>Critical Issue #2: Provide excellent customer service at all times (Continued)</b></p>		<p>--Specialized educational programs for law enforcement; training opportunities for employee through the SATC and other sources to provide new skills to enhance performance and service  --Centralizing IT Division and provide for Agency-wide coordination of projects  --STP ride-alongs, industry safety meetings; the Inspector’s Competition, along with Industries Truck Diving Championship, allow STP to stay in touch with customers--enhancing ability to get feedback regarding service and customer needs</p>	<p>Chart 7.2O</p>
<p><b>Critical Issue #3: Improve traffic safety</b></p>	<p>--Reduce traffic crashes/fatalities on roadways (including CMVs)  --Remove unsafe CMV drivers from the road  --Reduce/prevent premature deterioration of S.C. highway infrastructure  --Prevent release or improper use of hazardous materials  --Improve law enforcement communications  -- Increase response time and capacity to respond to emergencies  --Educate customers, especially high-risk drivers, regarding highway safety  --Implement campaigns and programs to enhance education, safety and security  --Provide data to identify patterns to determine law enforcement activities</p>	<p>--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  --Grant projects, including the HP Homeland Security Grant Project, enhancing several enforcement improvement programs  --STP has increased efforts recently to address driver behavior at the time it occurs in order to save lives; launched (with an overtime grant from FMCSA) an aggressive driving campaign, dedicated traffic enforcement for CMVs that focuses on driver behavior, such as speeding, improper line change, following too closely, and failure to yield right of way</p>	<p>Charts 7.2A, 7.2B, 7.2D, 7.2E, 7.2K, 7.2M  Chart 7.2C and 7.2E  Chart 7.2L and 7.2N  Charts 7.2F and 7.2G</p>
<p><b>Critical Issue #4: Use relevant and timely data in making decisions</b></p>	<p>--Improve financial and statistical reporting  --Track highway safety data to identify and target patterns &amp; trends to improve public safety  --Identify changes in activity to determine appropriate action</p>	<p>--CREP provides HP a process to effectively manage crash data to support enforcement efforts in reducing collisions and fatalities  --PEWS helps identify performance problems  --Track crash data regarding types of vehicles, miles traveled, injury/death rate  --CMV Activity is tracked by year, month and weather conditions, including differentials  --BPS reports statistical data regarding arrests, criminal incidents, property loss, etc.  --CJA continues to track training data to determined trends  --CJA has improved certification recordkeeping process &amp; officer tracking system by securing added automated document management system</p>	<p>Charts 7.2A, 7.2B, 7.2C, 7.2D, 7.2E  Chart 7.2F  Chart 7.2G  Chart 7.2I</p>

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

2.4 How do you develop and track action plans that address your key strategic objectives? (Include how resources are allocated to ensure accomplishment of action plans.)

- The Strategic Plan has been useful in sharing information and tracking progress of activities and goals. Division-specific objectives and measures are included in the plan and assigned to divisions. The plan was updated in 2003 and again in 2006 and posted on the Intranet. The Accountability Report references both the existing plan and new strategic planning efforts. Although some Divisions use operational plans, by December 2006 all Divisions will establish Division Plans to support and monitor progress in achieving the Agency's strategic goals.
- Law enforcement uses task assignments, communication from the Command Staff, a research database and tracking system. Action plans are followed by evaluation and after-action reviews. To ensure performance of the HP mission and help manage efforts of field personnel, two Majors (reporting to the Lt. Col.) have been serving as liaisons between headquarters and field staff to enhance efficiency, accountability and communication. CREP analysis data identifies problems and the Impact Analysis Report provides a means to measure program success. A class, taught by a command staff member, educated subordinates on developing and executing Operation Plans. STP uses the SafetyNet Data System, Enforcement Plans, CVSP, Size & Weight Enforcement Plans, including how resources are allocated to ensure accomplishment of action plans.
- Resources are allocated based on several factors including demands of customers/stakeholders related to the mission of public/highway safety; external circumstances, which may warrant funding to address responding to emergency situations; proposals for additional staffing and/or other resources that justify needs based on mission goals stated in action plans and data collected through enforcement and crash reports, security risks, and operational needs.

2.5 How do you communicate/deploy strategic objectives, action plans, performance measures?

- As previously discussed, strategic planning involves Division Liaisons and a Strategic Planning Committee to communicate and deploy strategic objectives, actions plans and performance measures. Along with written directives, e-mails, and meetings, the Intranet is used as a communication tool. Division Plans serve to monitor progress for reporting to the Director. Data regarding projects is posted and feedback is requested. Several divisions post information on the site, serving as a convenient, effective method to share relevant data and activities. The budget process requires a breakdown by priority of operating and personal services needs. 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 How do you measure progress on your action plans?

- Division Plans will include action plans tracked by responsible individual(s) and facilitated by Division Liaisons and the Strategic Planning Committee. Plans will be flexible and reevaluated regularly to ensure they remain aligned with the Agency's strategic goals.

2.7 How do strategic objectives address strategic challenges identified in your Org. Profile?

- An ongoing strategic objective is to provide all employees opportunities for *professional development*. *Workforce planning*, already being addressed to some degree, will become a major focus in 2007. Because DPS is a distinct law enforcement agency, separated from DMV and now CJA, a key strategic goal for 2007 is developing a *brand* to increase the percentage of citizens who can accurately identify DPS and its major components. Another daunting challenge for DPS is to keep up with technology and *use technology more effectively and efficiently*, necessitating technical training for employees, as well as technical staff. Challenges for these strategic goals

include limited staff and funding for R&D, training, marketing initiatives, as well as technical equipment and software.

2.8 The Strategic Plan is available on the DPS web site: [www.scdps.org](http://www.scdps.org)

### 3. Customer Focus

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

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

- Inquiries and feedback are monitored and used to identify problems and determine what is done well. Monitoring e-mails, faxes, phone calls and comments on the web site helps maintain rapport with customers. Collaborative partnerships, including those with other states, allow DPS to keep abreast of changing needs and expectations. A HP Law Enforcement Network Coordinator is assigned to OHS partner with law enforcement agencies to identify and combat problems in judicial circuits. The International Assoc. of Chiefs of Police State & Provincial Police Planning Officers Section is used by HP to share ideas related to highway safety.
- DPS created Families of Highway Fatalities (FHF) as a resource for families who have lost a loved one in a collision to provide *Support, Advocacy, Fellowship and Education*. A “Compassionate Guide for Families of Highway Fatalities” is being created to guide families through the days following a fatal collision. HP uses the Peer Support Team, an internal program comprising law enforcement and run by the Chaplaincy Program, to support first responders in crisis and recognize the tremendous loss associated with fatal collisions. It also encourages partnerships between private and public groups to raise awareness of mental health problems in our nation regarding this issue. With nearly 43,000 people killed each year in motor vehicle collisions, HP hopes to make this a nationwide model to help victims meet each other, share stories and move forward with education and advocacy to prevent future losses.

3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

- Once again, feedback is encouraged and critical in identifying problems, evaluating services and taking appropriate action. The DPS web site makes it easier for customers/stakeholders to be informed, voice opinions and make suggestions. Town hall meetings raise awareness of area-specific issues. Community Relations Officers serve as direct links between HP and the public. Regular contact with industry, federal partners and involvement with the Commercial Vehicle Safety Alliance enables STP to respond to relevant needs. CJA continues using performance-based activities, such job task analyses, field reviews, training evaluations, participation in the Regional Training Steering Committees, the Training Officer Assoc., the Chiefs’ Assoc., and the Sheriffs’ Assoc., to keep abreast of current needs. OHS reviews data from Law Enforcement Network (LEN) Coordinators, campaign briefings, roundtable meetings, conferences, child passenger safety training, press events and other meetings. Feedback from sub-grantees, federal partners and stakeholders is considered in program improvements. OJP continues to monitor customer satisfaction through results of the grant request process.
- Administrative Offices monitors feedback of end users and incorporates suggestions into planning (e.g., Financial Services has improved the efficiency and timeliness of reports). The procurement

unit attends trade shows and meets with vendors to find ways to improve. HR representative(s) regularly attend HR Advisory Meetings sponsored by B&CB's Office of Human Resources.

### 3.4 How do you measure customer/stakeholder satisfaction/dissatisfaction and use it to improve?

- Customer/stakeholder (including the legislature) feedback and communication continues to be a primary source of measuring satisfaction; e.g., reduction or increase in complaints. Audits provide guidance and recommendations to improve processes affecting customer service. Letters of recognition/commendations indicate positive trends in accomplishing key measures and indicate good customer satisfaction. Highway safety data is used to plan proactive measures, thereby, enhancing public confidence. Troopers continue involvement in communities and CROs provide excellent contacts for feedback. STP uses CMV safety inspection/incident data to track and evaluate activity. Public relations activities and citizen surveys provide additional avenues for feedback. BPS measures customer satisfaction by contract renewals, citizen surveys and complaints. Commendations and letters of appreciation reinforce professionalism and exemplary service. CJA uses similar methods used by other divisions, as well as course critiques, to measure student satisfaction of training, facilities and experience at CJA. OHS uses program workshop evaluations and results of surveys, as well as letters of appreciation, to determine customer satisfaction. Along with assessing inquiries, OJP's in-person monitoring of all 350 projects in the field, workshop evaluations and quarterly reports also quantify customer satisfaction.
- Administrative Offices use audit reviews and requests to improve processes/systems to enhance satisfaction (e.g., reducing response time to provide data). Financial Services strives to identify processes that, if automated, would enhance performance and expedite service delivery. Training evaluations, feedback from exit interviews, number of grievances/complaints, and turnover (retention issues) all provide HR data to decide how to best use resources to improve services.

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

A key distinction is whether interaction is voluntary or involuntary:

- **HP** has daily involuntary 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 CRO and Traffic Accident Victim's Advocate, build public confidence. HP has voluntary contact with other law enforcement/government agencies during hurricane evacuation exercises, safety campaigns and other collaborative activities—improving communication, allocation of resources relationships. Ongoing contact with emergency management officials ensures effective solutions to natural disaster scenarios. Relationships are also established with other law enforcement agencies through classes taught by troopers regarded as subject-matter experts. In addition, HP is involved in numerous victim services activities, which will be major focus for HP in 2007.
- Partnering with local, state and federal agencies, **STP** is part of the Motor Carrier Advisory Committee promoting communication among State Transport Police, the trucking industry and business community to keep current and be proactive. 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 throughout the country, as well as Canada and Mexico. STP also designs and teaches classes in CMV Enforcement to other state/local agencies.
- By ensuring 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 affect the entire law enforcement community. CALEA accreditation sets them apart and enhances public confidence.
- 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 criminal justice agencies and nonprofit organizations in applying for and implementing grant-funded projects. Rather than act simply as a grants management agency, OJP acts as a service agency to state and local jurisdictions.
- Administrative Offices: Progress has been made in unifying DPS and improving internal customer service. DPS partners with other agencies, vendors, public/private organizations to enhance services and programs statewide (e.g., State Agency Training Consortium, SATC).

#### 4. Information and Analysis

##### 4.1 How do you decide which operations, processes, systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

- Key measures/activities related to the DPS mission are used to track financial/operational performance. National benchmarks, such as the National Highway Traffic Safety Administration, provide data regarding critical indicators (e.g., Mileage Death Rate - [Chart 7.2A](#)), are used to assess performance. Officer studies continue through analyzing statistics/activities tracked to ensure high crash areas are recognized. Enforcement data dictates success in support of the plan. Workload analysis continues in the telecommunications center consolidation effort ([Chart 7.2J](#)). HP's R&D Unit tests and monitors equipment to ensure optimal financial performance. STP uses a Size & Weight Enforcement Plan and the CVSP (Commercial Vehicle Safety Plan) to track operational performance. CJA is guided by CALEA standards and the Training Act and Regulations; activities are reviewed/refocused according to current income level. Feedback from the law enforcement community/stakeholders in terms of injuries, responses, and complaints helps identify operational processes in need of measurement, review or evaluation.

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

- Data collection and analysis are continuous processes and results are consistently reviewed by management staff and influence decision making affecting intra-agency and interagency operations and subsequent delivery of service. Statistics from incident reports, crash reports, after-action reports, manpower studies and budget analyses help gauge pending operations and projects. CREP Impact Analysis determines effectiveness in crash reduction and provides data for decision making. It helps measure program success and provides a method to effectively manage crash data to support enforcement efforts in reducing collisions and fatalities.

##### 4.3 What are your key measures, how do you review and keep them current with business needs?

- Along with education, prevention and enforcement activities, cost analyses are done before initiatives are enacted or equipment is purchased. Research provides measurable data to adequately allocate resources to the budget ([Chart 7.2N](#)). Comparisons show the impact of enforcement efforts compiled in the Impact Analysis Report from troop regions statewide. STP uses CMV size, weight and inspection activity to determine fiscal impact of operations and performance vs. revenues and budget allocations. Crash data is also used to determine how to most effectively use STP's manpower. BPS tracks criminal/non-criminal incidents on State property to determine trends and risk patterns ([Chart 7.2I](#)). Daily tracking has resulted in no notable damages to state property and monuments. Positive feedback from citizens is a key to

confirm progress. OHS programs are funded by the National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA) and Federal Motor Carrier Safety Administration (FMCSA); success is measured by examining statistical data regarding traffic collisions, enforcement reports and results of surveys. Law enforcement divisions submit monthly and quarterly progress reports. CJA's key measures consist of (1) the number of officers trained and certified annually, and (2) the number of in-service training opportunities for recertification compliance for the total law enforcement community ([Chart 7.2H.](#))

- Administrative Offices: HR uses law enforcement termination analyses 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.

#### 4.4 How do you select/use key comparative data to support operational/strategic decision?

- The Director and management use the sources and tools discussed above regarding customer service, traffic safety data, public safety/security statistics, internal and external assessments, best practices, and technology to support decision making. This data is proactively sought and used in a timely manner by staff responsible for research and implementation of legislative mandates and other process changes. Data collected by HP's R&D and Strategic Planning Units assist in decision making and planning. STP uses its SafetyNet database and crash reporting system to identify trends, problem areas, and resource allocation. OHS monitors and places emphasis on statistical traffic collision data, which is key to justifying program attention and related financial support.

#### 4.5 How do you ensure data integrity, timeliness, security, and availability for decision making?

- The Statistical Analysis Center (SAC) in OHS is the core of data collection/validation for highway safety. SAC prepares the annual S.C. Traffic Collision Fact Book with over 130 pages of data on traffic crashes, deaths/injuries. Professional statisticians prepare this valuable tool—widely used by law enforcement, legislators, traffic safety advocates striving to improve highway safety. This data is used to develop highway safety initiatives, such as those aimed at seatbelt usage and driving under the influence ([Chart 7.2C](#) - example of this data collection.)
- Troopers enter data daily through the HP Console. This data is reviewed regularly and ensures integrity and availability for decision making. CREP enables supervisors to target specific violations on certain roads at specified times, itemize resources and evaluate Troop/Post performance qualitatively. Initiatives and grant funding are based on research ensuring the most cost effective use of funds and personnel. A system of checks and balances, required entries and monitoring tools enables STP to ensure data quality, reliability, completeness and availability. Along with expertise and leadership of the Agency Director and senior management, OFS assures accurate financial/operational data by using internal controls and reports, as well as audit reviews, to verify data is accurate and managed effectively.

#### 4.6 How do you use org. performance review findings to prioritize for continuous improvement?

- National law enforcement, motor vehicle and police training statistics are cornerstone resources for comparative data. HP compares salaries and studies retention and crash data. Additionally, HP, STP and BPS assess workloads and address supervisors' feedback to identify training needs. HP has conducted manpower assessments and developed a personnel allocation model to ensure proper supervisor-to-subordinate ratios. Data from state and national sources are maintained. CJA uses job task analysis and needs assessments 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.

- The B&CB's OHR and other Offices perform salary studies, EEO determinations and assess other indicators. This data provides internal, state, regional and national comparisons. HR has established policies/practices based on nondiscriminatory factors. An Affirmative Action Plan is in place to promote equal opportunity and guide managers. Based on these guidelines, DPS strives to recruit, hire, train and promote in all job classifications without discrimination; ensure employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation; ensure promotion decisions are based on equal employment principles by imposing valid criteria; and ensure personnel actions, such as compensation, transfers, benefits, layoffs and training, are administered without discrimination ([Chart 7.2Q](#)).

4.7 How do you collect/transfer/maintain organizational and employee knowledge; identify/share best practices?

- As a key strategic goal, the Agency has begun using methods to transfer and maintain knowledge, as well as identify best practices. OHS posts data on a shared drive and maintains a public calendar of events and information pertinent to the entire staff, as well as stakeholders. Restructuring of the IT function involves documentation and informal knowledge transfer through employee communication on daily projects/tasks—forming a knowledge database. Cross training, desk manuals, mentoring, training and in-service programs are among methods used to collect, maintain and transfer knowledge, enhance emergency response and build a foundational network of experienced, cooperative-minded employees. As part of a network of state and national organizations that search for best practices, DPS shares knowledge and reviews programs on an ongoing basis.

## 5. Human Resources

5.1 How do you organize and manage work to enable employees to develop and use their full potential, aligned with the organization's objectives, strategies, and action plans; promote cooperation, initiative, empowerment, innovation and your desired organizational culture?

- Director Schweitzer has emphasized the need for training, particularly in law enforcement leadership and supervisory skills. Career paths are established for law enforcement officers, telecommunications officers and CJA instructors. Grant opportunities are explored to support training needs and partnerships are promoted. One way innovation is created is through the "Ask the Colonel" link on the SCHP Intranet allowing exchange of questions/ideas from troopers to the Colonel. Involvement and cooperation is enhanced through employee participation in conducting a SWOT analysis (April 2006). Senior leaders and Divisional Liaisons compiled data and ideas submitted to address internal strengths and weaknesses, external opportunities and threats, trends and impacts for future planning.
- Enhanced internal communications has made it easier for employees to be involved and has improved teamwork. Along with informal recognition, Director Schweitzer's Quarterly Recognition Ceremony gives senior leaders the opportunity to acknowledge the efforts and service of their employees—fostering an environment where employees feel appreciated and valued.

5.2 How do you evaluate and improve your organization's human resource related processes?

- Changing needs and funding limitations continue to present new challenges. Under the direction of Mr. Schweitzer, employees experience the positive effects of hands-on leadership and empowerment, organizational restructuring to improve internal customer service, opportunities for growth and enhanced communication and recognition efforts. The new strategic planning process resulted in a major focus for 2007 on HR related issues/processes (including providing all

employees with professional development opportunities, workforce planning, as well as enhanced use of technology (addressing technical competencies/training).

5.3 How do you identify key training needs (job skills, performance excellence, diversity training, leadership development, new employee orientation/safety training)? How do you evaluate effectiveness and encourage on-the-job use of new skills?

- Through evaluation of S.W.O.T. analyses and needs assessment surveys, as well as feedback from supervisors and employees, DPS works to address needed skills and training, which has been deemed a critical need throughout the Agency. Some programs have already been implemented to improve effectiveness, including Hispanic outreach programs, a comprehensive leadership program for law enforcement, a new employee orientation program, and safety initiatives. **HP** uses national databases established by law enforcement professionals to obtain current trends in highway safety and determine additional enforcement skills/training needed. Efforts span the country to assess relevant, timely training and include sending officers to nationally recognized training programs (Chart 7.2O). Effectiveness is determined through success of enforcement programs, as well as turnover rates, preparedness for promotions and supervisory positions and ongoing comparisons with other HP programs nationwide. Along with monitoring performance and CMV activity, the frequent changes in federal regulations require **STP** officers to attend annual in-service training. Daily use of computer systems and online training encourage development of new skills. The **BPS** Training Officer uses feedback from supervisors to take a proactive approach to training and monitoring effectiveness. **CJA** continually assesses and revises curricula—with a number of programs viewed as models among peers. Managers encourage employees to seek out and participate in training, and effectiveness is measured by use of new skills on the job. The IT Director is working to address the critical need in technical training. OFS provides user training in DPS systems. The HR Administrator and key staff participate in the B&CB's OHR initiatives and Advisory Council, which aid in identifying training needs. The DPS Affirmative Action Plan continues addressing underutilized groups. Additional training opportunities are offered throughout the State Agency Training Consortium and links on the HR web site.

5.4 How does your employee performance management system support high performance and contribute to the achievement of your action plans?

- The Probationary Quarterly Evaluation Form is used to evaluate new employees, ensure regular communication and establish clear performance standards. Employees are involved in the annual planning/performance review, and supervisors are encouraged to communicate expectations through discussion and informal reviews, as well. As the primary tool used to measure performance, the EPMS notes achievements, evaluates performance against success criteria, and points 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 in using the EPMS as a management, coaching and communication tool.

5.5 How do you motivate your employees to reach their full potential?

- The Director fosters a learning environment where employees are also valued and empowered to do their jobs. In addition, employee needs are considered through approval of flexible work schedules, training to improve job skills, and avenues to provide feedback. Strategic planning promotes involvement at all levels. This involvement enhances growth and ownership and prepares employees for progressive roles. Increased employee recognition has positive effects, and additional efforts are being made to encourage career enhancement.

- **HP** uses a career path through non-supervisory ranks and competitive supervisory vacancies are a future goal. Officer/Trooper of the Year awards further recognize service and performance. HP core values (*Selfless Service, Integrity and Responsibility*) promote uniformity and commitment. Instilling these values into the mindset of the Division ensures troopers understand their purpose and how they fit into the overall vision of the HP. Along with officer recognition programs, **STP**'s Colonel has a hands-on approach to working with employees and delegating appropriate assignments to foster employee growth. **BPS** uses comment boxes as a barometer of satisfaction. Although used to promote candidness about problems and encourage suggestions, participation, in and of itself, shows enthusiasm. Additional assignments are encouraged and offered to promote employee growth. **CJA** employees are encouraged to employ new solutions to problems and think creatively and employees are recognized when positive activities take place. **OJP** and **OHS** employees are encouraged to seek opportunities that challenge them and improve their skills, as well as find new ways to address tasks and offer new strategies to address challenges faced by their Offices and the Agency.

5.6 What formal or informal assessment methods and measures do you use to determine employee well being, satisfaction and motivation? How do you use other measures, such as employee retention and grievances? How do you determine priorities for improvement?

- HR and other divisions review exit interview forms to identify retention concerns, as well as satisfaction. The number of grievances, as well as root problems, is monitored to ensure appropriate action is taken. Informal and formal reviews, absenteeism, turnover and job performance reflect satisfaction and motivation to some degree. The Intranet enhances communication and encourages employees to provide input. Positive feedback has been received regarding the Quarterly Employee Recognition program initiated by Director Schweitzer. Efforts have been made to join DMV to provide health and wellness events and programs, including lunch-hour sessions (e.g., weight management). The S.C. Law Enforcement Assistance Program (LEAP) offers free counseling and a resource for supervisors to better identify employee problems that may affect job performance. BPS also uses voluntary assignments to gauge employee satisfaction. Direct, consistent interaction with the majority of its customer base provides BPS firsthand knowledge of satisfaction.

5.7 How do you maintain a safe/secure/healthy work environment (and emergency preparedness)?

- The DMV/DPS Safety Manager located at Blythewood Headquarters is responsible for a comprehensive safety and health program for DPS and DMV facilities statewide; assisting in creating, planning, overseeing and monitoring activities related to occupational safety and health; and ensuring compliance with OSHA, ADA and other state/federal safety regulations and labor laws. Facilities are monitored to ensure appropriate safety measures are taken and safety initiatives are coordinated with DMV, including inspecting equipment/facilities, implementing life safety programs, monitoring major support systems (such as fire detection, fire alarms). The Safety Manager ensures operational readiness and efficiency and directs system support during a life safety event. HP's Emergency Preparedness Unit monitors the environment and takes a proactive approach to prevent or avoid a crisis or potential disaster.

## 6. Process Management

6.1 What key processes create or add value for customers/organization and how do you ensure use?

- Efforts to redesign processes and organizational structure are in place to reduce duplication of effort and ensure optimal efficiency and effectiveness—ultimately making better use of state dollars. Collaborative efforts involve customers, stakeholders, contractors and others. Focusing on improving communication and technology (particularly in law enforcement) ensures optimal

service and capacity. Program funding for highway safety, established by the S.C. Public Safety Coordinating Council (PSCC), provides funding to eligible recipients and establishes responsibility for ensuring problems are identified and prioritized. Job responsibilities and staffing are regularly evaluated to ensure challenges are met and systems are strengthened.

- HP's Emergency Traffic Management Unit strives to better identify and respond to public safety emergency situations. Hispanic outreach is implemented through public safety campaign efforts. The Uniform Highway Safety Curriculum aimed at various audiences (particularly Hispanics) has been updated. Initiatives advocating victim services is a key goal for HP who partners with and helps families who have lost loved ones in collisions (FHF); HP also hosts the Annual Memorial Service for troopers killed in the line of duty.
- STP's HazMat Unit is challenged to improve response to incidences and security concerns.
- Internationally recognized CALEA accreditation raises DPS standing among law enforcement agencies and provides a yardstick to measure effectiveness and uniformity. Standards are designed to increase capability to prevent/control crime and work with other law enforcement agencies. Accreditation reinforces confidence that DPS is operating with the highest standards. 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 fulfills the training needs of the South Carolina law enforcement community.

## 6.2 How do you incorporate org. knowledge, technology, customer requirements, cost controls & other efficiency/effectiveness factors, such as cycle time, into process design and delivery?

- As stated above, DPS continuously explores new ways to enhance efficiency and effectiveness. Through assessment of organizational structure, policies/procedures, and goals, the Director has initiated programs/changes to make the best use of the Agency's resources and expertise.
- Under Colonel Roark's direction, **HP** assesses the troop concept to effect a more efficient operation. HP Strategic Planning Unit ensures effective resource allocation through program development, research projects, and procedural changes—allowing HP to organize, communicate and implement strategic plans systematically in times of expansion and retrenchment. This Unit ties HP's vision/goals to resource needs. Telecommunications Centers use updated technology to improve efficiency and reduce costs through consolidation. R&D tests and monitors equipment to ensure financial performance is maximized.
- Colonel Amos uses a comprehensive program within **STP** to ensure components are working together to meet goals, which are articulated and disseminated to the lowest level to ensure everyone understands expectations and future direction. STP has evolved and continues to focus on its mission and how to best achieve it—partly by being willing to change and adapt to an ever-changing environment. Activity is reported in multiple plans/reports and this data is aligned with strategic planning so it becomes part of the fabric of how STP operates.
- **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 with built-in reviews 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 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.

- **HP** units/functions discussed in 6.2 are tasked with developing, implementing and evaluating processes/activities in their areas. Results of their efforts ensure goals are attained, technology is identified, plans are carried out, and equipment is tested and purchased at minimum costs.
- **STP** collaboration and coordination must be implemented at every level; therefore, the Division works closely with state, federal and local partners, as well as the industry, to improve processes and procedures—keeping performance goals in the forefront of accomplishments.
- **BPS** interacts daily with its customer base making key performance fairly easy to assess.

#### 6.4 How do you systematically evaluate/improve your key product and service-related processes?

- The DPS Strategic Plan identifies partnerships as a way to maximize benefits to the public. Partnerships have been established with DOT and other state agencies, the transportation industry, local law enforcement, tax offices, the media, lien holders, driving schools, medical community, Hospital Association, AAMVA, state technical colleges/universities, and others.
- The **HP**'s R&D Unit and IT staff ensure quality equipment is acquired at the lowest cost. CREP Impact Analysis determines troopers' effectiveness in crash reduction. The Emergency Traffic Management Unit strives to improve response to public safety emergencies. After-action reports enable HP to identify problems and initiate change and remedies for the future.
- **STP** submits a Commercial Vehicle Safety Plan annually to the Federal Motor Carrier Safety Administration to address CMV safety concerns. The CVSP provides a framework for continuous improvement by establishing annual goals. The Size and Weight Unit Plan, which includes established goals, is submitted to DOT annually.
- **BPS** evaluates service-related processes through regularly monitoring the number of security incidents and how they are handled, as well as feedback and security contract renewals.
- **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 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.
- **OHS** special teams work with schools and other law enforcement agencies to promote grant and other funding sources to provide safety events, such as those targeting high-risk drivers. The S.C. Law Enforcement Network (LEN) is a key partnership comprising 16 judicial circuits across the state, each represented by local and state law enforcement. The purpose of LEN is to work proactively to address traffic/highway safety issues, coordinate joint enforcement efforts and develop safety campaigns.
- **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.
- Administrative Offices: OFS evaluates audit reports and implements recommendations to improve processes, manages vendor relationships to ensure DPS is properly serviced and vendors perform as required; works with other sections in developing complex procurement specifications and proposals to ensure understanding and satisfaction with the end results; conducts training in areas where repeated errors occur to ensure efficiency and expedition of processes. IT documents work orders, identifies and implements more effective use of technology, and initiates user involvement in process improvement.

6.5 What are key support processes/how do you improve/update processes to better performance?

Key Processes	Requirements	Measures	Standards	Control Strategies
<b>Human Resources</b> (hiring/evaluating)	HR Knowledge Communication and Interviewing skills Professionalism	Cycle Time Number of Hires EPMS Compliance	State and Federal Regulations Policies and procedures	State/Federal Laws and Regulations; Feedback
<b>Financial Services</b> (Financial Reporting, Procurement & Supply)	Knowledge Accuracy Timeliness	Cycle Time Accuracy Employee complaints	Industry, State and Federal Regulations	Feedback Audits State laws/ Regulations
<b>Information Technology</b> (providing technical assistance)	Knowledge Timeliness Technical skills	Downtime Calls Handled Response time	Industry	Certified Technicians; Feedback
<b>Executive Affairs</b> (Communicating with media)	Knowledge Timeliness Professionalism	Number of contacts Response Time	Professional industry standards; Agency Policies and Procedures	Feedback
<b>General Counsel</b> (Agency representation and interpretation of law)	Knowledge of law Professionalism	Cases handled Judgments	State/Fed Law Policy/Procedures Professional Canons	Certified Technicians; Feedback

**7. Results**

7.1 Performance levels/trends for key measures of mission accomplishment and org. effectiveness?

- Because DPS comprises components with distinct functions, figures, including performance levels and trends for key measures involve data collected and tracked from each division:
- **HP** relies on data tracked through OHS indicating how HP impacts highway safety—ultimately affecting performance. Although there was an increase in 2004/05, the overall mileage death rate has been decreasing during the last few decades ([Chart 7.2 A](#)). Community Relations Officers handle requests for testing/exercises by HP’s Emergency Traffic Management Unit regarding hurricanes, dams, nuclear facilities, etc. CREP Impact Analysis is used to assess enforcement initiatives to ensure activities are concentrated in problem locations and has resulted in updating of the Uniform Highway Safety Curriculum, Hispanic outreach efforts, Families of Highway Fatalities, the PEER Support Team and other services and initiatives to enhance effectiveness.
- **STP** relies on data tracked by OHS, as well as CMV inspection activity ([Charts 7.2F and 7.2G](#)) including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, and traffic enforcement, Level VI inspections and size/weight enforcement. Training procedures and cooperating agencies continue to be reviewed. STP was recognized for Best Practice for its Level VI Program, as well as its timeliness in uploading crash and data reports.
- **BPS** tracks security occurrences ([Chart 7.2I](#)) and reports regarding number of incidents, trends, potential problems and feedback. Daily interaction with the majority of its customer base allows performance to be assessed firsthand. Despite budget cuts and RIFs, the number of incidents and property loss has declined. This can be attributed to the maximum use of existing personnel.
- **CJA** follows the highest standards in training law enforcement officers in the state. National CALEA accreditation, involving an experienced team reviewing mission accomplishment, key measures and performance levels, assures quality training to support the Agency’s mission of

-serving the public through education, prevention and enforcement (Chart 7.2H). Students feedback is used in planning; evaluations from students consistently indicate excellent ratings.

- **OHS** plays a critical role in tracking crash data, DUI statistics, geographic trends. Efforts result in identifying patterns, problems, as well as improvements in fatalities and injury rates, thereby affecting public image, confidence, and customer service (Charts 7.2 A, B, C, D, E, and F.)

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

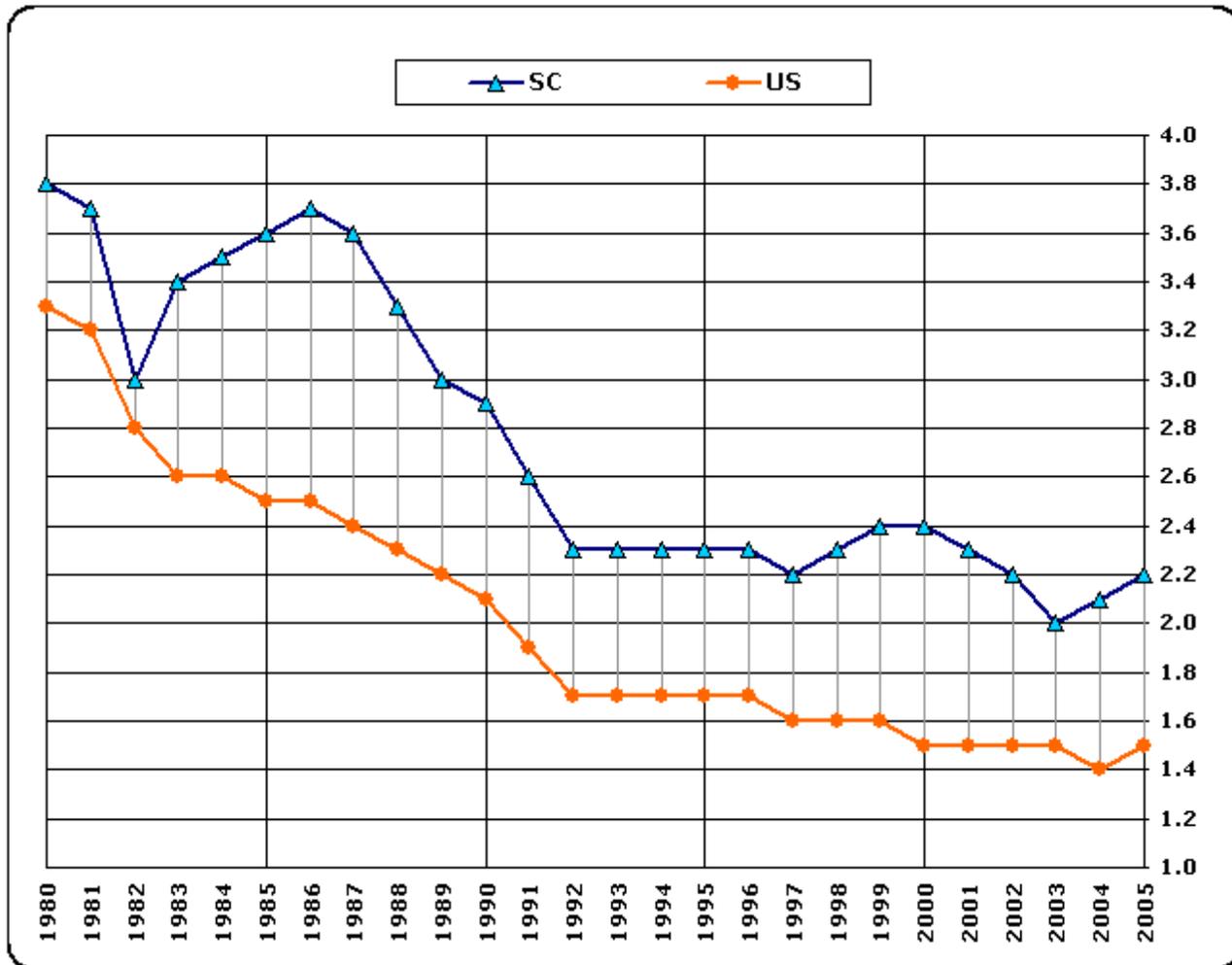
- Agency and Division strategic planning identifies key measures related to highway and public safety, which focuses on increasing public safety for citizens and visitors of the state through education, prevention and enforcement. Administrative offices work to enhance operational efficiency/effectiveness and support law enforcement. HP initiatives include community/civic outreach programs (See 1.3, pg. 13), often facilitated through HP's Community Relations Officers. Educational programs and victim services are emphasized throughout the state and include initiatives, such as "Final Exam" (Chart 7.2M) and Families of Highway Fatalities. The HP web site provides an avenue to increase awareness and request feedback from customers and stakeholders. Because of the mission, it's often difficult to measure customer satisfaction as much depends on public perception. STP relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils, and feedback are key to assessing customer satisfaction. BPS relies heavily on complaints, commendations and feedback from stakeholders and officers. As with any law enforcement efforts, much is done behind the scenes that customers and stakeholders may not witness. Building rapport and confidence becomes the largest component of effecting customer satisfaction in BPS. As long as there are no incidents, or if an incident does occur and it is handled well, satisfaction remains high.
- The following tables include many key measures and data related to highway safety, commercial motor vehicle inspections, security contracts, training of law enforcement officers, as well as examples of the Agency's community service and charitable involvement. Data collected on these key measures and other outcomes enable DPS to target law enforcement, highway safety, training, public information and other initiatives based on the greatest need for improvement.

### **Key Measures of DPS Mission Accomplishment:**

1. Mileage Death Rate. Chart 7.2A
2. Traffic Collision Quick Facts Summary. Chart 7.2B
3. Restraint Usage. Chart 7.2C
4. Traffic Collisions by Primary Contributing Factor. Chart 7.2D
5. South Carolina Traffic Fatalities by County. Chart 7.2E
6. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2F
7. Economic Loss for CMV Collisions by County. 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. Results of Aerial Enforcement effort in Aiken County on I-20. Chart 7.2K (pg. 38, bottom)
11. Highway Patrol Grant Project Results. Chart 7.2L
12. Highway Patrol "Final Exam" School Project. Chart 7.2M
13. Results of Highway Patrol Research & Development Projects. Chart 7.2N
14. Highway Patrol Training Efforts for Mid-Management. Chart 7.2O
15. Highway Patrol CRO Activities (July 2005 – June 2006). Chart 7.2P
16. EEO Chart 7.2Q
17. "Buck-a-Cup" campaign. Chart 7.2R
18. "Free the Colonel" campaign. Chart 7.2S

Chart 7.2A Mileage Death Rate

### MILEAGE DEATH RATE SOUTH CAROLINA vs. NATIONAL AVERAGE 1980-2005



Source for U.S. data: National Highway Traffic Safety Administration. (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 its MDR increase in 9 of the 26 years represented. The national MDR has been either maintained or shown a decrease from the previous year's MDR for the same 25 year period, except for 2005 when it rose again to 1.5.

In 2003, South Carolina achieved an all time low MDR of 2.0, however it rose to 2.1 in 2004 and then to 2.2 in 2005.

Chart 7.2B - TRAFFIC COLLISION QUICK FACTS SUMMARY

**TRAFFIC COLLISION QUICK FACTS**

	2002	2003	2004	2005	% Change 2004 - 2005
Fatal Collisions	949	905	946	981	3.7%
Injury Collisions	32,427	32,383	32,497	31,272	-3.8%
Property Damage Only Collisions	74,904	75,598	76,586	79,247	3.5%
Total Collisions	108,280	108,886	110,029	111,500	1.3%
Fatalities	1,053	969	1,046	1,094	4.6%
Non-fatal Injuries	52,095	51,267	51,226	49,419	-3.5%
<b>Fatalities From Collisions Involving:</b>					
Truck Tractor	86	74	85	95	11.8%
Motorcycle	88	88	85	94	10.6%
Pedalcycle	16	15	21	17	-19.0%
Pedestrian	97	79	86	97	12.8%
Train	6	4	10	5	-50.0%
Motorized Bike	4	3	5	11	120.0%
School bus	4	0	4	3	-25.0%
SUV	161	184	230	219	-4.8%
Economic Loss (billions)	2.41	2.53	2.60	2.67	2.7%
Vehicle Miles Traveled (billions)	47.07	47.82	48.77	49.20	0.9%
Roadway Miles	66,195	66,231	66,252	66,240	-0.02%
Motor Vehicle Registrations	3,275,722	3,394,066	3,703,168	3,967,059	7.1%
Licensed Drivers	2,931,697	2,982,926	3,341,153	3,705,438	10.9%
Mileage Injury Rate*	111	107	105	100	-4.4%
Mileage Death Rate**	2.2	2.0	2.1	2.2	3.7%

\*Traffic Injuries per 100 million vehicle miles of travel

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

Chart 7.2C Injury Severity by Occupant Restraint Usage (July 1, 2005 – June 30, 2006)

## INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE\*

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-In-capacitating	In-capacitating	Fatal	TOTALS
None Used	1,089	578	419	208	66	2,360
<b>TOTAL - NO RESTRAINT USED</b>	<b>1,089</b>	<b>578</b>	<b>419</b>	<b>208</b>	<b>66</b>	<b>2,360</b>
<b>Restraint Used</b>						
Shoulder Belt Only	112	24	9	2	0	147
Lap Belt Only	345	51	13	5	1	415
Shoulder & Lap Belt Used	24,846	3,216	1,161	195	15	29,433
Child Safety Seat Used	20	3	0	0	0	23
Other Restraint Used	5	0	0	0	0	5
<b>TOTAL - RESTRAINT USED</b>	<b>25,328</b>	<b>3,294</b>	<b>1,183</b>	<b>202</b>	<b>16</b>	<b>30,023</b>
<b>UNKNOWN RESTRAINT USAGE</b>	<b>1,103</b>	<b>223</b>	<b>78</b>	<b>32</b>	<b>9</b>	<b>1,445</b>
<b>GRAND TOTAL</b>	<b>27,520</b>	<b>4,095</b>	<b>1,680</b>	<b>442</b>	<b>91</b>	<b>33,828</b>

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

## 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	1,439	623	367	104	18	2,551
Air Bag Deployed - Side	51	13	10	2	0	76
Air Bag Deployed - Both	717	313	167	74	8	1,279
Not Deployed	19,153	2,123	687	127	32	22,122
Deployment Unknown	311	59	23	7	4	404
Not Applicable	5,849	964	426	128	29	7,396
<b>GRAND TOTAL</b>	<b>27,520</b>	<b>4,095</b>	<b>1,680</b>	<b>442</b>	<b>91</b>	<b>33,828</b>

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

**Chart 7.2D -Primary Contributing Factors (June 2005 – July 2006) \*Property Damage Only**

	<b>Fatal</b>	<b>Injury</b>	<b>PDO*</b>	<b>Total</b>	<b>Killed</b>	<b>Injured</b>
Disregarded Signs, Signals	47	2,299	3,571	5,917	58	4,112
Distracted / Inattention	36	2,721	7,897	10,654	37	4,187
Driving Too Fast for Conditions	226	7,680	20,545	28,451	248	11,413
Exceeded Authorized Speed Limit	75	338	445	858	83	552
Failed to Yield Right-of-Way	110	7,016	16,030	23,156	120	12,377
Ran Off Road	52	501	981	1,534	56	634
Fatigued/Asleep	18	399	597	1,014	21	570
Followed Too Closely	4	1,823	6,130	7,957	4	2,745
Made an Improper Turn	3	419	1,955	2,377	3	703
Medical Related	12	401	223	636	12	526
Aggressive Operation of Vehicle	26	442	837	1,305	32	690
Over-correcting/Over-steering	8	116	248	372	8	171
Swerving to Avoid Object	3	117	299	419	5	175
Wrong Side or Wrong Way	53	542	980	1,575	62	1,017
Under the Influence	153	2,115	1,998	4,266	180	3,239
Vision Obscured (within Unit)	0	34	136	170	0	49
Improper Lane Usage/Change	17	802	5,173	5,992	19	1,326
Cell Phone	0	31	93	124	0	45
Other Improper Action	10	732	3,679	4,421	10	1,047
Unknown	31	904	2,585	3,520	36	1,375
<b>DRIVER SUBTOTAL</b>	<b>884</b>	<b>29,432</b>	<b>74,402</b>	<b>104,718</b>	<b>994</b>	<b>46,953</b>
Debris	0	46	264	310	0	67
Obstruction In Road	1	39	155	195	1	55
Road Surface Condition (i.e., Wet)	0	41	153	194	0	53
Rut Holes, Bumps	0	10	15	25	0	32
Shoulders (None, Low, Soft, High)	0	3	11	14	0	5
Traffic Control Device (i.e., Missing)	0	8	38	46	0	14
Work Zone (Constr./Maint./Utility)	1	5	9	15	1	6
Worn Travel-Polished Surface	0	2	2	4	0	3
Other Roadway Factor	0	10	69	79	0	17
<b>ROADWAY SUBTOTAL</b>	<b>2</b>	<b>164</b>	<b>716</b>	<b>882</b>	<b>2</b>	<b>252</b>
Non-motorist Inattentive	3	32	55	90	3	38
Lying &/or Illegally in Roadway	29	92	20	141	30	105
Non-motorist Failed to Yield Right-of-Way	9	100	26	135	9	116
Not Visible (Dark Clothing)	9	22	7	38	9	23
Non-motorist Disregarded Sign/Signal	0	16	8	24	0	18
Improper Crossing	8	91	10	109	8	95
Darting	2	66	16	84	2	70
Non-motorist Wrong Side of Road	3	27	5	35	3	29
Non-Motorist Under the Influence	11	26	13	50	12	33
Other Non-motorist Factor	2	43	42	87	2	45
Unknown Non-motorist	1	16	21	38	1	22
<b>NON-MOTORIST SUBTOTAL</b>	<b>77</b>	<b>531</b>	<b>223</b>	<b>831</b>	<b>79</b>	<b>594</b>
Animal in Road	7	519	2,015	2,541	7	676
Glare	0	35	65	100	0	57
Obstruction	0	29	81	110	0	40
Weather Condition	2	67	244	313	2	85
Other Environmental Factor	0	22	59	81	0	33
Unknown Environmental Factor	0	3	9	12	0	3
<b>ENVIRONMENTAL SUBTOTAL</b>	<b>9</b>	<b>675</b>	<b>2,473</b>	<b>3,157</b>	<b>9</b>	<b>894</b>
Brakes	0	146	318	464	0	217
Steering	0	35	58	93	0	50
Power Plant	1	8	29	38	1	14
Tires/Wheels	4	153	552	709	5	268
Lights	1	24	30	55	1	39
Signals	0	3	4	7	0	3
Windows/Shield	0	1	4	5	0	1
Restraint Systems	0	3	14	17	0	3
Truck Coupling	0	7	57	64	0	8
Cargo	0	28	151	179	0	36
Fuel System	1	4	17	22	1	9
Other Vehicle Defect	1	43	139	183	1	55
Unknown Vehicle Defect	1	15	60	76	1	23
<b>VEHICLE DEFECT SUBTOTAL</b>	<b>9</b>	<b>470</b>	<b>1,433</b>	<b>1,912</b>	<b>10</b>	<b>726</b>
<b>TOTALS</b>	<b>981</b>	<b>31,272</b>	<b>79,247</b>	<b>111,500</b>	<b>1,094</b>	<b>49,419</b>

**Chart 7.2E - South Carolina Traffic Fatalities by County - July 1, 2005 – June 30, 2006**

<b>County</b>	<b>Total</b>
Abbeville	8
Aiken	23
Allendale	3
Anderson	52
Bamberg	4
Barnwell	6
Beaufort	24
Berkeley	37
Calhoun	14
Charleston	49
Cherokee	13
Chester	13
Chesterfield	12
Clarendon	16
Colleton	17
Darlington	21
Dillon	17
Dorchester	24
Edgefield	9
Fairfield	13
Florence	35
Georgetown	14
Greenville	94
Greenwood	14
Hampton	9
Horry	68
Jasper	24
Kershaw	15
Lancaster	12
Laurens	15
Lee	11
Lexington	27
McCormick	3
Marion	13
Marlboro	8
Newberry	10
Oconee	17
Orangeburg	54
Pickens	20
Richland	56
Saluda	9
Spartanburg	61
Sumter	21
Union	8
Williamsburg	20
York	24
<b>TOTAL</b>	<b>1,037</b>

Chart 7.2F Commercial Motor Vehicles Traffic Collision Quick Facts (2005 data is preliminary)

	<u>2004</u>	<u>2005</u>	<u>% CHANGE</u>
FATAL COLLISIONS	102	116	13.7%
INJURY COLLISIONS	1,496	1,500	0.3%
PROPERTY DAMAGE ONLY COLLISIONS	1,549	1,620	4.6%
TOTAL COLLISIONS	3,147	3,236	2.8%
FATALITIES	115	131	13.9%
NON-FATAL INJURIES	2,425	2,534	4.5%
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%



**Chart 7.2G Economic Loss for CMV Collisions**

**Economic Loss for CMV Collisions by County**

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2005	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Collisions
Jasper	9	47	52	108	9	94	\$12,641,000	1	12
York	8	48	53	109	9	72	\$12,093,400	2	11
Spartanburg	6	90	129	225	7	160	\$11,277,400	3	3
Greenville	6	102	138	246	6	154	\$10,462,600	4	1
Beaufort	4	32	29	65	7	63	\$9,870,900	5	16
Richland	5	112	119	236	5	202	\$9,865,400	6	2
Lexington	4	108	86	198	4	181	\$8,366,300	7	5
Florence	5	49	58	112	6	79	\$8,329,100	8	10
Horry	5	64	56	125	5	129	\$8,246,500	9	8
Marion	3	10	18	31	6	39	\$7,659,700	10	33

**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	
	<u>O</u>	<u>A</u>	<u>O</u>	<u>A</u>	<u>O</u>	<u>O</u>	<u>A</u>	<u>A</u>	<u>O</u>	<u>A</u>	<u>O</u>	<u>A</u>
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	<u>566</u>	<u>13606</u>	<u>513</u>	<u>12368</u>	<u>417</u>	<u>11976</u>	<u>609</u>	<u>15676</u>	411	8528	514	12412
Regional ***									<u>140</u>	<u>3841</u>	<u>341</u>	<u>6820</u>
<b>TOTAL</b>	<b>1315</b>	<b>37022</b>	<b>1305</b>	<b>38339</b>	<b>1300</b>	<b>39288</b>	<b>1348</b>	<b>35233</b>	<b>1003</b>	<b>25846</b>	<b>1286</b>	<b>31128</b>

(\*) 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 2005 – 2006**

2005							2006					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
<b>Arrests (Month to Date)</b>	0	3	4	1	0	1	0	1	3	1	1	4
<b>Criminal Incidents (Month to Date)</b>	16	7	14	12	8	8	9	8	6	12	21	20
<b>Non- Criminal Incidents (Month to Date)</b>	12	15	18	14	15	5	6	4	21	5	5	15
<b>Unsecure d Doors (Month to Date)</b>	4	2	3	7	2	8	6	2	21	1	0	2
<b>Property Loss* (Month to Date)</b>	21,975	6,196	13,263	797	102,472	4,611	16,453	1,250	1,305	2,330	9,355	14,107
<b>Property Recovery* (Month to Date)</b>	20	- 0 -	- 0 -	- 0 -	13	4,404	- 0 -	- 0 -	- 0 -	1,500	6,000	- 0 -

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

**Chart 7.2J**

**HP Telecommunications Center Consolidation Project  
July 2005 – June 2006**

A statewide effort has been underway to consolidation HP Telecommunications Centers from thirteen to five (currently down to seven). The goal is to reduce maintenance costs and enhance efficiency. Construction of the new Charleston TCC has been completed enabling the Ridgeland and Walterboro Centers to move to Charleston.

<b>Phase</b>	<b>Description</b>	<b>Estimated Completion Date</b>
1	Move Ridgeland TCC to Charleston TCC	Completed
2	Move Walterboro TC to Charleston TCC	Completed

**Chart 7.2K - Results of Partnership with DNR Targeting Traffic Enforcement on I-20**

HP partnered with other law enforcement agencies to reduce incidents of speed and high-speed related crashes, injuries and fatalities on heavily traveled roadways. Dept. of Natural Resources provided an aircraft and pilot to monitor traffic.

*The following chart shows results of aerial enforcement in Aiken County on I-20 from March 21 – 24, 2006:*

<b>Violations</b>	<b>Cases Made</b>
Violation of Window Tint	1
Driving License Violations	5
Vehicle License Violations	2
Violation of Seatbelt Law	6
Speeding Code 41 >11	79* (driving 11 miles over speed limit)
Speeding Code 64 >25	1
Disregard Stop Sign	1
Shifting Lanes Improperly	4
Following too Closely	1
Other Violations	9
<b>Total: 109</b>	

**Chart 7.2L**

**Highway Patrol Grant Project Results (7/1/05 – 6/30/06)**

<b>Grant Project</b>	<b>Effect on Performance, Safety and/or Service</b>	<b>Funding</b>	<b>Timeframe</b>
COPS Universal Hiring Program (UHP)	To hire 22 troopers	\$2,152,800	Continuation into 2 <sup>nd</sup> & 3 <sup>rd</sup> year; completed 1/31/06
Bulletproof Vest Replacement Program	To replace defective vest for DPS law enforcement officers	\$ 84,680	Grant phase: 3/31/06 to 8/15/06
Community Relations Officer Enhancement Program	To enhance the Patrol's CRO Safety Program to reach the Hispanic community.	\$ 41,400	Grant phase: 2/1/06 – 9/30/06
Median Barrier Speed Enforcement Plan	To purchase 73 dual and LIDAR radars to enforce traffic laws on designated highways with median barriers.	\$127,250	Grant phase: 2/1/06 – 9/30/06
Methamphetamine Training and Education Program	A trooper attended specialized training re: seizure & field investigations of clandestine labs and safety precautions in addressing these hazards	\$ 1,000	Grant phase: 8/1/05 – 11/30/05
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 – 6/30/07
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 – 5/31/06
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

Chart 7.2M - HP “Final Exam” School Project



Designed to target high school zones and teenage drivers, this initiative was conducted again at the end of the school year. The South Carolina Department of Public Safety’s primary mission is to serve and protect the public in South Carolina with the Highway Patrol’s primary mission focusing 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 conducted a campaign in high school zones from *April – May 14 2006*.

**Chart 7.2N Results of Highway Patrol Research and Development Projects  
(July 2005 – June 2006)**

**Patrol Supply:**

Project	Activity	Results
Taser	Director's Office and Command Staff are reviewing legal issues before Tasers can be purchased	
Shotguns	100 new shotguns have arrived and will be issued during summer/early fall	
Wind Shirt	New wind shirts have arrived and will be issued in late summer/early fall	
Traffic Vests	Completed testing of various manufacturers' traffic vests at USC and Clemson football games	Procurement of approximately 1,000 vests (cost about \$35.00); color will be lime yellow with 3M reflective material to meet ANSI standards; "State Trooper" on back; plain front
Gloves	The R&D Unit has begun testing puncture-proof gloves: Turtleskin, Rocky, Hatch, Damascus	(Cost – approximately \$35.00/pair)
OC Spray	Completed study last year with a statewide test of 232 troopers using new OC spray (Saber Red)	Department has had six (6) sprayings with 100% effectiveness; new spray will be issued to all troopers at the 2006 in-service
800 MHz Walkie Talkie Batteries	Testing Walkie Talkie batteries from various manufacturers to find the best replacement for Agency	

**Chart 7.2N (cont'd) Results of Highway Patrol Research and Development Projects (7/2005-6/2006)**

**DPS Fleet Shop:**

Project	Activity	Results
Vehicles	Completed vehicle testing and studies previous year	Issued 123 new 2006 vehicles (2 Honda motorcycles, 2 MAIT Team pickup trucks, 10 Chevy mini-vans for ITO and 109 enforcement vehicles; 13 Dodge Chargers will be issues by late August; 2007 model vehicles will be arriving late fall/early spring
Radars		73 new Golden Eagle Radars and 7 new Kustom handheld lazer radars have been issued to enforcement officers; 366 new Golden Eagle Radars will be purchased for fiscal year 2006-2007
Laptop Mounts		New Laptop Mount implemented to accommodate the bench seats in new vehicles
LED Blue Lights	Currently testing new LED visor lights to go in semi-marked and unmarked vehicles	Now standard on all DPS enforcement vehicles
Vehicle Battery Saver	Testing battery saver on one (1) enforcement vehicle; once battery's voltage drops below a set level, the battery saver will cut power to the vehicle's equipment to save enough voltage to restart the vehicle without jumper cables	

**Building Projects:**

Projects
1. Remodeling the Florence Radio Room
2. Completing work on the Saluda Patrol Office
3. Repainting Troop 1 Headquarters Office and Richland Office
4. Shop personnel will complete backup radio room at CJA in early August

**Chart 7.20 Highway Patrol Training Efforts for Mid-Management (July 2005 – June 2006)**

The Highway Patrol Commander understands the necessity for advanced training for leadership, particularly for middle management. Funds have been earmarked to provide executive leadership training to mid-level supervisors by participating in the following nationally recognized police/criminal justice training programs, as well as local and state programs.\*

**“Education is not the filling of the pail, but the lighting of the fire.”**

School/College	Program	Overview	Participation June 2005 – July 2006
Northwestern University Chicago, Illinois	Public Safety School of Police Staff and Command	Provides students with knowledge/skills to assume increased administrative duties in staff or line command positions	Two First Sergeants attended
North Carolina State University Raleigh, North Carolina	Administrative Officer Management Program (AOMP)	Partnership that brings together theoretical perspective of faculty and practical experience of officers to produce the most effective public management techniques demanded in these complex times	Two First Sergeants attended
University of Louisville Louisville, Kentucky	Southern Police Institute’s Administrative Officers Course	12-week accredited, college-level program designed to develop informed, effective, ethically and technically competent law enforcement managers	One Captain One Sergeant
FBI National Academy Quantico, VA	Course of study for United States and international law enforcement leaders	Specialized training to raise law enforcement standards, knowledge and cooperation worldwide; to prepare law enforcement leaders for complex, dynamic and contemporary challenges forging partnerships throughout the world	One Lieutenant

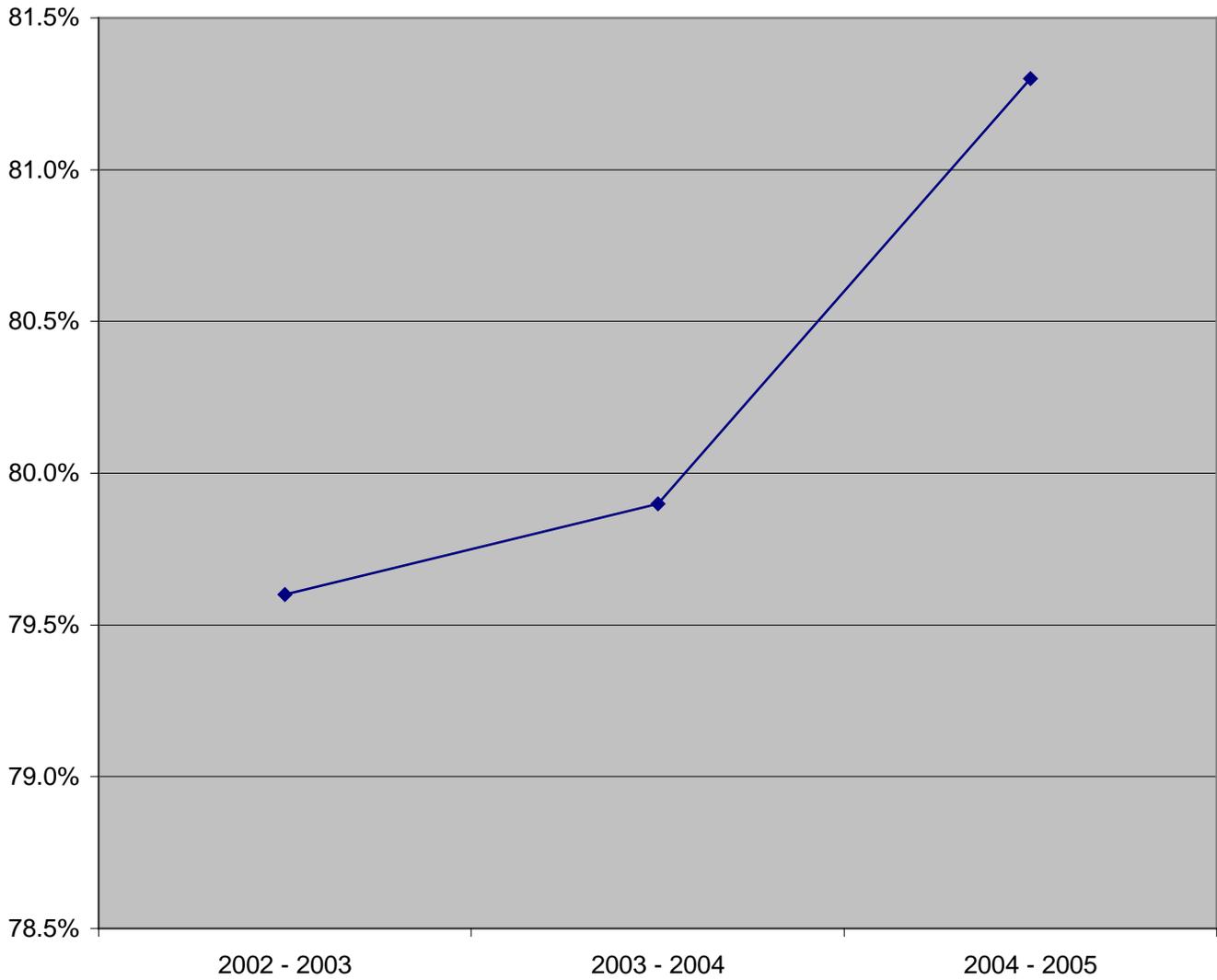
\*Two Lieutenants attended the S. C. B&CB’s Certified Public Manager Program.

**Chart 7.2P Highway Patrol CRO Activities for July 1, 2005 – June 30, 2006**

Activity	Overview
<b>Child Seat Checks</b>	conducted 197 checks with 820 seats checked and 45 given away; many one-on-one appointments
<b>Media Contacts</b>	3,585 contacts (some unreported press conferences); 105 personal interviews
<b>Presentations</b>	681 conducted; 77,728 attendees at events
<b>Fairs</b>	188 fairs; displays, materials, talks with visitors
<b>Material Distribution</b>	34,158 pieces of material distributed at events
<b>Law Enforcement Actions</b>	include court appearances, traffic stops, wrecks
<b>Significant Events</b>	61 where CROs made contacts, prepared site visits and provided materials
<b>Town Hall Meetings</b>	Patrol Command staff and community leaders in Newberry, Berkeley, Colleton, Orangeburg, Georgetown and Greenville counties
<b>Families of Highway Fatalities (FHF)</b>	three first-time events (special training/seminars)
<b>CPS Video</b>	partnered with State Kiwanis to produce video for viewing on statewide website
<b>Black Expo</b>	participated in Regional Black Expos in Manning and Statewide Black Expo in Columbia
<b>School Zone Safety</b>	conducted activities at elementary schools in each troop during August (involved parents)
<b>Safety Breaks</b>	partnered with FHF volunteers to distribute materials at Welcome Centers and Rest Areas
<b>Hands Across the Border</b>	Labor Day event (Tri-State Enforcement Press Conference)
<b>Coffee with the Colonel</b>	selected sites, made contacts (inc. media) for events in Orangeburg, Newberry and Chester counties; provides opportunity to meet with key patrol staff regarding community issues
<b>Traffic Victim’s Memorial Service</b>	assisted with annual service in Columbia
<b>Hurricanes</b>	deployment exercise; town hall meetings on coast
<b>Christmas Events</b>	Operation Christmas Child—Troop 4; Toy Trot; Santa’s Cause—Greenwood (regional outreach)
<b>Bike Weeks</b>	Harley Davidson Week in Myrtle Beach; Atlantic Bike Week
<b>Memorial Services</b>	assisted with services for fallen troopers
<b>Parent-Teen Forums</b>	conducted 15 forums at churches across the state
<b>Cadet Camp (at CJA)</b>	assisted with this American Legion sponsored event
<b>Miscellaneous activities/events:</b>	Set up firstassisted with Black Caucus Luncheon at Brookland Baptist Church to recognize legislative leaders passing the primary seatbelt law; handled media for Aerial Enforcement in Aiken County

**Chart 7.2Q EEO Level of Goal Attainment**

**SOUTH CAROLINA DEPARTMENT OF PUBLIC SAFETY  
LEVEL OF GOAL ATTAINMENT**



**Level of Goal Attainment:**

**2002-2003: 79.6%**

**2003-2004: 79.9%**

**2004-2005: 81.3%**

**Chart 7.2R Funds raised for “Buck-a-Cup” Campaign\* (Spring 2006)**

**“Buck-a-Cup” Campaign**

<b>HP</b>	
SCHP Troop 1	\$ 8,290.04
SCHP Troop 2	20,211.75
SCHP Troop 3	10,825.95
SCHP Troop 4	9,638.00
SCHP Troop 5	1,300.00
SCHP Troop 6	7,072.00
SCHP Troop 7	3,036.23
SCHP HQ	1,025.00
<b>Total for SCHP</b>	<b>\$61,398.97</b>

<b>STP</b>	
<b>Total</b>	<b>\$13,980</b>

<b>BPS</b>	
<b>Total</b>	<b>\$1,522</b>

\***Buck-a-Cup** is an annual campaign beginning late February and ended mid-April. The HP and other law enforcement groups sell buttons to the public for a dollar. Free coffee is provided throughout the day at participating restaurants with the purchase of a button. Contributions go to the Easter Seals.

**“Free the Colonel”**



**Colonel Russell F. Roark**



***Please Help Me!!!*** I have been “arrested” for a good cause and will be “locked up” for the **Muscular Dystrophy Association (MDA) November 17.** I need *your* financial assistance to post my bond. My bail been set at: **\$2,400!!**

***Your DONATION IS 100% tax-deductible and*** will help continue research into the cause and the possible cure of 43 neuromuscular diseases as well as providing wheelchairs, clinic visits and summer camp for the families served by the Association in our local area.

\*A web site was developed for this campaign.

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

- DPS uses an activity-driven, zero-based budgeting process. With continued financial uncertainty, the challenge remains to allocate resources according to urgency and priority as deemed by the Agency Director, his staff and/or the Governor's Office. Continued consolidation and organizational restructuring, as well as the rapid changes in technology, including using existing technology to its fullest potential, involve tremendous fiscal planning and logistics carried out by the Director, OFS, ITO, and others to allot and monitor funding to effect optimal operational performance, as well as support law enforcement in education, prevention and enforcement. The budget process has been streamlined to address activities vs. programs resulting in enhanced efficiency and effectiveness. A change in reporting procedures has resulted in cost savings. 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. IT purchases over \$50,000 submitted and approved by the Office of Information Technology to ensure feasibility.
- HP's R&D Unit researches, tests and analyzes projects, equipment and gear needs for HP. Decisions are made after data is analyzed and justification is obtained (Chart 7.2N). Grant projects are assessed, including costs, effect on performance and timeframes (Chart 7.2L).
- CJA focuses on alternative funding sources while streamlining and cutting back to essential activities—resulting from declining revenue.
- OHS evaluates program effectiveness and thereby measures financial performance by tracking statistics regarding traffic collisions, fatalities, etc., allowing comparison and measurement of performance from month to month, year to year, etc. (See Charts 7.2A, B, C, D, E, F, G.)
- OJP generates funding from alternative sources to make strides in funding programs that significantly increase public safety and reduce violent crimes.

### 7.4 What are your performance levels and trends for the key measures of Human Resources Results (i.e., work system performance, employee learning and development, employee well being, employee satisfaction, diversity, and retention)?

#### *(a) work system performance?*

- DPS is placing a greater focus on developing programs/initiatives to improve work flow, ensure knowledge/skills are retained and emphasize leadership training and professional development. Organizational development is a key element of addressing work system performance and includes restructuring and redesign of IT functions throughout the Agency, continuing consolidation of telecommunications centers, and transitioning through the separation of CJA.

#### *(b) employee learning and development?*

- **HP** is committed to professional development of law enforcement officers. Along with the Career Path Plan, the HP Command Center addresses the need for advanced officer training. Funds have been earmarked to provide executive leadership training through the University of Louisville, North Carolina State University and Northwestern University (Chart 7.2O). In addition, other supervisors have attended the FBI Academy and the B&CB's CPM Program. Along with encouraging professional development and participating in specialized programs, **STP** and **BPS** provide in-service training, advanced training, field training and other workshops and in-house training to augment officer experience. A three-level leadership program for law enforcement has been implemented by **CJA**, as well as supervisory training developed in conjunction with HP.
- **HR** offers internal training and provides a new-employee orientation program. **DPS** participates in the SATC, which provides training opportunities at no additional cost.

*(c) employee well being and satisfaction?*

- Career paths are set up for the following: Law Enforcement Officers, Telecommunications Officers, MAIT Team and CJA Instructors. (A proposal to approve career tracks for supervisory officers was submitted but was not approved; however, a 6.9% across-the-board was enacted on July 1, 2005.) Mandatory training is conducted in EEO/Affirmative Action and preventing harassment and discrimination, thus, fostering a healthy work environment. Joint efforts with DMV have included an on-site health screening program (positively received) and basic employee wellness 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 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 establishing recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator and training manager represent DPS in committee and teams to collect 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)? (Results of Agency's legal mandate or mission should be addressed in 7.1.)

- DPS works to enhance partnerships at the local, state, regional and national levels to provide optimum benefit to the public. DPS collaborates with 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. DPS participates in the South Carolina Public Safety Coordinating Council by partnering with state and local law enforcement, victims of crime organizations and juvenile delinquency prevention groups to enhance service to the public.
- 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. Highly visible and involved in the community, DPS not only supports communities through charitable efforts donating both time and monetary contributions (See Section 1.9) but also through public awareness and educational initiatives. 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 activities of suppliers, contractors and vendors ensure efficient service, quality products, and timely information, as well as compliance with state procurement regulations.