

***STATE OF
SOUTH CAROLINA***

DEPARTMENT OF PUBLIC SAFETY



Agency Accountability Report

Fiscal Year 2007-08

September 15, 2008

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

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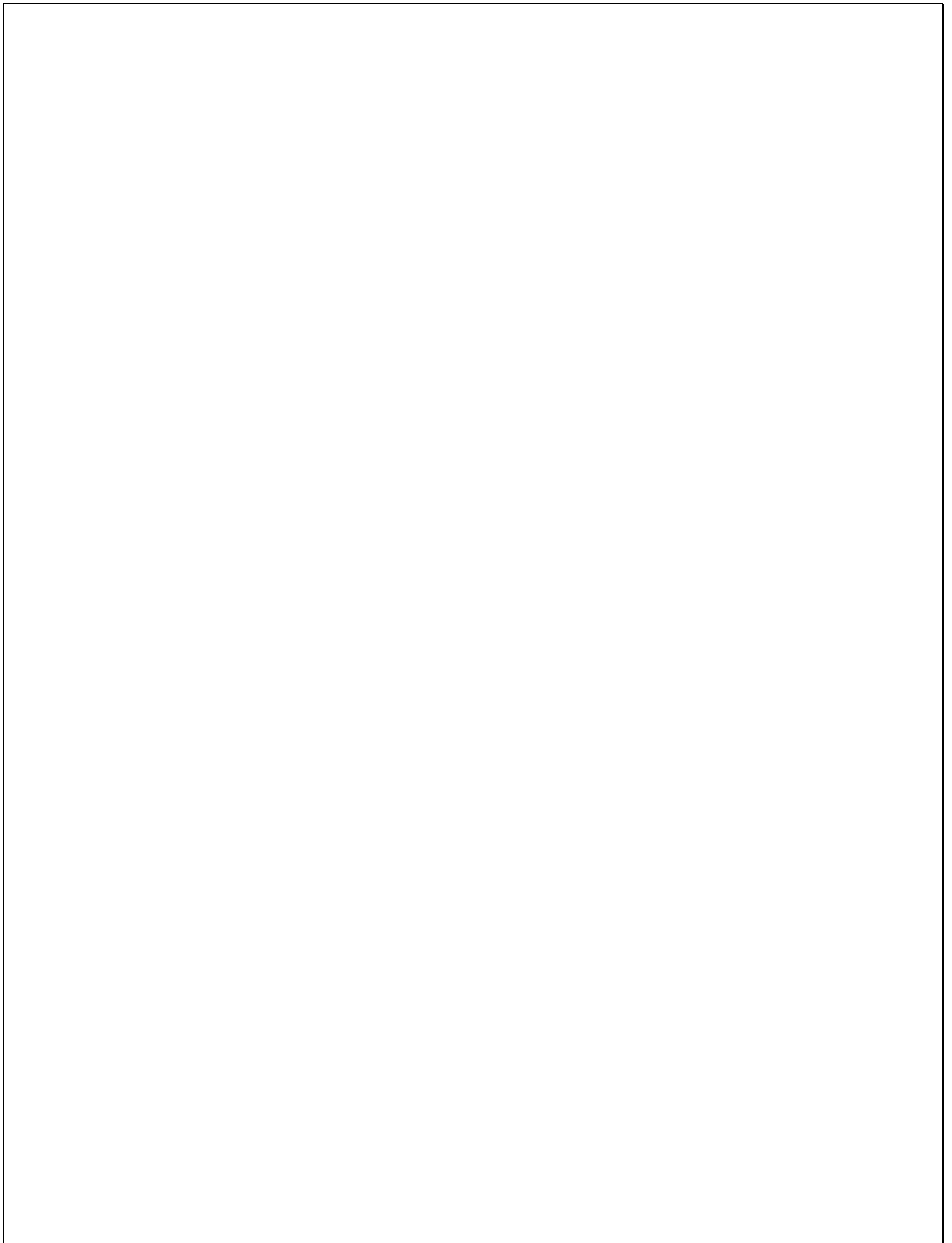
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Section I – Executive Summary

The S. C. Department of Public Safety (DPS) is a distinct law enforcement agency focusing on highway and public safety. The Agency currently has three major operating divisions: **Highway Patrol (HP)**, **State Transport Police (STP)**, **Bureau of Protective Services (BPS)**, as well as the **Office of Highway Safety (OHS)**, **Office of Justice Programs (OJP)**, and the S. C. Law Enforcement Hall of Fame.

Mission: The mission of the South Carolina Department of Public Safety is to protect and save lives through enforcement and education.

Vision: DPS will be recognized as an exemplary law enforcement agency dedicated to providing equitable public service supported by progressive leadership, advanced technology, and a philosophy of continuous improvement.

Values: *Integrity, Excellence, Accountability, Employees, Leadership*

1. Achievements from July 2007 to June 2008 (reported by Division or Office):

Highway Patrol (HP):

- 6.9% reduction in fatalities from fiscal year 06-07 to fiscal year 07-08.
- 122 troopers graduated from SC CJA between July 2007 and June 2008.
- Continued joint enforcement efforts with SCDOT (Safety Improvement Team: a three year, grant funded, work zone enforcement initiative)
- Conducted an 18-month motorcycle crash study and launched the Motorcycle Safety Campaign Ride Smart in conjunction with DPS-OHS and local motorcycle retailers.
- Motorcycle enforcement initiative: used grant funding to hire and equip two motorcycle units for enforcement in Calhoun and Orangeburg counties.
- Children's Health and Safety Fair was held at DPS Headquarters in Blythewood.
- Conducted a pedestrian safety study which was used to make a public service video, Be Safe Be Seen, in partnership with SCDOT.
- Continued expansion of HP Office of Victim Services
- Established the Regional Recruiting Team to enhance recruiting efforts
- Created a recruiting video that features narratives by current troopers discussing the details of the daily life of a trooper and their reasons for choosing a career with the Highway Patrol. The video is available on the SCHP website and is presented by Regional Recruiters and Community Relations Officers throughout the state.
- Continued expansion of Families of Highway Fatalities program
- Families of Highway Fatalities published the "Compassionate Guide", a booklet given to the family members of fatal crash victims directly after a crash. It covers such topics as a checklist for the family representative, immediate legal/business concerns, what to expect from officials, planning the funeral, and recommended reading and other resources.

State Transport Police (STP):

- Completed basic state and federal Training for 17 officers; December 07 – April 08
- Completed Supervision class; December 17-19, 2007
- 10 officers worked Motor Coach Special Inspection in Greenville, 102 coaches inspected, 9% Out Of Service (OOS) rate resulted.
- District 3 hosted South Carolina Trucking Association (SCTA) Safety Council at Townville Scale; June 24. 6/24 safety talk at Quickway Transportation in Simpsonville.

- Assisted Summer Highway Enforcement of Aggressive Traffic (HEAT) Kick-off in Greer; June 27
- Radiation Exercise training at Dorchester County Westbound Scales (4/23).
- Completed the Commercial Vehicle Information Systems and Networks (CVISN) Program Plan and Top Level Design update and received Federal Motor Carrier Safety Administration (FMCSA) approval.
- 2 civilians completed all federal training required to conduct compliance reviews.
- Cpl. Johnson completed training to become a Compliance Review Instructor; he is also a HAZ/Mat Instructor.
- Radiation Portal at I-26 Eastbound Scales (Dorchester) put into operation.
- 11 officers completed refresher training in Radioactive Inspections (Level VI).
- New Passed Legislation:
 - a. Strobe lights for forestry and sod industry
 - b. Gross weight tolerance forestry and sod industry.
 - c. Positive Drug test database for CDL holders.
- The South Department of Public Safety, STP along with our partners at SC DOT and FMCSA completed the development of a comprehensive strategic highway safety plan, "The Road Map to Safety for the State of SC"
- PrePass electronic clearance installation at the Townsville weigh station on I-85

Bureau of Protective Services (BPS):

- Completed upgrading security equipment at the State Capitol Complex in cooperation with Senate and House Clerks.
- Revamped training program to incorporate VIP and Homeland Security issues, including special executive training programs, such as FBI Command College and National Academy, Executive Leadership Institute and Certified Public Managers (CPM) courses.
- Developed a quarterly training series to meet the basic training needs of field officers.
- Communications/partnering with other law enforcement agencies to augment and assist in planning and implementing operations during special multi-jurisdictional operations.
- Working in conjunction with B&CB to draft plans for Pandemic pharmaceutical distribution and other weapons of mass destruction emergencies.
- Consolidated Special Operations to include the Critical Incident Team, K-9 Operation, Evidence, Victim's Assistance, investigation and training.
- Implemented the Reaching Emergency Responders for South Carolina (REACH-SC) Program for the State House and surrounding facilities for emergency notification via telephone, e-mail and text messaging.
- Along with the Secret Service and SLED, BPS provided security for the Democratic Presidential candidates during the Annual MLK Rally at the State House on January 14, 2008.
- Working with B&CB and other state agencies to enhance security at many state facilities.
- Conducted seven (7) site surveys to examine and enhance the security needs of state facilities. Several were requested by state facilities and three (3) were initiated by BPS for DHEC Facilities and the S. C. Judicial Buildings.
- First-time participates in the 5th and 11th Circuit Law Enforcement Networks to include monthly meetings and other law enforcement initiatives on July 26, 2008.
- Assisted DMV with providing security for the multi-state AAMVA 2008 Region II Conference in Hilton Head Island, S.C. from June 8-11, 2008.
- Participated in the Savannah River Site's benchmark tour of the facility to gain additional knowledge of security techniques and procedures.

Office of Highway Safety (OHS):

- Completed the transfer of the data entry program for SCDMV back to OHS.
- Coordinated the statewide 2007 SC Highway Safety Conference to discuss strategies and solutions to highway safety issues.
- ***Continued work of S.C. Impaired Driving Prevention Council to address DUI issues*** resulting in the passage of a new and stronger DUI bill for the State of South Carolina
- ***Contributed, through the multiple campaign, enforcement and grant project efforts to*** achieving the highest recorded safety belt usage rate ever reached in the State at 79%, according to an observational study conducted by the University of South Carolina
- ***Continued the work of the Statewide Motorcycle Safety Task Force*** including the development of a series of recommendations to improve motorcycle safety in the State based on a Motorcycle Safety Assessment conducted by a NHTSA team in May 2007
- ***Campaigned statewide to promote safety in and around school zones***
- ***Ongoing high-visibility campaigns***, such as “Buckle up, South Carolina. It’s the Law and It’s Enforced,” complementing national “Click It or Ticket” to increase seatbelt use; and “Sober or Slammer!” targeting impaired drivers and complementing the national “Drunk Driving. Over the Limit. Under Arrest.” campaign effort
- ***Conducted a Statewide Highway Safety Conference in Charleston, SC*** which brought together a variety of highway safety stakeholders to discuss key initiatives and to develop solutions to improve highway safety in the State
- ***Continued the development and maintenance of the SC Law Enforcement Network system*** comprised of more than 165 law enforcement agencies in the 16 Judicial Circuits in the State gathering together in their respective Judicial Circuits to address highway safety problems and combine enforcement efforts
- ***Continued ongoing initiatives to inform citizens about the new primary safety belt law*** (effective 12/9/2005) ***and its life-saving potential***, including diversity outreach emphasizing DPS’s stance against differential enforcement
- ***Revived the “Highways or Dieways” commercial series*** by utilizing a previously produced television spot as part of the May 2008 “Buckle up, South Carolina. It’s the Law and It’s Enforced” occupant protection mobilization campaign
- ***Continued motorcycle safety campaigns*** during major bike rallies
- ***Negotiated for millions of dollars in federal funding*** for highway safety programs

Office of Justice Programs (OJP)

- Continual improvement of the Grants Management Information System(GMIS), an internet based grant application system that has replaced paper submissions. The GMIS has resulted in reductions in time and paperwork for county, city, non-profit and state applicants.
- Co-sponsored the SC Statewide Drugs of Abuse Conference. Attended by 400 practitioners, this conference remains the most important venue in the state to address solutions to drug abuse. The conference brought together law enforcement, the medical community and social service workers to work on these common problems.
- The office successfully managed approximately 300 separate grant projects. Several criminal justice and juvenile justice subgrants were selected as national models by the Department of Justice and one was cited in a Report to Congress.

Administrative Offices

- ***OIT implemented several initiatives to improve efficiency and cost effectiveness.*** These initiatives included integrating the Agency’s personnel system with both the Agency’s network authentication system and the Agency’s e-mail system; introducing an application-independent platform for creating reports; reinvigorating the Agency’s

Geographical Information Systems (GIS) efforts; automating the update of client operating systems and office productivity software (eliminating manual intervention); completing the upgrade of the Agency's data connections to a more cost-effective solution; "virtualizing" the Agency's servers which allows multiple server instances to reside on a single hardware device (thus, reducing overall hardware cost while maintaining functional independence between the server instances); and successfully procuring a software solution to support electronic collision reports and electronic citations (this procurement was a joint effort between SCDPS and SCDOT).

HR continues EEO "Balance AAP" reporting system and computerized monitoring of full-time positions resulting in balanced FTEs; positive results from new Grievance Procedure Policy using an employee panel to review grievances from disciplinary actions; enhanced training and workforce planning initiatives aligned with the new DPS Strategic Plan; developed and distributed an Individualized Employee Development Plan (IEDP) which is an employee driven tool for career planning and development; created and issued to each Division a Workbook providing tools for workforce assessment, implementation of knowledge transfer strategies, development of a workforce plan as well as tools for communication and evaluation; trained Division Heads and key workforce planning staff from each Division in the use of the Workbook. HR has worked to reduce % of EPMS documents with "Meets by Default" rating. (See Chart 7.2N)

- *OFS has continued to emphasize enhanced response time resulting in an increase in revenue funding; continued emphasizing training courses required for GFOA certification in accounting; continued early planning and design work for construction of new weigh station on I-95, and a new PrePass facility on I-85, finished the new radiation detection facility in Dorchester County. OFS also started the process of taking over the maintenance responsibilities for its statewide field offices formally covered by the Budget & Control Board.*

3. Key Strategic Goals:

1. **Ensure the Professional Development of Employees**: foster a learning environment; ensure employee development to enhance performance of current job duties and acquire new skills
2. **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
3. **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
4. **Develop Workforce Planning**: enhance ability to attract and keep the most qualified people; improve forecasting and better prepare a pool of new leadership; ensure workforce represents the population it serves

4. **Opportunities**: alternative revenue sources; increased education and awareness of highway and public safety; increased support for law enforcement through media, the public and legislature; enhanced employee recognition; better use of technology; expanded partnerships; workforce planning; increased employee training and development; better methods to assess needs and evaluate effectiveness

Barriers: funding; recruitment/retention; lack of public understanding regarding DPS functions;

keeping up with technology; allocation of limited resources; inadequate training and employee development; lack of system to effectively assess/monitor customer and employee satisfaction

5. The Accountability Report continues to be a valuable resource in providing current data about DPS, including its mission, operations, services, achievements and performance results. The uniform format makes it easy to reference data thereby making the Report useful for management, as well as legislators and citizens. The Report is a good way to document annual accomplishments and challenges in striving for continuous improvement.

Section II – Organizational Profile

1. **DPS enforces speeding/trafficking laws on S. C. roadways, inspects commercial motor vehicles; protects Governor’s residence and State Capitol complex; promotes highway and public safety education; conducts 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 (See Below).*
 - **Highway Patrol:** S. C. motorists; violators; traveling citizens/visitors requiring assistance; public schools; victims & others involved in motor vehicle crashes; other law enforcement
 - **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
 - **Office of Highway Safety:** – law enforcement; K-12 public schools; highway safety advocates; Safe Communities participants; Federal partners (National Highway Traffic Safety Administration [NHTSA], Federal Highway Administration [FHWA], Federal Motor Carrier Safety Administration [FMCSA])
 - **Office of Justice Programs:** sub-grantees (300 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
 - Some requirements are mandated by relevant laws. The Commission on Accreditation for Law Enforcement Agencies (CALEA) standards are required to maintain national accreditation. Like any state agency, making the best use of resources is expected. Enforcement efforts target specific audiences and locations to improve safety. As a first responder, expectations include a quick response, professionalism, competency and compassion. DPS continues contributing to 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/contractors; the legislature; local state and federal law enforcement; volunteers; profit/non-profit business and industry; Research & Development organizations and trade organizations.
5. **Operational locations:** DPS operates in some capacity in 70 locations across the state.
6. **Number of employees:** Classified: 1,516; Unclassified: 4(2 filled,2 vacant)
Temporary: 107; Grant 2.

7. The regulatory environment: Along with the S. C. Budget & Control Board, DPS is guided and regulated by the Comptroller General, State Treasurer, State CIO and General Services. In addition, DPS is a cabinet agency and under the jurisdiction of the Governor. 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):

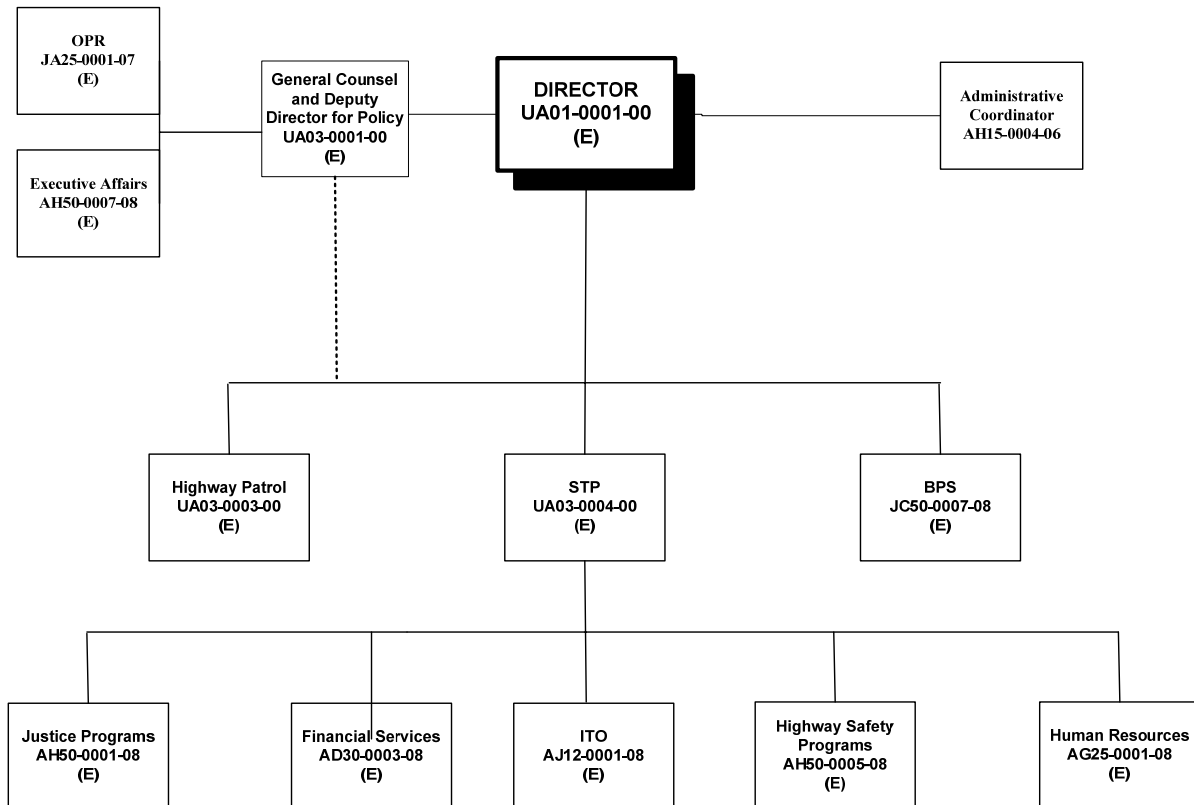
- funding for campaigns/programs to benefit citizens, as well as IT global services/operating costs
- agency-wide project (including IT) coordination
- making use of available technology and maintaining equipment and replacement cycles
- increasing training opportunities for all DPS employees, including executive training for Unit Commanders and mid-level leadership training for commissioned supervisors
- aligning employee classification and compensation
- enhancing recruitment and retention
- branding to enhance public awareness of DPS's distinct functions
- increasing command/control manpower for improved effectiveness and continued community activities (such as C.O.P.S.) and the Compstat Multi-Jurisdictional Program enhancing law enforcement operations in the Greater Columbia area
- demands to provide education on a broader level regarding highway safety, particularly regarding operating on highways around Commercial Motor Vehicles (CMVs)

9. Performance improvement system(s):

The Director emphasizes continuous improvement. Developed after an Agency-wide SWOT analysis, strategic goals continue to guide activities and progress is monitored. Agency-wide coordination of projects, especially IT operations, is a key focus, resulting in enhanced efficiency and effectiveness. Managers use the EPMS, along with regular feedback, to evaluate job performance and identify need for improvement. In addition, the Individualized Employee Development Plan is available to address career planning and development. Tools from the Workforce Planning Workbook can be utilized to identify skill gaps and training needs(See Chart 7.2N). HP uses the Crash Reduction Enforcement Plan (CREP) requiring regular reporting to analyze enforcement activities and campaigns to determine performance. . CREP reports are used to analyze individual Troops' effectiveness. Computer-Aided Dispatch is also used to track patrol activity and ensure efficient use of time. HP also uses its Business Plan portion of the Agency strategic plan to ensure continued performance improvement in HP-specific areas such as Fatality Reduction and Victim Services.

10. DPS Organizational Chart (Pre-June 2008):

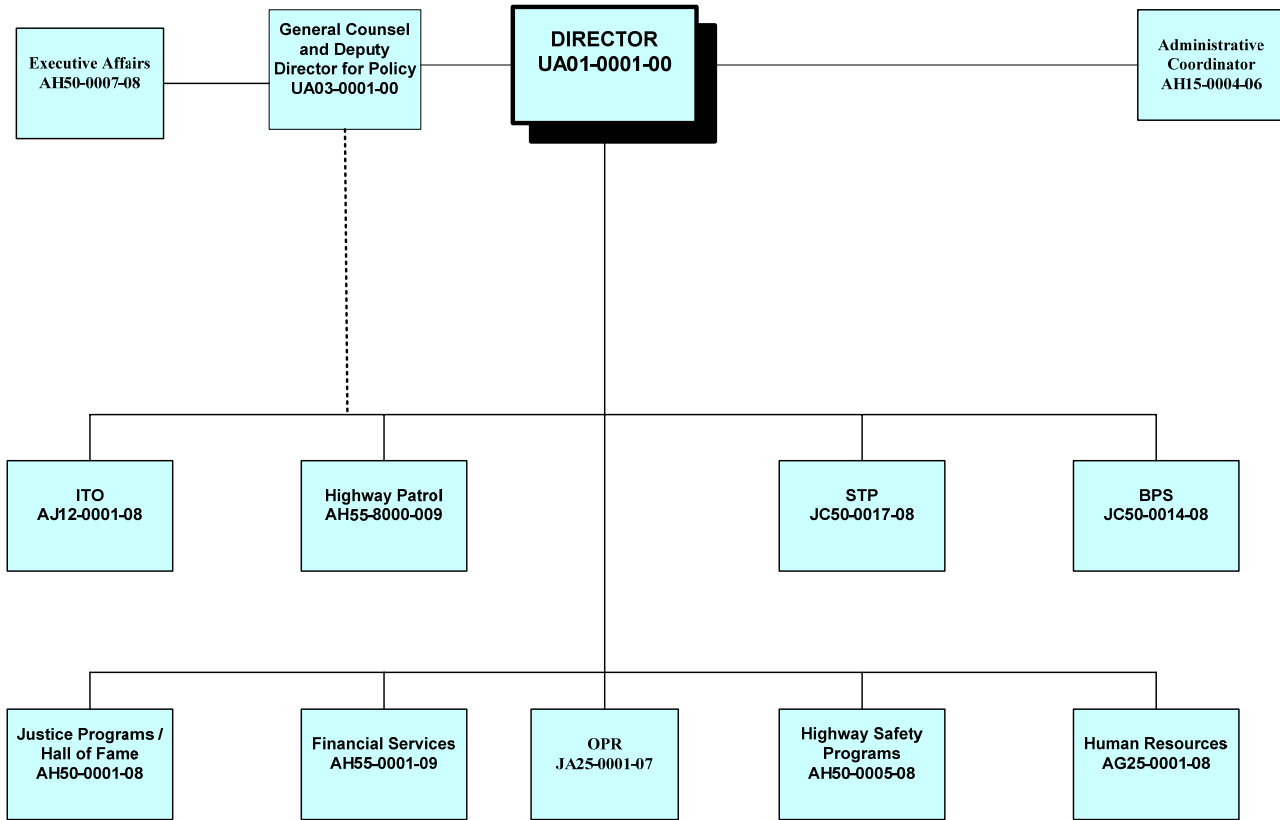
SC DEPARTMENT OF PUBLIC SAFETY



**Note: S.C. Hall of Fame (not shown) remains part of DPS (located on Broad River Road).*

10a. DPS Organizational Chart (as of July 2008)

SC DEPARTMENT OF PUBLIC SAFETY



11. Expenditures/Appropriations Chart:

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 63,738,249	\$ 49,768,645	\$ 63,634,090	\$ 56,544,111	\$ 67,638,314	\$ 56,965,196
Other Operating	\$ 44,317,784	\$ 11,879,668	\$ 44,201,148	\$ 10,587,814	\$ 44,212,621	\$ 7,543,809
Special Items	\$ 2,278,700	\$ -	\$ 2,303,125	\$ 176,754	\$ 2,514,717	\$ 257,317
Permanent Improvements	\$ 2,492,913	\$ -	\$ 257,894	\$ -	\$ -	\$ -
Case Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Distributions to Subdivisions	\$ 14,895,058	\$ -	\$ 15,551,970	\$ -	\$ 18,850,945	\$ -
Fringe Benefits	\$ 22,697,365	\$ 18,243,528	\$ 23,906,591	\$ 21,425,528	\$ 25,313,442	\$ 20,857,593
Non-recurring	\$ -	\$ -		\$ 12,123,595	\$ -	\$ -
Total	\$ 150,420,069	\$ 79,891,841	\$ 149,854,818	\$ 100,857,802	\$ 158,530,039	\$ 85,623,915

Other Expenditures

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills	\$ 5,300,059	\$ -
Capital Reserve Funds	\$ 4,421,226	\$ 1,637,260
Bonds	\$ -	

12. Major Program Areas

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	
01000000	Administrative Operations	State: 6,699,719 Federal: 17,671,298 Other: 3,302,392 Total: 27,673,409 % of Total Budget: 18.4%	State: 6,381,098 Federal: 19,125,232 Other: 3,226,440 Total: 28,732,770 % of Total Budget: 19.2%	
10100000	S.C. Highway Patrol	State: 47,024,577 Federal: 299,264 Other: 19,262,182 Total: 66,586,023 % of Total Budget: 44.3%	State: 55,441,074 Federal: 275,629 Other: 15,539,899 Total: 71,256,602 % of Total Budget: 47.6%	
10300000	S.C. State Transport Police	State: 2,911,579 Federal: 2,279,521 Other: 2,682,771 Total: 7,873,871 % of Total Budget: 5.2%	State: 3,234,630 Federal: 2,413,508 Other: 2,982,287 Total: 8,630,425 % of Total Budget: 5.8%	
10400000	Criminal Justice Academy	State: 149,144 Federal: 872,802 Other: 7,118,084 Total: 8,140,030 % of Total Budget: 5.4%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	
10500000	S.C. Bureau of Protective Services	State: 1,836,772 Federal: 63,737 Other: 1,781,975 Total: 3,682,484 % of Total Budget: 2.4%	State: 2,075,123 Federal: 5,611 Other: 1,797,666 Total: 3,878,400 % of Total Budget: 2.6%	
10500500	The Hunley Project	State: 98,685 Federal: - Other: - Total: 98,685 % of Total Budget: 0.1%	State: 176,754 Federal: - Other: - Total: 176,754 % of Total Budget: 0.1%	
10700000	S.C. Hall of Fame	State: - Federal: - Other: 184,813	State: - Federal: - Other: 203,336	

		Total: 184,813 % of Total Budget: 0.1%	Total: 203,336 % of Total Budget: 0.1%
95050000	S.C. Employer Contributions	State: 18,243,527 Federal: 861,346 Other: 3,592,492 Total: 22,697,365 % of Total Budget: 15.1%	State: 21,425,528 Federal: - Other: 1,532,251 Total: 22,957,779 % of Total Budget: 15.3%
98010000	Increased Enforcement Collections PV73.9	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98070000	Vehicles for New Officers	State: - Federal: - Other: 107,326 Total: 107,326 % of Total Budget: 0.1%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98080000	Vehicles to Replace High Mileage Vehicles	State: - Federal: - Other: 389,528 Total: 389,528 % of Total Budget: 0.3%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98090000	Consolidate Dispatch Offices	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98110000	High Mileage Vehicle Replacement - Increased Enforcement	State: - Federal: - Other: 1,269,191 Total: 1,269,191 % of Total Budget: 0.8%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98120000	Bureau of Protective Services - Operating Expense PV 73.18	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98130000	Hunley Security FY07	State: 22,376 Federal: - Other: -	State: 623 Federal: - Other: -

		Total: 22,376 % of Total Budget: 0.0%	Total: 623 % of Total Budget: 0.0%
98140000	Replace High Mileage Patrol Vehicles FY07	State: 2,852,890 Federal: Other: Total: 2,852,890 % of Total Budget: 1.9%	State: 1,296,353 Federal: Other: Total: 1,296,353 % of Total Budget: 0.9%
98150000	Sumter County Justice Assist Grant FY 07	State: 52,572 Federal: Other: Total: 52,572 % of Total Budget: 0.0%	State: Federal: Other: Total: - % of Total Budget: 0.0%
98160000	New Trooper Vehicles & Equipment FY 07	State: Federal: Other: 3,805,981 Total: 3,805,981 % of Total Budget: 2.5%	State: Federal: Other: 22,104 Total: 22,104 % of Total Budget: 0.0%
98170000	CJA Certification & Registration FY07	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%	State: - Federal: - Other: - Total: - % of Total Budget: 0.0%
98180000	Vehicles FY 07	State: Federal: Other: 118,391 Total: 118,391 % of Total Budget: 0.1%	State: Federal: Other: 11,097 Total: 11,097 % of Total Budget: 0.0%
98190000	High Mileage Parol Car Replacement PV72.105 FY 07	State: Federal: Other: 2,372,221.00 Total: 2,372,221.00 % of Total Budget: 1.6%	State: Federal: Other: 1,604,059.00 Total: 1,604,059.00 % of Total Budget: 1.1%
98200000		State: Federal: Other: Total: - % of Total Budget: 0	State: 3,853,846.00 Federal: Other: Total: 3,853,846.00 % of Total Budget: 2.6%
98210000		State: Federal: Other: Total: -	State: 51,520.00 Federal: Other: Total: 51,520.00

		% of Total Budget: 0.0%	% of Total Budget: 0.0%
98220000		State: Federal: Other: Total: - % of Total Budget: 0.0%	State: 6,206,658.00 Federal: Other: Total: 6,206,658.00 % of Total Budget: 4.1%
98230000		State: Federal: Other: Total: - % of Total Budget: 0.0%	State: 714,597.05 Federal: Other: Total: 714,597.05 % of Total Budget: 0.5%
99000000	Capital Projects	State: Federal: 400,000 Other: 2,092,913 Total: 2,492,913 % of Total Budget: 1.7%	State: Federal: Other: 257,894 Total: 257,894 % of Total Budget: 0.2%
	Summary	State: <u>79,891,841.00</u> Federal: <u>22,447,968.00</u> Other: 48,080,260.00 Total: 150,420,069.00 % of Total Budget: 100.0%	State: <u>100,857,804.71</u> Federal: <u>21,819,980.38</u> Other: 27,177,033.00 Total: 149,854,818.09 % of Total Budget: 100.0%

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance and Social Responsibility

Leadership. The Director heads DPS with a team of Deputy Directors and Administrators. He leads by example and his leadership style continues to promote employee development and empowerment. He regularly recognizes employees and demonstrates a high regard for employees and their contributions.

1.1 How do senior leaders set, deploy and communicate:

- (a) **direction/ organizational priorities?** The *strategic plan sets priorities and direction*; however, *it is flexible with the goal of remaining relevant and realistic*. The Director announced the strategic plan to all employees; he and his team share information through meetings, e-mail and the Intranet. Along with the strategic plan, legislative actions, feedback, and other highway/public safety data provide direction. **Law Enforcement Divisions are directed by the HP Colonel and his Command Staff, the STP Colonel and the Chief of BPS.** Homeland Security/Emergency Preparedness also affect priorities; complexity and urgency determine how goals are set, deployed and communicated. A centralized Project Management Office has helped in coordinating Agency initiatives.
- (b) **performance expectations?** Informal communication and completion of *planning stage and EPMS documents* involve joint efforts between managers and employees. Completing annual reviews, now part of supervisors' success criteria, ensures managers are providing feedback. HR uses *PEWS (Personnel Early Warning System)* to identify employees needing intervention due to performance issues and determine remedial action to help employees perform at optimal levels. HP uses the *Crash Reduction Enforcement Plan (CREP)* reports to analyze data in assessing performance.
- (c) **organizational values?** Organizational values remain at the core of DPS philosophy. Employee development and recognition, safety programs, enforcement/prevention techniques and continuous improvement are aligned with organizational values and play a key part in strategic planning. Divisions also 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; printed displays/signage; staff meetings; marketing efforts and other communication tools.
- (d) **empowerment/innovation?** The Director continues empowering employees and welcomes new ideas. Avenues for feedback are provided. Strategic goals include establishing teams and initiatives to create new and better processes/strategies at all levels to accomplish goals.
- (e) **organizational/employee learning?** Strategic goals focus on training, including the use of available technology, as well as workforce planning. Internal training has been limited; therefore, initiatives are being created to enhance employee development in all locations. Cutting-edge training resources, including web-based training, are being tested to identify how DPS can better meet its training needs and reduce time away from the office and travel expenses incurred with training. The State Agency Training Consortium (SATC) continues to be a valuable resource for special requests. The Office of Information Technology (OIT) is working to re-establish technical training, including law enforcement applications to increase productivity, efficiency and accuracy. [In FY 2008, HP sent 31 corporals to first line supervisory training, 17 sergeants to mid-level management training, and 2 lieutenants to executive managers training at the SCCJA. HP also sent 5 supervisors to professional courses of study; one sergeant and one lieutenant attended North Carolina State University's Certified Administrative Officer Management Program; two captains graduated the SC Budget and Control Board's Public Managers Program, and one captain attended the FBI Academy's course of study for law enforcement leaders.](#)

(f) **ethical behavior?** Employees receive the Ethics Policy, which is displayed in all offices. The Office of Professional Responsibility's hotline allows anonymous reporting of any unethical conduct by employees, vendors or others. The EEO/Affirmative Action direct line allows employees to report violations and questionable behavior. Managers create a climate where integrity and honesty are valued and expected. During FY 08, all troopers attended a mandatory Ethics course during in-service. HP Core Values of Selfless Service, Integrity, and Responsibility are posted prominently throughout HP locations. They are emphasized throughout the hiring and training process to instill their importance.

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

- *Partnering with local, state and national groups* serves to address issues and educate citizens. HP uses troopers in its Office of Community Relations to promote a focus on public education and community involvement. Community Resource Officers serve as media spokespersons for the division as well as safety educators in schools, churches, and other community organizations. They hold public forums and educational events to address relevant safety issues throughout the state. The HP Command Staff holds press conferences during peak travel holidays to ensure that the public is educated about unique hazards and enforcement plans. The HP Victim Services Office is another avenue used to communicate and meet customer needs. The HP Command Staff's involvement in this and other programs, such as *DPS Families of Highway Fatalities*, reinforce the goal of improving highway safety. *DPS provides hands-on assistance to industry, drivers, sub-grantees and others. A State House Security Committee* works to improve security at the State House complex, and communication with legislators and other agencies facilitate **feedback concerning security improvements**. *Education/safety campaigns* ensure stakeholders are well informed. Various forums, such as major conferences, enable DPS to keep current and benchmark best practices. Both CALEA (Commission on Accreditation for Law Enforcement Agencies) and Malcolm Baldrige criteria, followed by DPS, are customer driven. OIT's technical support center fields technical requests and monitors work to ensure internal customer service is improving. *Technical advancements and integration of processes are enhancing communication and service to external and internal customers.*

1.3 How does DPS address impact on public of programs/services/facilities/operations/risks?

- **OHS Statistical Analysis Center** generates data to assess if campaigns and countermeasures positively impact highway safety. **HP conducts safety initiatives and HP's web site fosters participation.** *Computer Aided Dispatch (CAD)* allows accurate, detailed data collection and retention so troopers are aware of driver/vehicle history during traffic stops. Results from grant-funded initiatives 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 needs and analyzes *the Annual Commercial Vehicle Safety Plan* (performance-based incorporating risk management) and *CMV Collision Fact Book* comprising CMV crash statistics. **BPS compiles data through site surveys to identify security needs.** **OJP** is subject to review and audit at state and federal levels. Social, demographic and economic trends are compared to incident and arrest data to determine correlation of grant programs to areas of greatest need. **Human Resources (HR)** uses PEWS (Personnel Early Warning System) to identify employees involved in multiple incidents **for corrective active.** **HR also mandates that employees and supervisors receive training in ethics and harassment/discrimination prevention in the work environment.** The Department also offers a "How are we doing?" survey on its Internet website to allow the public to comment in order to assess the impact of services provided to the public. In addition, the Department regularly publishes statistical indicators available to the public and other stakeholders to assist in identifying public safety trends. **Office of Financial Services**

(OFS) 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?

- Along with following B&CB guidelines, legislative mandates, DPS policies and CALEA requirements (monitored by General Counsel), reporting structure promotes accountability. CAD records/stores HP activity, ensuring efficient use of time by troopers. HP tracks legal issues assisted by General Counsel, the HP Training Unit, and the Strategic Planning Unit legislative liaison. DPS maintains a solid fiscal reputation and goes through an annual independent financial audit. Grant operations are subject to audits by federal and state regulatory agencies. OIT reviews and approves technical purchases to ensure compliance and IT Plans are submitted for purchases over \$50,000. OIT processes the transfer and surplus of technical equipment to include the secure removal of all data prior to disposal. OIT instituted a consultation form to accompany every IT purchase request.

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

- Highway safety stats; enforcement activity; customer satisfaction data; strategic planning progress reports; financial reports; data tracked by Office of Professional Responsibility; compensation studies; quarterly EEO manual (to analyze workforce components and identify underutilized groups); national law enforcement benchmarks; Crash Reduction and Enforcement Planning; Computer Aided Dispatch; Personnel Early Warning System; exit interviews; performance measures tracked for the Commercial Vehicle Safety Plan

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

Tools, such as the Intranet, have improved communication and feedback. Core values are promoted from the top and involvement is encouraged at all levels—resulting in a more unified Agency. The new exit interview form helps identify problem trends, especially among supervisory staff. Strength, Weaknesses, Opportunities and Threats (S.W.O.T.) analyses are used in planning. Crash Reduction Enforcement Plan (CREP) reports help analyze a trooper's effectiveness in crash reduction and provide feedback. Activities, such as Families of Highway Fatalities, the Traffic Victims Memorial Service, Service of Remembrance, and Office of Community Relations initiatives demonstrate the HP Command Staff's commitment to organizational values. The STP Advisory Council encourages officer feedback and shares information. BPS employee surveys identify concerns and recognize commendations. Leadership training for all managers has become a major focus throughout DPS. The Director regularly recognizes employee contributions and service.

1.7 Promotion of succession planning and development of future organizational leaders?

- A key strategic goal is workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders. [Tools provided in Workforce Planning Workbook assist in identifying and developing the skills of candidates for leadership positions and the Individualized Employee Development Plan provides a means for every employee to develop a detailed training and development plan for career development.](#) Training initiatives will include opportunities to acquire new skills. Mentoring and cross-training have begun in some divisions, including OIT, allowing managers to better assess training needs and develop employees for leadership roles. BPS uses employee surveys to identify concerns and suggested recommendations. Specialized training, such as the F.B.I. Command College and other leadership programs, are available to highly motivated officers. (See Chart 7.2L)

1.8 Environment for performance improvement/achievement of strategic objectives/innovation?

- Senior leaders strive to involve employees at all levels in planning and problem solving. Emphasis is placed on informing employees about policies/changes and better equipping them to do their jobs, as well as making them more accountable. Quarterly recognition ceremonies, training opportunities, and law enforcement competitions provide avenues for additional recognition. Individual encouragement and support are part of the management philosophy. Every attempt is made to acknowledge initiative and innovation. Individuals and units are more involved than ever in meeting agency goals, and employees are rewarded for recommendations resulting in cost savings and/or increased efficiency.

1.9 How do senior leaders support/strengthen and contribute to communities: Highly visible, DPS is involved across the state. Senior leaders support and actively participate in activities.

- | | |
|--|--|
| --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 | --Special Olympics |
| --Habitat for Humanity | --Community Health Charities |
| --Public Information Phone System | --Muscular Dystrophy Campaign |
| --March of Dimes Walk America | --American Cancer Society Relay for Life |
| --School Bus Safety Initiative | --Adopt-a-School |
| --Education Program for Civic Groups | --CRO/PIO |
| --Victims 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 (military children) |
| --Public outreach programs | --Community and neighboring sporting events |
| --Annual Trooper Toy Trot | --Families of Highway Fatalities Blood Drive |
- Assisted with local services for fallen law enforcement officers
- Provided and staffed Motorcycle Safety displays and booths for Harley Davidson Week in Myrtle Beach and Urban Bike Fest in Atlantic Beach.
- Continued participation in a Motorcycle Safety Taskforce made up of various motorcycle associations.
- Nathan Wolfe Cadet Academy at SCCJA
- Black Expo in Columbia
- Minority Affairs Conference
- Hispanic Conference
- Presentations of “Stewardship of the Car” program for churches and youth groups.
- Trooper Treats: visits with children in hospitals and youth homes during October.
- Children’s Health and Safety Fair
- Joint Harvest Hope Food Bank food drive with DMV and CSC
- Summer Transportation Institute
- Traffic Victims Memorial Service
- Minority Outreach programs
- Safety Literature and Information Distribution at Welcome Center and Rest Area Events during holiday travel times

Category 2 - Strategic Planning

2.1 What is your strategic planning process, including key participants: The initial step was a two-day retreat for the Director and his management team. Training and comprehensive

internal and external S.W.O.T. analyses were facilitated by USC consultants for the Director, the management team and key staff. Two DPS employees were assigned the role of Strategic Planning coordinators (reporting to the Director). A division liaison represented each division.

- (a) *Your organizational strengths, weaknesses, opportunities, threats:* From S.W.O.T. results, four Agency-wide strategic goals were established. Under each strategic goal, objectives and measures were created. The four strategic issues (Strategic Planning Chart) comprise the areas of focus for DPS for the next three to five years. Division liaisons facilitated completion of divisional plans to address broad goals by creating strategies and action plans and establishing appropriate division-specific goals. For example, HP's division goals relate to (1) Victims Services and (2) the Collision Reduction Enforcement Plan (CREP).
- (b) *Financial, regulatory, societal and other potential risks:* Ongoing challenges affect the Agency's capacity to meet critical needs and expectations. Keen awareness of public safety risks drives DPS to work aggressively to improve education, prevention and enforcement. Collision statistics, DUI and age-specific data, as well as seat belt usage, are among factors analyzed. Exploring funding options is essential to meet mounting demands resulting from increasing population, roadways, travel, numbers of drivers and vehicles. Homeland Security and Emergency Preparedness involve critical risk factors. Therefore, supporting appropriate legislation and ensuring accurate, timely data is communicated to legislators and key decision makers remains key in impacting what DPS can accomplish.
- (c) *Shifts in technology or the regulatory environment:* DPS continually assesses changing technology and the regulatory environment affecting funding and programs. The Agency is still actively involved in the design and implementation of the State's new financial management system. OIT is continuing its efforts in upgrading its existing applications to the newest software development platform in an effort to reduce support and maintenance costs. OIT is continuing its efforts to introduce a content management solution for the Agency's internal and external websites that will facilitate the various program areas with publishing their own information without the necessary intervention of OIT staff. OIT, in conjunction with DPS' law enforcement divisions, has researched the requirements for ruggedized and semi-ruggedized laptops in anticipation of electronic reporting from the vehicles.
- (d) *Human resource capabilities and needs:* A core value of the Agency is that employees and their contributions are valued. Challenges remain to recruit/retain qualified personnel, enhance training and acquire methods to transfer knowledge. Strategic goals are focused on developing initiatives and programs to address these issues, as well as the unique and changing needs of today's workforce. The Workforce Planning Initiative, along with the Individualized Employee Development Plan (both described in section I, number 1, as Achievements), are expected to provide great benefit in recruiting, developing and retaining qualified employees through employee career development, identification of skills gaps, offering training, application of knowledge transfer skills and succession planning. HP Support Services has partnered with OIT to provide a web-based training service for HP—providing local access to training, ultimately decreasing the time troopers are away from their Post and reducing travel expenses.
- (e) *Opportunities/barriers 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. Establishing a successful method of “branding” to increase the public's understanding of DPS and its distinct functions is now a strategic goal.

Efforts continue in reorganization of the IT area to increase communication, efficiency and effectiveness. Training & Development and Workforce Planning (including recruitment and retention) are key strategic issues for the Agency as it moves forward. The development of leadership programs for law enforcement and the continued success of the State Agency Training Consortium provide valuable resources.

- (f) *Business continuity in emergencies*: As a first responder, key employees now have cell phones and 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 (two co-facilitators) oversees the strategic planning process, trains and informs management and liaisons, and develops reports for the Director. Division Liaisons assist in facilitating strategic planning at the Division level and are responsible for ensuring staff members are informed of their roles regarding strategic planning.

2.2 and 2.3 What are your key strategic objectives?

Strategic Planning

Agency-wide Critical Issues and Overarching Goals	Strategic Planning Objectives related to each Strategic Goal	Key Agency Action Plan/Initiative(s) related to Strategic Goals and Objectives	Key Cross Ref. For Performance Measures*
<p><u>Critical Issue #1: The Professional Development of DPS Employees</u></p> <p>Goals:</p> <p>1. Every employee is afforded continued professional development/training opportunities</p> <p>2. Training is provided to enhance skills to perform current duties</p> <p>3. Training is provided to develop new skills for enhancement</p>	<p><u>Objectives</u></p> <p>Goal 1: 1. 100% compliance for EPMS planning stage documents to include career goals and training objectives 2. Implement Agency-wide training plan</p> <p>Goal 2: 1. All employees receive job-related training 2. Reduction in job performance problems related to training</p> <p>Goal 3: 1. Non-law enforcement job vacancies filled by internal applicants increase by 5 percentage points</p>	<p><u>Strategies/Activities</u></p> <p>Goal 1.1 --Communicate compliance requirements to managers/supervisors</p> <p>Goal 1.2 --Collaboration of key staff to determine required competencies and training needs --Establish training plan for career or job tracks</p> <p>Goal 2.1 --Conduct appropriate training needs surveys --Solicit input from managers in identifying needs</p> <p>Goal 2.2 --Analyze disciplinary actions related to training --Address/remedy training needs related to job performance</p> <p>Goal 3.1 --Expand career progression opportunities and training to acquire new job skills/knowledge</p>	

<p><u>Critical Issue #2:</u> The Appropriate Use of Technology</p> <p>Goals:</p> <p>1. Technology is appropriate and sufficient to support the DPS mission.</p> <p>2. OIT and DPS employees are appropriately trained to use this technology to support the mission.</p> <p>3. Technology is continually renewed and training is sustained.</p>	<p><u>Objectives</u></p> <p>Goal 1: 1. Negative feedback regarding IT will not exceed 3% of feedback received.</p> <p>Goal 2: 1. The Agency-wide training plan will include a technical skills component for all job tracks. 2. The technical skills component of the training plan will be scheduled for implementation by January 2008.</p> <p>Goal 3: 1. IT equipment & systems will not be used beyond 3% of scheduled lifecycle by December 2009. 2. Technical training does not fall behind schedule by more than 6 months by December 2010. 3. Decrease percentage of Help Desk calls associated with user incompetence by December 2010.</p>	<p><u>Strategies/Activities</u></p> <p>Goal 1.1 --Analyze feedback gathered using committees, surveys, and other means targeted to the internal and external user and customer communities</p> <p>Goal 2.1 --Identify competencies and establish IT skills and training required for all positions and job classifications</p> <p>Goal 2.2 --Establish Agency-wide collaboration to coordinate training initiatives</p> <p>Goal 3.1 --Establish and adhere to schedules for technology lifecycle management</p> <p>Goal 3.2 --Establish and adhere to personnel training schedules</p> <p>Goal 3.3 --Adhere to established technical training in the Agency-wide training plan --Identify and develop techniques to decrease problems associated with user competency and/or compliance with IT protocol</p>	
<p><u>Critical Issue #3:</u> Establish a Coherent Identity for DPS</p> <p>Goals:</p> <p>1. A brand that immediately calls DPS to mind.</p> <p>2. A brand where the public understands the mission and components of DPS.</p> <p>3. A brand that educates the public in understanding that DPS is different from other agencies.</p>	<p><u>Objectives</u></p> <p>Goal 1: 1. Establish a baseline of citizens who accurately identify DPS.</p> <p>Goal 2: 1. Establish a baseline of citizens' understanding of DPS with a 70% affirmative understanding by June 2008.</p> <p>Goal 3: 1. Establish a baseline of citizens' understanding of how DPS differs from other agencies.</p>	<p><u>Strategies/Activities</u></p> <p>Goal 1.1 --Conduct citizen surveys --Establish methods to make the SCDPS logo more visible</p> <p>Goal 2.1 --Analyze citizen surveys --Ensure DPS Mission is visible on all official correspondence and documents --Add/modify signage in all locations to adequately establish DPS identity</p> <p>Goal 3.3 --Analyze citizen surveys and other tools to assess citizen understanding --Market a DPS motto or slogan through a broad advertising campaign</p>	

<u>Critical Issue #4: Workforce Planning</u>	<u>Objectives</u>	<u>Activities</u>
<p>Goals:</p> <p>1. The ability to attract and keep the most qualified people.</p> <p>2. A better prepared pool of new leadership.</p> <p>3. The ability to forecast staffing needs.</p> <p>4. To have a diverse workforce.</p>	<p>Goal 1: 1. Decrease turnover rate by 10 percentage points by July 2008.</p> <p>Goal 2: 1. By December 2009, all supervisory staff will complete the leadership training outlined in the Agency training plan, as well as annual follow-up training. 2. Provide new supervisory training for employees aspiring to become supervisors by 2009. 3. Established methods are used by all divisions to successfully transfer knowledge.</p> <p>Goal 3: 1. Establish an effective method(s) to forecast staffing needs by December 2008.</p> <p>Goal 4: 1. Increase level of goal attainment for Agency's Affirmative Action Plan from 81.3% to 82% by December 2008.</p>	<p>Goal 1.1 --Examine and increase retention incentives --Increase visibility in the job market to attract more and better qualified applicants</p> <p>Goal 2.1 --Facilitate training of supervisory staff in leadership training outlined in DPS training plan --Establish annual follow-up training</p> <p>Goal 2.2 --Facilitate new supervisor training program</p> <p>Goal 2.3 --Create SOPs, desk manuals, and other methods to transfer employee knowledge and expertise</p> <p>Goal 3.1 --Develop reliable data and systems to forecast DPS staffing needs</p> <p>Goal 4.4 --Expand action-oriented Affirmative Action Plan strategies --Further involve law enforcement recruitment officers in implementation</p>

*Key Cross References refer 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/track action plans for strategic objectives (include resource allocation).

- Action plans developed by divisions to accomplish DPS strategic goals are documented and progress is reported to the Director. A Goal Tender with relevant expertise, assigned to each of the four strategic issues, reviews progress reports to ensure they are on target. The Strategic Plan is posted on the Intranet. The Accountability Report also reports accomplishments and other related data provided by the DPS Strategic Plan.
- Law enforcement uses task assignments, communication from Command Staff, a research database and tracking system to monitor strategic activities; evaluation and after-action reviews are also used to ensure performance. To help manage efforts of field personnel, two Majors (reporting to the Lt. Col.) serve as liaisons between headquarters and field staff to enhance efficiency, accountability and communication. A class taught by a command staff member educates subordinates in 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. CREP analysis data identifies problems and the Impact Analysis Report provides a means to measure program success. A myriad of public/highway safety statistics and related data supports proposals for staffing and additional funding.

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

- As previously discussed, strategic planning involves a Strategic Planning Committee and Division Liaisons who 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 are used to create progress reports. The budget process requires a breakdown by priority of operating and personal services needs. The Budget Office, along with the 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 include detailed action plans tracked by the responsible individual(s) and facilitated by Liaisons and the Strategic Planning Committee. Plans remain flexible and are assessed 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. Because DPS is a distinct law enforcement agency, separated from DMV and now CJA, a key strategic goal 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

Category 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/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 DPS’s mission—serving citizens and other customers through protection, education and enforcement.

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

- A comprehensive S.W.O.T. analysis conducted as part of the strategic planning process was significant in determining challenges and expectations. Evaluating inquiries and feedback, including Exit Interview forms, helps identify internal problems, as well as what is done well. Monitoring e-mails, faxes, phone calls and comments on the web site helps maintain rapport with customers. Collaborative partnerships with local, regional and national groups, enables DPS to keep abreast of changing needs and expectations. A HP Law Enforcement Network Coordinator is assigned to OHS to partner with law enforcement agencies to identify and combat problems in judicial circuits; and a HP officer serves as liaison between HP, OHS and local law enforcement agencies. The Department [actively participates in The International Associations of Chiefs of Police, State, Provincial Police Planning Officers Section and the State and Provincial Police Academy Directors Section](#). These sections provide valuable opportunities for information sharing between the states.

3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

- [Contact numbers for HP Headquarters, regional troop headquarters and post offices are listed in phone books and easily located on the division’s website. The HP website offers customers a variety of information and contact options. Email and telephone contact information for each region’s Community Relations Officer is also featured on the division’s website. The HP website enables customers to conduct business by posting the following information: DMV Accident Report Information, SCHP Wrecker Regulations, Driving Tips, the SC Seatbelt Law, a Frequently Asked Questions page, and other relevant information.](#)

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

- Customer/stakeholder (including the legislature) feedback continues to be a primary source of measuring satisfaction; e.g., reduction or increase in complaints. Audits provide guidance in improving processes affecting customer service. Highway safety data is used to plan proactive measures, thereby, boosting public confidence. Collaborations continue promoting interaction and educational programs provide increased awareness, as well as dialogue. Troopers are involved in their communities, and Community Relations Officers are excellent sources of customer feedback. STP uses CMV safety inspection/incident data to track and evaluate activity related to satisfaction. Public relations activities and citizen surveys provide additional avenues for feedback. BPS measures customer satisfaction by contract renewals, and citizen’s complaints. Commendations and letters of appreciation reinforce professionalism and exemplary service. [OHS also uses workshop evaluations and survey results to determine customer satisfaction. Highway safety data is also used to plan proactive measures, thereby boosting public confidence.](#) Along with assessing inquiries, OJP’s in-person monitoring of all 350 projects in the field, workshop evaluations and quarterly reports helps quantify customer satisfaction.

- Administrative Offices use audits and process reviews to enhance satisfaction (e.g., reducing response time). OFS identified processes that, if automated, would improve performance and expedite service delivery. Training evaluations, exit interviews, grievances/complaints and turnover/retention issues provide HR data in deciding how to best use resources to improve services. [Managers and Supervisors also have access to workforce planning tools and strategies through the Workforce Planning and Performance Management Workbook as well as consultations with Workforce Planning staff in HR.](#) OIT's contact with employees encourages a proactive approach in identifying problems. B&CB presented web-based applications allowing enhanced user capabilities, including better monitoring of work requests, inventory and billing activity.

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 shown by officers and actions of the CRO and Victim's Advocate go far to build public confidence. HP has voluntary contact with other law enforcement organizations during hurricane evacuation exercises, safety campaigns and other collaborative activities—improving communication and relationships. Ongoing contact with emergency management officials ensures effective solutions to natural disaster scenarios. Rapport is 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. [HP hosts an annual Children's Health and Safety Fair, multiple child safety seat checks per year, and public forums to address relevant driver safety issues in various regions throughout the state. HP is directly involved in the annual DPS Traffic Victims Memorial Service as well as DPS Families of Highway Fatalities \(FHF\). Law Enforcement Networks are comprised within the 16 Judicial Circuits. Creating partnerships among law enforcement agencies is supportive of Highway Safety initiatives.](#) DPS Families of Highway Fatalities (FHF) provides resources for families who lost a love one(s) in motor vehicle-related collisions. Its goal is to provide peer support for grieving families, facilitate forums and opportunities for grieving families to provide support for one another, prevent further highway fatalities through education and information to diligently work alongside law enforcement, first responders and government officials to mold public policy regarding highway safety and surviving family members' rights. The HP Victim Advocate's provides crisis intervention and support services to the victims of crime. The Victim Advocate also provides educational material to law enforcement staff and the community in response to criminal victimization.
- Partnering with local, state and federal agencies, **STP** is part of the Motor Carrier Advisory Committee promoting communication among STP, the trucking industry and business community to keep current and proactive.
- [David Findlay is a member of: The International Registration Plan \(IRP\), Inc. Board of Directors, AAMVA Driver Standing Committee, AAMVA Credentials Data and Enforcement Access \(CDEA\) Task Force, National Conference of State Transportation Specialists Executive Committee, and the SC Traffic Records Coordinating Committee \(TRCC\) Working Group.](#)
- [Major Nick Moore, Captain Rick Shell, Sgt. Don Rhodes and David Findlay are members of the SC Trucking Industry Task Force.](#)
- [L/Cpl. E. Parnell represents STP on the FMCSA Motor coach Technical Assistance Group \(TAG\).](#)
- [Lt. BL Bailey represents STP on the CVSA Training Committee and is a Part A and PVI Instructor.](#)

- Cpl. TB Jacobs represents STP on the CVSA RAM sub-committee and is a Level VI Instructor.
- STP is active in the American Assoc. of Motor Vehicle Safety Alliance. These organizations foster networking across the country, as well as Canada and Mexico. STP also designs and teaches classes in CMV Enforcement to other state/local agencies.
- By ensuring professional security and law enforcement 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, to meet with customers and assess how their security might be improved, thus strengthening relations and taking a proactive approach to providing a vital service.
- Along with conducting safety campaigns, **OHS** partners with law enforcement, government, business and medical community to promote education and awareness in striving to reduce traffic-related deaths and injuries. The DPS 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 local governments, law enforcement agencies and victims of crime agencies through our administration of grant funds. The office provides technical assistance on a regular basis, much of which is in the field, regarding program improvements, paperwork reduction and grant writing. Staff are viewed as subject experts and have up to 1,000 face to face contacts per year with customers and stakeholders. Input on funding priorities and state strategies are solicited via website, by letter and at workshops.
- 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.

4. Measurement, Analysis and Knowledge Management

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

- Key measures/activities related to the DPS mission and strategic goals are tracked to assess performance. National benchmarks, such as the National Highway Traffic Safety Administration, provide data regarding critical indicators (e.g., Mileage Death Rate - Chart 7.2A), to assess law enforcement performance. Analyses continue through tracking data to ensure high crash areas are recognized. STP uses a Size & Weight Enforcement Plan and the CVSP (Commercial Vehicle Safety Plan) to track operational performance. Other vital statistics related to collisions, fatality/injury rates, geographic comparisons, etc., are studied to analyze trends and identify problems (See Charts 7.2A to 7.2E). HP's R&D Unit test and monitor equipment to ensure optimal financial performance.

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 impact decision making. 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 helps measure program success—providing valuable data to make decisions. It also provides an effective way to manage crash enforcement data. Each division tracks and monitors relevant information which is ultimately used in making various decisions, as well as supplying current data for reporting, such as the Accountability Report.

4.3 What are your key measures, how do you review & 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. 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. HP conducts various cost analyses before programs/initiatives are enacted or equipment is purchased. Thorough research and testing are conducted to provide measurable data to adequately allocate resources to the operating budget. Comparison data are measured to determine the impact of enforcement efforts. This is compiled in the Impact Analysis Report from all troop regions.
- Admin Offices: HR uses law enforcement termination analysis to identify why an officer leaves. [Tools for measurement, recruitment and retention can also be found in the Workforce Planning and Performance Management Workbook that has been widely distributed throughout the Agency.](#) A tracking system monitors the applicant status by job code and vacancy thereby reducing administrative/processing time. EEO reports monitor

underutilized groups, and compensation studies compare salaries of minorities vs. non-minorities, males vs. 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 and reports. Data collected by HP's R&D and Strategic Planning Units assist in decision making and planning. Data collected by Computer Aided Dispatch is used to balance workload among troopers. CROs use crash data to determine communities where education campaigns may help decrease collision and fatality rates. STP uses its SafetyNet database and crash reporting system to identify trends, problem areas and resource allocation. OHS 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. 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, and traffic safety advocates striving to improve highway safety. This data is used to develop safety campaigns, such as those aimed at seatbelt usage and driving under the influence (Chart 7.2C - example of this data collection.) Having the data entry process housed within OHS allows for closer monitoring of data quality, integrity and timeliness. Since receiving this function back from SCDMV there have been no backlogs. Business rules that assess and identify data errors and inconsistencies are continually formulated. Proper changes or fixes are identified and implemented in a timely manner.
- Troopers enter data daily through the HP Console. It 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. BPS is using a Training Assessment Committee to evaluate additional training needs and demands. 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 and the personnel allocation model is adjusted regularly to account for changes in manpower levels.
- B&CB's OHR and other Offices perform salary studies, assess EEO and other indicators. This data provides state, regional and national comparisons. HR has established policies and 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. Promotion decisions are based on equal employment principles by imposing valid criteria. Personnel actions, such as compensation, transfers, benefits, layoffs and training, are administered without discrimination.

4.7 How do you collect/maintain org/employee knowledge & identify/share best practices?

- A key strategic goal is Workforce Planning, and the Agency is involved with initiatives to train and better prepare employees in the development of effective methods to transfer and maintain knowledge, as well as identify best practices. HP compares salaries and studies retention and crash data. HP, STP and BPS assess workloads and address supervisors' feedback to identify training needs. HP conducts manpower assessments and has developed a personnel allocation model to ensure proper supervisor-to-subordinate ratios, and periodically analyzes the workforce to forecast possible retirements and terminations as well as future staffing needs. Data from state and national sources are maintained. HP identifies and shares best practices through regular communication with and participation in the International Association of Chiefs of Police, State and Provincial Police Planning and Academy Directors Sections. These sections allow Planning and Academy personnel to collaborate and share best practices nation-wide. 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. OIT continues IT documentation, informal knowledge transfer, and establishment of a knowledge database from work orders and problem solving. 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. Workforce Focus

- 5.1 How does management organize and measure work to enable your workforce to:
- a) develop their full potential, aligned with agency's objectives, strategies, and action plans.
 - b) promote cooperation, initiative, empowerment, teamwork, innovation, and organizational culture.
- The Director has continued to emphasize the need for training, particularly in law enforcement leadership and supervisory skills. Career paths are established for law enforcement and telecommunications officers. 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 the exchange of questions/ideas from troopers to the Colonel. Distribution of the DPS Strategic Plan pamphlet to all employees enhanced involvement in and commitment to agency and division goals.
 - Employees are encouraged to explore their knowledge, skills and abilities by utilizing provided career assessment tools and by completing an Employee Development Plan (EDP) annually. The EDP is completed by the employee with input from Supervisors, Coaches and/or Mentors who assist is assuring that the employees' develop goals are in line with Agency's Strategic Plan, the goals, objectives and action plans. It is evaluated annually along with the Employee Performance Management System (EPMS).
 - Enhanced internal communication 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 achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples.
- Employees participate in *Community of Practice* meetings such as the SC Workforce Champions or the Troopers Association in order to learn and share with co-workers the best practice models being used in agencies across the State(s).
 - Multi-disciplinary task forces and committees, such as the Training Advisory Committee, are formed with a staff representative from all interested Divisions. The cooperative effort of staff members from different Divisions working toward a common goal increases the knowledge base of the participants and their skill as a member of a team. Information can then be shared by way of the Division representative thus enhancing communication.
 - HP Training ensures that all troopers are able to perform their duties at the highest standards by providing uniform, standardized training to all troopers. All troopers attend annual in-service where they are educated on best practices for new trends facing law enforcement. Online training is used to decrease travel time for troopers while still distributing vital training updates.
 - Incident Command System is used during emergency responses to ensure proper chain of command, inter-agency communication, and an integrated and effective response effort. The HP Command Staff holds regular meetings to share information and the results of

various enforcement initiatives being implemented in different areas of the state. An executive summary of the division's strategic plan progress report is submitted to the HP Colonel and Lt. Colonel following each reporting period to communicate the progress being made toward strategic goals and obstacles to achieving their success.

5.3 How does management recruit, hire, place and retain new employees? Describe any barriers encountered.

- Management recruits, hires, places, and retains new employees by providing flexible hours and scheduling; offering challenging positions; offering tuition reimbursement and other personal growth opportunities; implementing employee recognition programs; and developing career paths for career progression. However, the agency also faces many barriers. One of our biggest challenges lies in the public's general misunderstanding about the image of law enforcement officers. It is an arduous task to overcome a negative reputation when recruiting new officers and support personnel.
- Competition from other criminal justice agencies is also problematic since DPS law enforcement salary and benefits are not competitive and there is limited opportunity for career advancement. Our studies indicate that two of the primary reasons employees leave the agency are for a salary increase and for career advancement. As a result, DPS often loses new employees quickly to other law enforcement agencies once the employee has obtained experience and training.
- Finding qualified candidates is quite a challenge as well. Few college students want to enter a career in law enforcement after college. Agency budget restrictions make attracting college graduates even more challenging. Many of the candidates who do apply present with poor credit histories and even criminal histories.
- Most young adults beginning a career today are extremely technologically savvy and expect an employer to provide up to date technological tools to assist them in their jobs. Unfortunately, budget restrictions make that a difficult task. New employees are often disappointed and report feeling that they have not been provided adequate tools to perform their jobs.
- HP's Workforce Planning Unit, which includes polygraph personnel, one full-time recruiter, and employment processing personnel, is dedicated to recruiting and hiring the highest quality candidates for employment.
- HP began the development of a Regional Recruiting Team in January 2008. The Regional Recruiting Team was established to increase the recruiting presence throughout the state and provide support for the state recruiter. The team is composed of ten troopers who remain in their assigned region and patrol as usual. However, they are trained in effective recruiting tactics and strategies, equipped with recruiting and application literature, and devote two days per month exclusively to recruiting. In addition to their regular patrol duties, Regional Recruiters' responsibilities include:
 - Identifying and actively recruiting quality individuals to join the ranks of the Highway Patrol;
 - Contacting prospective applicants from the online Trooper Referral page;
 - Serving as a local point of contact for applicants; and
 - Serving as a mentor throughout the hiring process.
- Among the keys to employee retention within the division are providing a thorough explanation of the duties and expectations of HP troopers, continuous professional

development opportunities, various specialized units, and a career path for non-supervisory ranks.

- HP Command Staff is dedicated to the professional development of all employees, encouraging continuous training and education. Professional development is overseen by the HP Training Unit. HP Training develops, coordinates and schedules all training for troopers including Basic, In-service, Tactical, Supervisory, Managerial, and other Specialized Training. The unit also consistently researches new trends in law enforcement and updates their training curricula accordingly to meet the changing needs and demands of the law enforcement environment. HP Training identifies, recommends and facilitates appropriate outside training and educational opportunities to employees as well.

5.4 How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?

- Workforce capability and capacity needs are addressed through ongoing reports and queries from the Human Resources Information System and Balance AAP System. These two systems generate information on each employee, such as location, age, gender, ethnicity, length of service, title, grade, education, job class, etc. Ongoing reports ensure that any deficiencies are addressed as soon as possible and that staffing levels are adequate to address all work processes needed to provide routine services to S.C citizens as well as meet any emergent demands.
- Skills and competencies are assessed by utilization of the *DPS Workforce Planning and Performance Management Workbook*. A wide variety of assessment tools can be found in this workbook to evaluate the skills and competencies of the DPS workforce. Tools include self-assessment instruments, instruments for receiving feedback from peers and supervisors, skill assessment instruments and online tools for assessment. Any skill gaps noted are then addressed by using the Individualized Employee Development Plan (IEDP). Law enforcement officers are also required to participate in a psychological assessment, a polygraph exam, a basic reading skills assessment and a physical fitness exam.

5.5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work 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 provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion and informal reviews, as well as through the EPMS. 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. In addition, the department has added a new component called the "Individual Employee Development Plan (IEDP)" which is a career development tool used to identify employee training and development goals in conjunction with performance standards.

5.6. How does your development and learning system for leaders address the following:

- a) development of personal leadership attributes
- b) development of organizational knowledge
- c) ethical practices
- d) core competencies, strategic challenges, and accomplishment of action plans

- The Law Enforcement divisions collaborated to provide in-service training designed for not only line officers and mid-level management but also executive staff. Several upper level supervisors have participated in leadership classes offered by the Criminal Justice Academy. These classes focus on leadership attributes in law enforcement. Currently, law enforcement and non-law enforcement leaders are collaborating on a joint leadership training program that will begin with a pre-supervisory program focusing on supervisory skills, communication skills, and team building. This program will be tailored for employees seeking to advance to leadership positions. It will also include a leadership assessment to help employees understand the way they process and communicate information and how to develop or enhance those skills. Additionally, the Agency encourages leaders to participate in professional associations that promote the development of leadership attributes.
- Organizational knowledge for leaders is developed through regular meetings with the Agency head who encourages discussion and facilitates interaction among division leaders and mid-level leaders. Division leaders are encouraged to establish partnerships with other organizations offering new perspectives and information. Division leaders, in turn, serve as coaches to managers and supervisors sharing organizational knowledge to broaden perspectives. The strategic plan provides a solid foundation for organizational development through workforce planning initiatives.
- The Agency has a Code of Ethics policy that applies to all employees stressing the importance of integrity, truthfulness, honesty, courtesy and fortitude. The policy is addressed in new hire orientation. All employees are required to receive classroom training in Ethics at least every two years. On-line training in Ethics is also available as a supplementary tool. Additionally, law enforcement officers receive Ethics training as a component of their annual in-service training requirement.
- The department's strategic plan was developed from all levels of the Agency with input from employees, supervisors and upper management. The plan identified four core competencies necessary to accomplish the mission and values set forth. These four areas are professional development, technology, branding and workforce planning. Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership. Each division reports on strategies, activities or accomplishments, and follow-up action (including barriers or challenges) towards meeting these goals. A Goal Tender (deputy director or administrator) is assigned to oversee the areas of professional development and workforce planning. The Goal Tender, who is viewed as the subject matter expert, provides leadership and guidance to each division ensuring that strategic initiatives are effectively implemented. Communication and updates are posted regularly on the Agency Intranet site to keep all employees informed of accomplishments.

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

- 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 7.2L). 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. The **BPS** Training Officer uses feedback from supervisors and officers to take a proactive approach to training and monitoring effectiveness. The **IT** Director is working to address the critical need in technical training. **OFS** provides user training in DPS systems

Managers promote training by encouraging employees to complete and follow an Individualized Employee Development Plan (IEDP) annually. Effectiveness of training is measured by use of new skills on the job, training evaluation forms and assessments available with online training opportunities. The HR Administrator and key staff participate in the B&CB's OHR initiatives, Advisory Council and Workforce Planning Champions meetings 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, Element K Online training, in-house training opportunities, outside training opportunities and links on the HR web site.

5.8 How do you encourage on the job use of new knowledge and skills?

- One result of implementing the Individualized Employee Development Plan is that training is selected very thoughtfully and carefully by both the employee and supervisor. Training programs are specifically selected based on employee needs, interests, abilities and the usefulness of the training on the job. Intrinsic to this process of training selection is a high level of employee motivation to acquire and utilize the chosen skills. Daily use of computer equipment and technology encourage the use of new technological skills.

5.9 How does employee training contribute to the achievement of your action plans?

- One of the four strategic issues in the new DPS Strategic Plan addresses training and employee development. Programs including Individual Employee Development Plans (IEDP) and Workforce Planning have been developed and implemented to address training needs and enhance training opportunities for all employees. Training in a variety of forms to include in-house and outside training opportunities, online courses, mentoring, coaching

and cross training are often the strategies employed to achieve individual career development goals which in turn assist in meeting the goals of the Agency by adding valuable knowledge, skills and abilities through our greatest resource, our employees.

- Employee training must remain current in order to continue providing the highest quality service to the public.

5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

- The success of leadership training and development systems is evidenced by the increased number of qualified internal candidates. Candidates are better prepared for promotional opportunities based on demonstrated skills and abilities achieved through training and development programs. Employees have been educated on the value of continuing training and education through workforce planning and career planning tools provided by the department. With increased support from management and supervisors, the interest and attendance in training programs has increased significantly within the department. Training liaisons/coordinators are assigned to each division within the department. The liaisons/coordinators seek the input of managers and supervisors in identifying training and development programs that promote general leadership skills as well as those specific to a particular job classification. Additionally, a Training Advisory Committee comprised of management and training liaisons meets regularly to address training issues Agency-wide. The Training Advisory Committee centralizes training ensuring that the goals of all three law enforcement divisions and administration are addressed in a unified manner. Training and development programs are also evaluated by participants to ensure that programs are meeting individual goals. Overall, the effectiveness of these programs is measured by the successful career progression of employees within the department.
- HP uses performance evaluations to ensure that objectives are being met. The level and nature of complaints from the public are monitored by the command staff as indicators of workforce and management effectiveness. An additional indicator of effective leadership training and development systems is the competitiveness of promotions applicants.

5.11 How do you motivate your workforce to develop and utilize 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 as 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. Along with the career path formula, 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. 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.

5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

- HR and other divisions review exit interview forms to identify retention concerns, as well as satisfaction. The numbers of grievances and EEO complaints, as well as root problems, are 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. Efforts have been made to join DMV to provide health and wellness events and programs, including lunch-hour sessions (e.g., weight management). The Benefits Administrator, in conjunction with the B&CB's EIP Division, provides regular updates and information, as well as free training, regarding health and wellness. 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.

5.13. How do you manage effective career progression and effective Succession Planning for your entire workforce throughout the organization?

- Due to the diverse nature in our work groups, DPS has chosen to address succession planning and career progression by Division/Unit. Succession planning and career progression is addressed by key Workforce Planning staff in each Division/Unit. Law enforcement officers follow a carefully outline career path. HR Workforce Planning staff provides statistical data for each Division/Unit, a *Workforce Planning and Performance Management Workbook*, training and consultation in workforce planning. All DPS managers and supervisors have attended a three hour Workforce Planning Overview session to familiarize management with Workforce Planning concepts. Identified, key Workforce Planning personnel in each Division have received Division specific training in workforce assessment, knowledge transfer strategies, developing a Division plan and evaluation. Division heads are strongly encouraged to assess the workforce in their Division, develop and implement a plan to address Division specific workforce planning needs to include succession planning and career progression.

5.14 How do you maintain a safe, secure and healthy work environment? Include your workplace preparedness for emergencies and disasters.

- 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.

Category 6 - Process Management

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

- Efforts to redesign processes and organizational structure are in place to ensure optimal efficiency and effectiveness and ultimately making better use of state dollars. Collaborative efforts involve customers, stakeholders, contractors and others. Focus has been placed on improving communication and technology to increase capacity and enhance service. 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. [HP in conjunction with OHS introduced a Motorcycle Safety campaign to address rising motorcycle fatality rates. Use is ensured through a partnership with motorcycle retailers for distribution of the campaign material.](#) The HP Victim Services Office offers resources and support to victims and families of victims of collisions. 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.
- DPS is accredited by CALEA, which is internationally recognized and raises DPS standing among law enforcement agencies. CALEA accreditation provides a yardstick to measure effectiveness and uniformity and reinforces confidence that DPS is operating with the highest standards. CALEA requirements ensure that policies/procedures are solidly documented, indicate a well-trained and professional staff, assure government leaders and the public of the quality of law enforcement, make South Carolina more attractive to economic and community development and provide a return on liability insurance coverage.

6.2 How do you incorporate 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. Assessing organizational structure, policies/procedures and goals ensures the best use of the Agency's resources and expertise.
- Under [HP command staff](#) direction, **HP** assesses the troop concept to ensure optimal operational efficiency. 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 vision/goals to resource needs. TCCs use updated technology to improve efficiency and reduce costs through consolidation. R&D tests and monitors equipment to ensure financial performance is maximized.
- The Colonel 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 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 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 assessing processes/activities. 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** collaborates 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.

6.4 How do you systematically evaluate/improve key products and service-related processes?

- The DPS Strategic Plan identifies partnerships as a way to maximize benefits to the public. DPS partners with DOT and other state agencies, the transportation industry, local law enforcement, tax offices, the media, lien holders, driving schools, the medical community, Hospital Association, AAMVA, state technical colleges/universities and many others.
- **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 emergencies. After-action reports enable HP to identify problems and initiate change and remedies for the future. **HP's Strategic Planning Unit consistently evaluates processes and service delivery for inefficiencies or process improvement needs.**
- **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 criminal and non-criminal incidents and how they are handled, followed up on, and closed. These steps are used as measuring tools, as well as for feedback and security contract renewals.**
- **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** annually reevaluates grant funding priorities in law enforcement, victims of crime direct services and juvenile justice initiatives. This is done through surveys and regional

workshops where criminal justice practitioners have an opportunity to provide assessments of program priorities. In addition, significant information and insight is gathered from the field by OJP staff in the course of their on-site visits to hundreds of grant-funded programs throughout the state. The feedback and knowledge gained in this process is translated into funding priorities and grant recommendations to the S. C. Public Safety Coordinating Council. The funded projects, in turn, provide enhanced public safety in communities throughout South Carolina as measured by the quantifiable objectives in each grant project.

- **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 improve efficiency. OIT monitors problems and solutions, solicits input, and initiates involvement in project planning.

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

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

Category 7 - Results

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

- Because DPS comprises components with distinct functions, performance levels and trends for key measures involve data collected and tracked from each division:
- **HP** uses data tracked through its Trooper Console, Computer Aided Dispatch (CAD) and data tracked by OHS to determine its impact on highway safety. 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. Quarterly Strategic Planning Progress Reports show the accomplishment of objectives necessary for the overall success of Agency strategic issues.
- **STP** relies on data tracked by OHS, as well as CMV inspection activity ([Chart 7.2F](#)) including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, and traffic enforcement, Level VI inspections and size/weight enforcement. Training procedures continue to be reviewed. STP was recognized for Best Practice for its Level VI Program and its timeliness in uploading crash and data reports.
- **BPS** tracks criminal and non-criminal occurrences ([Chart 7.2G](#)) and reports regarding number of incidents, trends, potential problems and feedback. Daily interaction with the majority of its customer base allows performance to be evaluated firsthand.
- **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 plans identify key measures related to highway and public safety, which focuses on increasing 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 and civic outreach and education programs, often facilitated through HP's Community Relations Officers. Educational programs and victim services are emphasized throughout the state. The December 2006 establishment of a Victim Services Office provided a direct link between HP and victims of motor vehicle collisions. This provides another avenue for HP to receive feedback and gauge customer satisfaction. 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. HP's internal website features space for troopers to ask questions and provide feedback to the Colonel, as well as General Counsel. Since their work includes direct contact with the public, troopers can provide a great deal of information on customer satisfaction, as well as suggestions for improving it. **STP** relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils, and feedback are key to assessing customer satisfaction. **BPS strives to provide professional and prompt feedback on all criminal and non-criminal incidents and complaints in order to maintain customer satisfaction.** 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. Injury Severity by Occupant Restraint Usage 2007. Chart 7.2C
4. Primary Contributing Factors in SC Traffic Collisions. Chart 7.2D
5. Motor Vehicle Traffic Collisions by County Chart 7.2E
6. Commercial Motor Vehicles (CMV) Traffic Collision Quick Facts. Chart 7.2F
Economic Loss for CMV Collisions by County. Chart 7.2F
7. Bureau of Protective Services Statistical Data for Fiscal Year 2007-2008 Chart 7.2G
8. Intentionally Left Blank 7.2H
9. Highway Patrol Grant Project Results. Chart 7.2I
10. HP Community Relations' Officer Activities. Chart 7.2J
11. Results of Highway Patrol Research and Development Projects. Charts 7.2K
12. Highway Patrol Training Efforts for Mid-Management. Chart 7.2L
13. EEO Chart 7.2M
14. Human Resources Meets by Default Report. Chart 7.2N
15. Highway Patrol Results from Participation in Special Olympics. Chart 7.2O

Chart 7.2A Mileage Death Rate

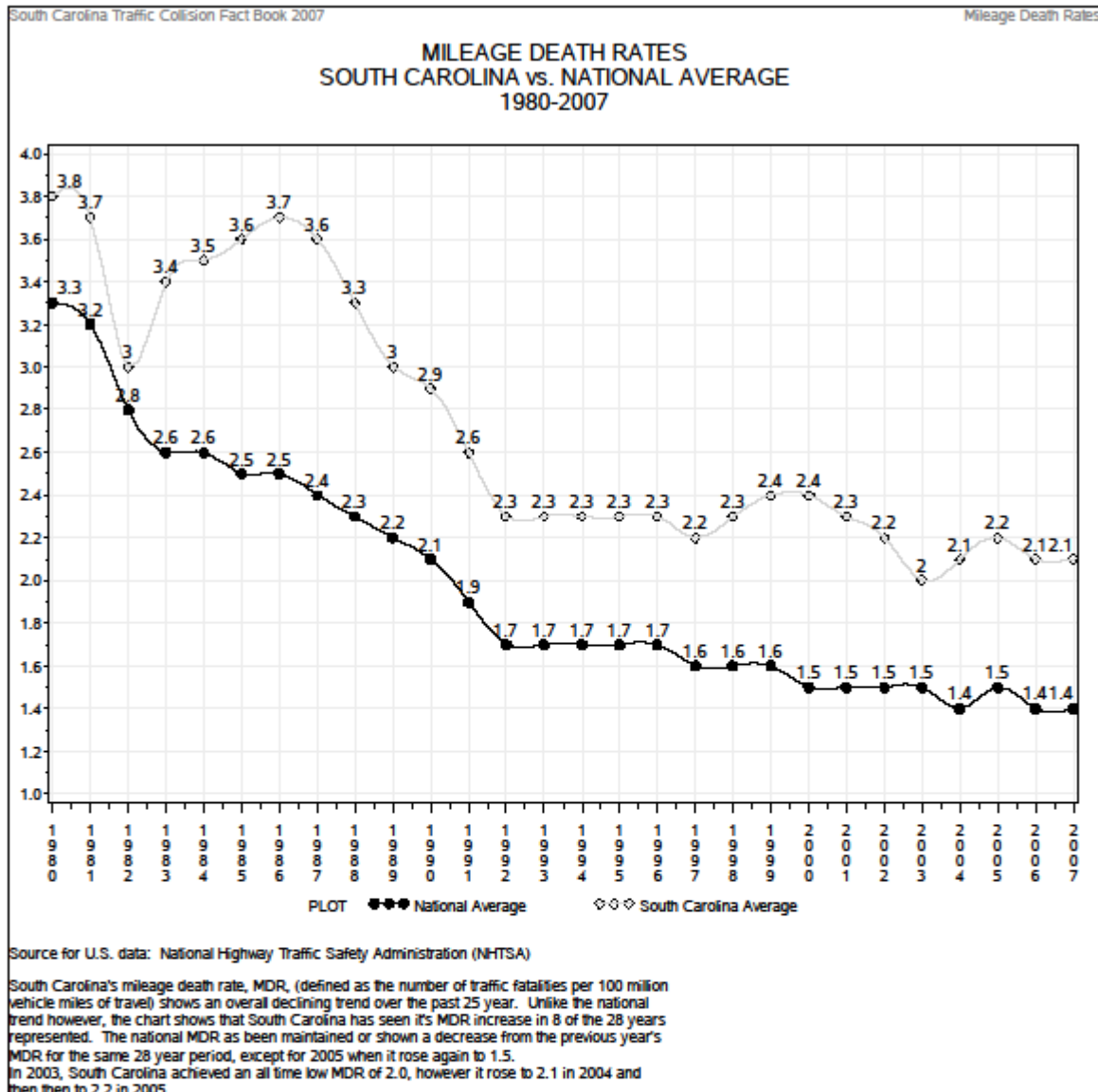


Chart 7.2B Traffic Collision Facts for 2007

TRAFFIC COLLISION QUICK FACTS

	2003	2004	2005	2006	2007	% Change 2003 - 2007	% Change 2006 - 2007
Fatal Collisions	905	946	980	973	985	8.8%	1.2%
Injury Collisions	32,383	32,497	31,560	32,328	32,079	-0.9%	-0.8%
Property Damage Only Collisions	75,598	76,586	79,443	79,648	79,003	4.5%	-0.8%
Total Collisions	108,886	110,029	111,983	112,949	111,980	2.8%	-0.9%
Fatalities	969	1,046	1,093	1,044	1,077	11.1%	3.2%
Non-fatal Injuries	51,267	51,226	49,841	50,144	49,262	-3.9%	-1.8%
Fatalities From Collisions Involving:							
Truck Tractor	74	85	95	79	73	-1.4%	-7.6%
Motorcycle	88	85	94	108	123	39.8%	13.9%
Pedalcycle	15	21	17	13	21	40.0%	61.5%
Pedestrian	79	86	98	125	109	38.0%	-12.8%
Train	4	10	5	10	4	0.0%	-60.0%
Motorized Bike	3	5	11	5	9	200.0%	80.0%
School bus	0	4	4	3	2	#DIV/0!	-33.3%
SUV	184	230	219	225	271	47.3%	20.4%
Van	86	73	86	87	70	-18.6%	-19.5%
Pick Up Trucks	266	280	277	247	310	16.5%	25.5%
Economic Loss (billions)	2.53	2.60	2.73	2.82	2.84	12.3%	0.7%
Vehicle Miles Traveled (billions)	47.82	48.77	49.20	49.80	50.60	5.8%	1.6%
Roadway Miles	66,231	66,252	66,240	66,242	66,248	0.0%	0.01%
Motor Vehicle Registrations	3,343,011	3,541,043	3,585,879	3,704,689	3,829,448	14.6%	3.4%
Licensed Drivers	3,001,338	3,025,009	3,038,238	3,099,033	3,146,979	4.9%	1.5%
Mileage Injury Rate*	107	105	101	101	97	-9.2%	-3.3%
Mileage Death Rate**	2.0	2.1	2.2	2.1	2.1	5.0%	1.5%
Registration Fatality Rate^	289.9	295.4	304.8	281.8	281.2	-3.0%	-0.2%

*Traffic Injuries per 100 million vehicle miles of travel

**Traffic Fatalities per 100 million vehicle miles of travel

^Fatalities per million registered vehicles

Chart 7.2C

Injury Severity by Occupant Restraint Usage 2007 (Preliminary Data)*

		Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
No Restraint Used	None Used	3441	1810	1460	1003	485	8199
	TOTALS	3441	1810	1460	1003	485	8199
Restraint Used	Shoulder Belt Only	722	145	49	12	10	938
	Lap Belt Only	1740	327	123	18	4	2212
	Shoulder And Lap Belt	192071	25610	8823	1918	231	228653
	Child Safety Seat	6905	906	142	19	7	7979
	Other	102	12	7	4	1	126
	TOTALS	201540	27000	9144	1971	253	239908
Unknown Restraint Usage	Unknown	14516	2027	630	286	58	17517
	TOTALS	14516	2027	630	286	58	17517
TOTALS		219497	30837	11234	3260	796	265624

	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
Deployed Front	9321	4653	2642	973	210	17799
Deployed Side	682	202	97	20	5	1006
Deployed Both	4155	2147	1158	397	91	7948
Not Deployed	165712	17691	5124	1091	224	189842
Not Applicable	34237	5480	1962	675	218	42572
Deployment Unk.	5390	664	251	104	48	6457
TOTALS	219497	30837	11234	3260	796	265624

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

Chart 7.2D

Primary Contributing Factors in S. C. Traffic Collisions (Preliminary Data January – May, 2008)

		Collision Type			Total	Killed	Injured
		Fatal	Injury	Property Damage Only			
		Crashes	Crashes	Crashes	Crashes	Persons	Persons
Driver	Disregarded Sign/Signal	11	856	1306	2173	11	1494
	Distracted/Inattention	6	1016	3038	4060	6	1478
	Too Fast for Conditions	89	3202	8339	11630	99	4616
	Exceeded Speed Limit	23	91	128	242	24	131
	Failed To Yield Row	25	2768	6093	8886	31	4646
	Run Off Road	26	243	379	648	26	317
	Fatigued/Asleep	5	129	179	313	6	162
	Followed Too Closely	0	736	2465	3201	0	1047
	Improper Turn	0	152	682	834	0	223
	Medical Related	5	194	87	286	5	235
	Aggressive Driving	4	184	324	512	4	276
	Over-Correcting/Over-Steering	2	58	120	180	2	83
	Swerving To Avoid Object	0	38	111	149	0	51
	Wrong Side/Wrong Way	13	202	341	556	15	377
	Under The Influence	74	972	1020	2066	81	1414
	Vision Obscured (W/In Unit)	0	9	83	92	0	14
	Improper Lane Usage/Change	5	381	2070	2456	6	548
	Cell Phone	0	11	30	41	0	14
	Other Improper Action (Driver)	4	317	1559	1880	4	436
	Unknown	17	237	672	926	19	338
Total	309	11796	29026	41131	339	17900	
Environment	Animal In Road	1	236	872	1109	1	311
	Glare	0	14	26	40	0	19
	Obstruction	0	8	52	60	0	14
	Weather Condition	0	20	83	103	0	30
	Other Environmental Factor	0	12	25	37	0	12
	Environmental Unknown	0	2	6	8	0	2
	Total	1	292	1064	1357	1	388
Non- motorist	Non-Motorist Inattentive	0	17	7	24	0	17
	Lying &/Or Illegally In Rdwy	11	40	8	59	11	45
	Non-Motorist Failed To Yield Row	4	29	9	42	4	31
	Not Visible(Dark Clothing)	1	12	0	13	1	13
	Non-Motorist Disregarded Sign/Signal/Etc	0	7	3	10	0	11
	Improper Crossing	4	48	4	56	4	48
	Darting	3	23	1	27	3	23
	Non-Motorist Wrong Side Of Road	1	7	2	10	1	14
Other Non-Motorist Factor	1	12	12	25	1	13	

		Collision Type			Total	Killed	Injured
		Fatal	Injury	Property Damage Only			
		Crashes	Crashes	Crashes	Crashes	Persons	Persons
	Non-Motorist Unknown	1	5	5	11	1	6
	Non-Motorist Under Infl	5	17	13	35	5	22
	Other Person Under Infl	0	3	0	3	0	4
	Total	31	220	64	315	31	247
Roadway	Unknown	0	3	10	13	0	3
	Debris	0	22	132	154	0	31
	Non-Hwy Work	0	0	1	1	0	0
	Obstruction In Rdwy	0	14	67	81	0	16
	Road Surface Condition (ie. Wet)	0	15	49	64	0	19
	Rut, Hole, Bump	0	8	7	15	0	10
	Shoulders(Non,Low,Soft,High)	0	0	2	2	0	0
	Traffic Control Device(ie Missing)	0	0	4	4	0	0
	Work Zone(Constr/Maintenance/Util	0	0	3	3	0	0
	Worn, Travel Polished Surface	0	1	2	3	0	2
	Other Roadway Factor	0	7	22	29	0	10
	Total	0	70	299	369	0	91
Unknown		0	0	7	7	0	0
	Total	0	0	7	7	0	0
Vehicle Defec	Brakes	0	40	95	135	0	68
	Steering	0	14	41	55	0	18
	Power Plant	0	6	17	23	0	9
	Tires/Wheels	4	66	195	265	7	116
	Lights	0	5	10	15	0	5
	Signals	0	0	2	2	0	0
	Windows/Shield	0	1	0	1	0	1
	Restraint Systems	0	0	5	5	0	0
	Truck Coupling	0	2	13	15	0	2
	Cargo	0	9	74	83	0	15
	Fuel System	0	1	1	2	0	1
	Other Vehicle Defect	0	15	48	63	0	17
	Unknown Vehicle Defect	2	7	13	22	2	8
	Total	6	166	514	686	9	260
Total		347	12544	30974	43865	380	18886

Chart 7.2E

Motor Vehicle Traffic Collisions by County January – May, 2008 (Preliminary Data)

	Collision Type			Total	Killed	Injured
	Fatal	Injury	Property Damage Only			
	Crashes	Crashes	Crashes	Crashes	Persons	Persons
Abbeville	0	30	66	96	0	46
Aiken	13	421	940	1374	13	608
Allendale	3	19	21	43	4	25
Anderson	8	525	1108	1641	8	759
Bamberg	2	35	40	77	2	56
Barnwell	5	50	90	145	5	83
Beaufort	7	307	751	1065	7	437
Berkeley	21	391	1035	1447	23	615
Calhoun	0	40	105	145	0	51
Charleston	26	1330	3660	5016	28	1901
Cherokee	5	181	337	523	7	277
Chester	5	79	168	252	6	147
Chesterfield	7	83	126	216	7	125
Clarendon	6	80	171	257	6	140
Colleton	6	132	312	450	6	179
Darlington	9	217	364	590	9	354
Dillon	4	102	199	305	4	145
Dorchester	8	291	793	1092	9	439
Edgefield	1	43	79	123	1	58
Fairfield	1	59	94	154	1	103
Florence	17	423	1091	1531	18	700
Georgetown	5	164	265	434	5	245
Greenville	17	1081	3599	4697	19	1544
Greenwood	2	213	365	580	2	309
Hampton	1	49	67	117	1	84
Horry	17	981	2109	3107	18	1469
Jasper	5	90	261	356	5	142
Kershaw	4	154	345	503	4	220
Lancaster	5	190	400	595	8	285
Laurens	7	210	429	646	7	304
Lee	3	52	97	152	4	91
Lexington	23	667	1890	2580	30	989
McCormick	0	13	22	35	0	22
Marion	8	88	144	240	11	182
Marlboro	4	67	98	169	4	122
Newberry	3	79	181	263	3	116
Oconee	5	171	360	536	6	247
Orangeburg	12	323	614	949	12	539

	Collision Type			Total	Killed	Injured
	Fatal	Injury	Property Damage Only			
	Crashes	Crashes	Crashes	Crashes	Persons	Persons
Pickens	9	287	676	972	9	447
Richland	18	1146	3375	4539	22	1740
Saluda	1	30	64	95	1	49
Spartanburg	17	719	1859	2595	17	1056
Sumter	9	308	586	903	9	520
Union	3	84	116	203	3	136
Williamsburg	4	98	110	212	5	172
York	11	442	1392	1845	11	608
Total	347	12544	30974	43865	380	18886

Chart 7.2F

CMV Traffic Collision Quick Facts

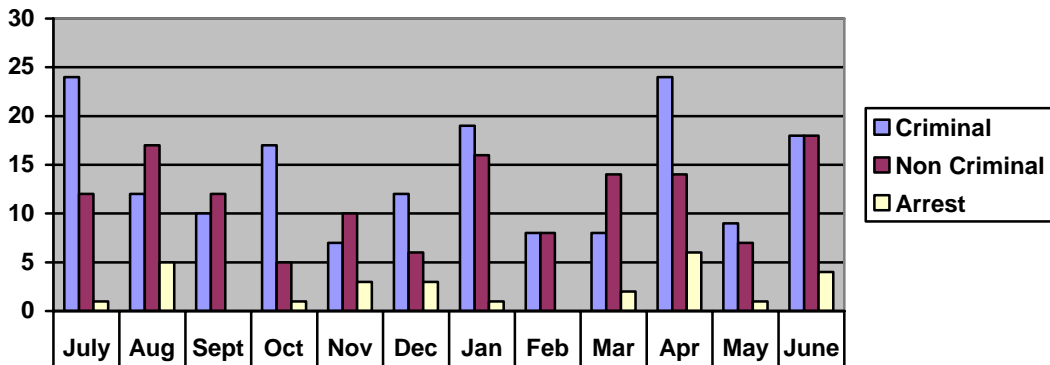
CMV TRAFFIC COLLISION QUICK FACTS			
	<u>2006</u>	<u>2007</u>	<u>% CHANGE</u>
FATAL COLLISIONS	91	85	-6.6%
INJURY COLLISIONS	1,417	1,427	0.7%
PROPERTY DAMAGE ONLY COLLISIONS	1,604	1,463	-8.8%
TOTAL COLLISIONS	3,112	2,975	-4.4%
FATALITIES	107	96	-10.3%
NON-FATAL INJURIES	2,296	2,291	-0.2%
ECONOMIC LOSS*	\$188,096,200	\$170,612,200	-9.3%

Economic Loss for CMV Collisions by County

County	Collision Type			Total Collisions	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Fatalities	Rank in Collisions
	Fatal	Injury	PDO*							
Greenville	9	110	136	255	10	170	\$16,102,600	1	1	1
Aiken	9	53	56	118	10	88	\$13,865,000	2	2	9
Spartanburg	6	84	117	207	6	123	\$10,522,300	3	3	3
Charleston	4	118	78	200	5	179	\$9,861,700	4	4	4
Richland	4	122	99	225	4	212	\$9,122,400	5	6	2
Orangeburg	4	67	64	135	4	122	\$7,549,000	6	7	7
Florence	4	40	59	103	4	66	\$6,512,000	7	8	10
Marion	3	9	8	20	5	24	\$6,511,200	8	5	36
Colleton	3	25	23	51	4	46	\$5,976,200	9	9	19
Georgetown	3	23	15	41	4	36	\$5,677,800	10	10	22

Chart 7.2G

Bureau of Protective Services
Fiscal Year 2007-2008



■ Criminal	24	12	10	17	7	12	19	8	8	24	9	18
■ Non Criminal	12	17	12	5	10	6	16	8	14	14	7	18
□ Arrest	1	5	0	1	3	3	1	0	2	6	1	4

**TOTAL BPS LAW ENFORCEMENT STATS
FOR FY 2007-- 2008**

<i>CRIMINAL</i>	168
<i>NON-CRIMINAL</i>	139
<i>ARRESTS</i>	27

Chart 7.2H - Intentionally left blank

Chart 7.2I - Highway Patrol Grants Projects

Highway Patrol Grant Projects Results			
July 1, 2007 – June 30, 2008			
Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
Families of Highway Fatalities	To expand the existing FHF programs	\$48,081	October 1, 2007 – September 30, 2007
SCHP Motorcycle Enforcement	To hire and equip two motorcycle units for enforcement in Calhoun and Orangeburg Counties	\$203,590	October 1, 2007 – September 30, 2008
Motorcycle Safety	To develop a statewide motorcycle safety program	\$75,000	October 1, 2007 – September 30, 2008
SCHP Victim Services	To enhance the Victim Services Office by equipping the SCHP Victim Advocate	\$19,388	July 1, 2007 – June 30, 2008

Chart 7.2J - Highway Patrol Community Relations Officers Activities

Community Relations Officers Activities	
July 1, 2007 - June 30, 2008	
Activity	Overview
Law Enforcement	100 Deadly Days of Summer emphasis from Memorial Day - Labor Day
Memorial Services	Assisted with the annual Traffic Victim's Memorial Service directed by the Office of Highway Safety Assisted with local services for fallen regional law enforcement officers
Hurricanes	Deployment Exercise; Town Hall Meetings on the coast
Motorcycle Safety	Displays and booths were provided and staffed for the Harley Davidson Week in Myrtle Beach and the Urban Bike Fest in Atlantic Beach. Motorcycle Campaign involving safety events with media blitz during months leading up to May bike weeks. Motorcycle Safety Task Force continued with representatives from various motorcycle associations. An 18 month Motorcycle Crash Study was conducted. Motorcycle Campaign Ride Smart Kickoff with DVDs and Posters provided to dealerships and motorcycle clubs across the state. Banners provided to major events.
Cadet Camp (at CJA)	Participated in the Nathan Wolfe Cadet Academy at Criminal Justice Academy
African American Events	Participated in the AME Regional Church Conferences in Georgetown, Florence and Laurens Counties. Allen University Pastors' Training Participated in the statewide Black Expo in Columbia Participated in the Safety Forum at Central Baptist Church in Columbia Participated in fairs and conducted talks at various churches across the state Talks to Black Pastors/Leadership groups and conferences Participation in events for 219 African American groups
Hispanic Events	Participated in the Minority Affairs Conference at Brooklyn Baptist Church. Participated in Hispanic Conference at Radisson Hotel in Columbia Participated in Hispanic Festivals in Lexington, Columbia, Camden, Hilton Head, Beaufort, and Greenville. HP Minority coordinator serves on the Midlands Hispanic Council. Child Passenger Check for Hispanics held in Troop 2.
Child Seat Checks	Conducted 45 seat checks with 781 seats checked. 141 one on one appointments.
Media Contacts	5,405 contacts were made with 540 personal interviews and 27 PSAs recorded. 799 events were placed on the Media Message Board for Media Use
Presentations	660 Talks conducted; 59,049 attendees at events
Fairs	660 fairs; displays, materials, talks with visitors. Fairs include local school fairs, regional festivals such as Sun Trust/Bil-Lo Fall Festival, Pecan Festival, State Fair and corporate fairs such as Michelin Safety Day and Fuji Safety and Health Fair Fair.
Significant Events	Stewardship of the Car , the faith based program continues to be presented to churches and youth groups such as Aiken At-Risk Teen Program. LEN - Activities continue with partnerships between troops and their local LEN. Upstate Film Project - Troop 3 participated in the Upstate Film Project sponsored by Oconee EUDL (Enforcing Underage Drinking Laws). Local High School groups were paired with a sponsoring agency. The High School Group produced a video that encouraged teens not to drink. Most of the videos presented address teen drunk driving.

	Trooper Treats - Troopers visited with children in local hospitals within their troops handing out treats and safety materials in October. Troopers also visited a youth home in Columbia.
	July 4th Enforcement Partnership with DNR including aerial enforcement. A joint PSA was filmed and posted on the Patrol website for media use.
	Darlington Raceway Events
	International Auto Show in Greenville
	Statewide Sportsman Classic at the state fairgrounds
	National Bassmaster Tournament in Greenville County
	SC Highway Safety Conference in Charleston -Highway Patrol participated in the conference as attendees and presenters.
	A third Annual Children's Health and Safety Fair was held at Blythewood in June. The venue was changed to allow more participants and the date was changed due to the extreme heat of the previous August.
Pedestrian Safety Campaign	A Pedestrian Safety Study was conducted at CJA with results used in the making of a Public Service Video, <i>Be Safe Be Seen</i> in partnership with SCDOT.
Special Olympics	Torch Run-Law Enforcement Officers, including Highway Patrol carried the special Olympics torch throughout the state to the State Capital.
	Chick-Filet Special Olympics Drive-Through event in Greenwood.
	Colonel's Cup Softball Tournament
	Cops and Lobster events across the state.
	Troop 4 Golf Tournament
	Troop 1 Bowling Tournament
Families of Highway Fatalities	A Youth Forum was held in Aiken County at the North Augusta Community Center.
	LEAP Survivors' Conference in Charleston.
	Hope and Healing Seminar was held with internationally known grief counselors for traffic victim survivors.
	Blood Drive was held at River Dog Stadium in Charleston in honor of traffic victims in partnership with River Dogs, Red Cross, and the Highway Patrol.
School Zone Safety/School Bus Stop Enforcement	Distributed safety materials to parents at pick-up lines at schools in each troop throughout the state. CROs spoke to students in school and to parents during PTA meetings. Media interviews statewide were coupled with school zone safety and school bus enforcement.
	A second annual Children's Health and Safety Fair was held in August for Back to School awareness. Children in the Midlands (Richland, Lexington and Kershaw Counties) came to CJA to visit booths from various area agencies.
Holiday Travel Awareness	Partnered with FHF volunteers and SCDOT to distribute materials at Welcome Centers and Rest Areas in each troop during each holiday period.

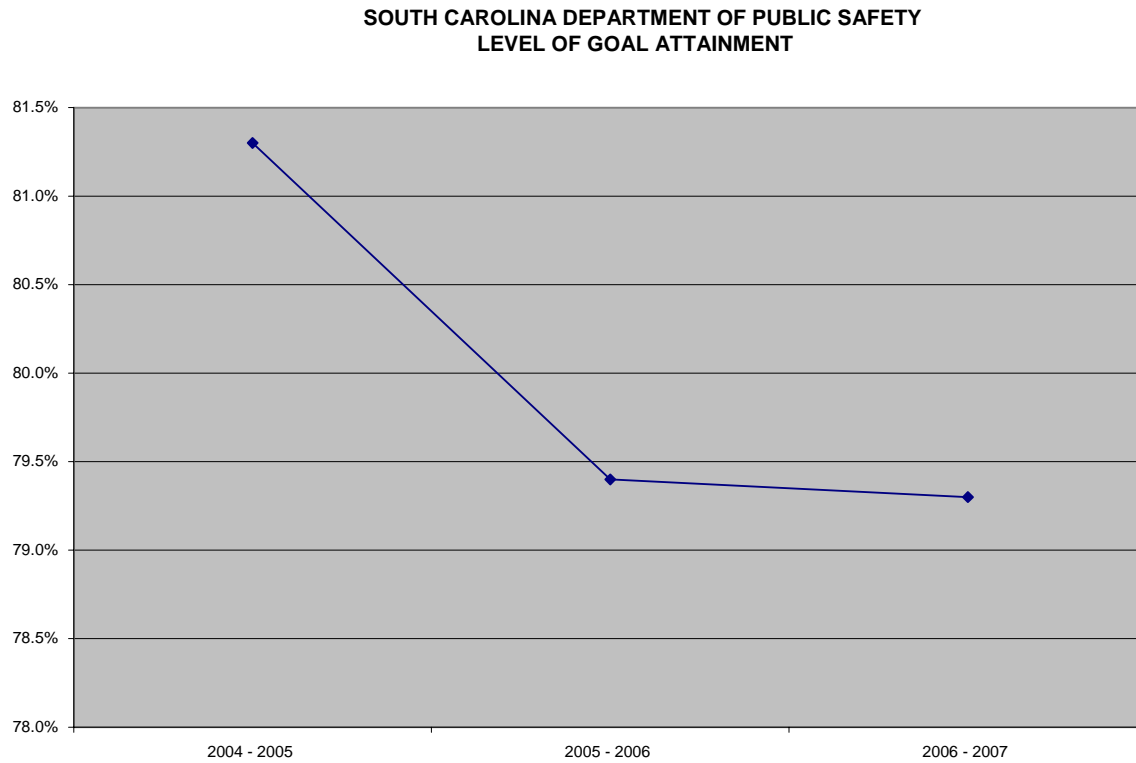
Chart 7.2K - Results of Highway Patrol Research and Development Projects

HP Research and Development Projects		
July 2007 – June 2008		
PATROL SUPPLY		
Project	Activity	Results
Tasers	300 Tasers were purchased and issued to troopers	Troopers began testing Tasers in October 2007.
Shotguns	200 new shotguns were purchased during FY 06/07.	All shotguns were received by Patrol Supply and issued to Troopers by December 2007.
Glock .45 GAP Pistol	Weapons testing was conducted in FY 06/07. New Glock .45 GAP pistols were received in FY 07/08.	The Glock .45 GAP transition was completed December 2007.
Traffic Vests	New traffic vests were ordered for all DPS officers in FY 06/07 and were received in FY 07/08.	New traffic vests have been issued out since January 2008.
Jackets	The department has ordered new, weather resistant duty jackets for all SCHP Troopers.	Duty Jackets were issued in March 2008.
Flashlights	The department is testing new LED flashlight that offer longer battery life and increased illumination	
Body Armor	New body armor was ordered and received.	All replacement body armor was issued to Troopers
DPS FLEET SHOP		
Project	Activity	Results
Vehicles	Purchased 599 new Patrol Vehicles including 45 Dodge Chargers and 13 Honda STS 1300 motorcycles during FY 06/07.	All new vehicles were received and issued during FY 07/08.
BUILDING PROJECTS		
Completed remodeling work on the Greenwood Radio Room.		

Chart 7.2L - Highway Patrol Training Efforts for Mid-Management (July 2007 – June 2008)

HP Training Efforts for Mid-Management			
July 2007 – June 2008			
<p>The Highway Patrol Colonel and his Command Staff continue a strong focus on advanced leadership training, particularly for middle management. Funds are 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.</p> <p>“Education is not the filling of the pail, but the lighting of the fire.”</p>			
Institution	Program	Overview	Participation
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	One Sergeant One First Sergeant
S. C. Budget & Control Board, Columbia, SC	Certified Public Managers Program	Designed to provide applicable state applications and learning experiences for state management and professional staff	Two Captains (graduated in May)
FBI Academy Quantico, VA	Course of study for US and international law enforcement leaders	Premier training facility offering specialized law enforcement training geared to raise the standards, knowledge and cooperation worldwide; to prepare law enforcement leaders for complex, dynamic challenges	One Captain

Chart 7.2M - EEO Level of Goal Attainment



Level of Goal Attainment:

2004-2005: 81.3%
2005-2006: 79.4%
2006-2007: 79.3%

Note: This report is one year behind actual year-end close.

Chart 7.2N Progress in Reducing “Meets by Default” EPMS Rating:

*Comparison to Statewide Percentages
of EPMS “Meets-by-Default” Ratings*

<i>Year</i>	<i>Agency “Meets by Default” Rating</i>	<i>State-Wide “Meets by Default” Rating</i>
<i>2001-2002</i>	<i>29.34%</i>	<i>12.77%</i>
<i>2002-2003</i>	<i>7.81%</i>	<i>15.25%</i>
<i>2003-2004</i>	<i>12.82%</i>	<i>13.14%</i>
<i>2004-2005</i>	<i>6.36%</i>	<i>12.07%</i>
<i>2005-2007</i>	<i>6.62%</i>	<i>12.15%</i>
<i>2006-2007</i>	<i>6.18%</i>	<i>15.18%</i>
<i>2007 -2008</i>	<i>5.27</i>	<i>8.77</i>

Chart 7.20 - Results from Participation in Special Olympics

HP Special Olympics Participation Results	
Troop 1	\$4,758
Troop 2	1,250
Troop 3	11,377
Troop 4	13,430
Troop 5	6,385
Troop 6	1,275
Troop 7	3,254
Troop 8	183
Troop 9	745
Softball Tournament	7,700
Total	\$50,358

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

- DPS uses an activity-driven, zero-based budgeting process. The challenge remains to allocate resources according to urgency and priority as deemed by the Agency Director, his staff and the Governor's Office. 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, law enforcement divisions, OFS, OIT, and others to allot and monitor funding to effect optimal operational performance, as well as support law enforcement in education, prevention and enforcement. OFS continues to streamline budgeting and reporting procedures to enhance efficiency. Cost containment measures, including using a new database for fleet maintenance, automating the supply ordering process, and emphasizing use of the procurement card, has enhanced efficiency. IT purchases over \$50,000 are submitted and approved by the OIT.
- 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 7.2K). Grant projects are assessed, including costs, effect on performance and timeframes (Chart 7.2I).
- 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 has multiple measures of financial performance. At a basic level, OJP must apply for federal formula funds as the State Administrative Agency. These funds are subject to audit and monitoring by the appropriate federal funding authority within the U.S. Dept. of Justice and the Comptroller's Office, as well as the Inspector General's Office. This is achieved through electronic and on-site monitoring visits and audits. Further, financial performance is monitored by accounting offices within DPS and outside state auditors. Because grants are reimbursable, it is a relatively straightforward matter to track and analyze grant expenditures to insure that financial performance standards are achieved or exceeded.

7.4 What are your performance levels/trends for key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security.

(a) work system performance?

- Emphasis is being placed on improving work flow, ensuring knowledge/skills are retained and enhancing training opportunities all employees. Organizational development is a key element of addressing work system performance and includes restructuring and redesign of IT functions throughout the Agency, consolidation of telecommunications centers.

(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 were provided for executive leadership training through North Carolina State University (See Chart 7.2O). In addition, other supervisors have attended the FBI Academy and the B&CB's CPM Program. A three-level leadership program for law enforcement has been implemented in conjunction with CJA. 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.

- **HR** provides a new-employee orientation program. Training and development has been provided on a limited basis and the SATC is a resource in fulfill special training requests (at no additional cost). **Element K online training has been implemented and is being utilized by over 100 DPS employees while plans are being made to develop custom ELearning courses which will also be available online. The Workforce Planning Initiative encourages the assessment and development of workforce skills.**

(c) employee well being and satisfaction?

- Career paths are set up for the following: Law Enforcement Officers, Telecommunications Officers, and MAIT Team. **Mandatory training is conducted in EEO/Affirmative Action, ethics, workforce planning and preventing harassment and discrimination, thus, fostering a healthy work environment. Employees are encouraged to discuss their career goals and interests with their supervisors in conjunction with the annual Individualized Employee Development Plan (IEDP).** 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 monitors and ensures equal employment and advancement opportunities for all employees based on job-related qualifications and ability to perform the job without regard to race, color, ancestry, religion, sex, physical/mental disability, veteran status, sexual orientation, age, or marital status according to applicable state and federal laws, directives and regulations. DPS, especially the law enforcement components, continues to establish recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR Administrator and training manager represent DPS in committee and 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.
- DPS is heavily regulated in both the law enforcement and highway safety arena, as well as grants administration. It also continues to meet all of the national requirements need to maintain its CALEA certification. 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.