

## Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

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***STATE OF  
SOUTH CAROLINA***

***DEPARTMENT OF PUBLIC SAFETY***



**Agency Accountability Report**

**Fiscal Year 2010 – 2011**

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## Section I – Executive Summary

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

### 1. Purpose, Mission, Vision, and Values

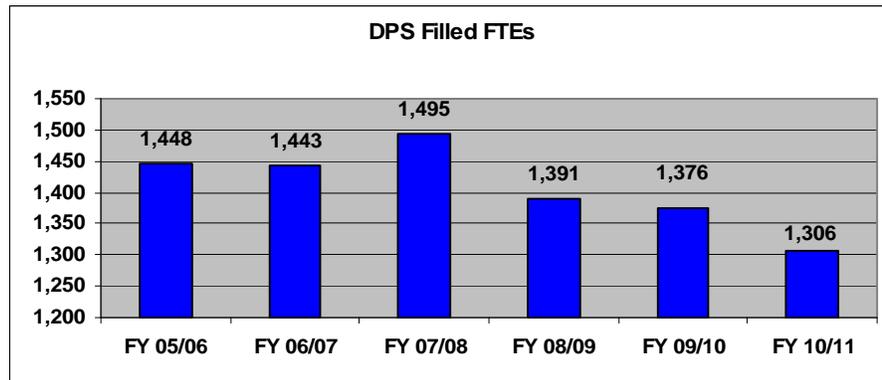
**Mission:** The mission of DPS is to protect and save lives through enforcement and education.

**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, Leadership*

### 2. Major Achievements FY 2011

DPS has continued to achieve positive results in the advancement of its mission to protect and save lives through enforcement and education. Employee retention does, however, continue to be an issue for DPS. Competition from other criminal justice agencies is problematic since DPS law enforcement salaries and benefits are not competitive, and there are limited opportunities for career advancement.



Some significant achievements for fiscal year 2010-2011 are listed below.

- **Statistical evidence indicates that South Carolina’s roads are safer than they were a year ago.** This is attributed to: 1) targeting impaired or distracted drivers, DUI drivers, and drivers without seatbelts; and 2) a host of advertising campaigns aimed at raising public awareness to increase safety.
  - South Carolina highway fatalities were reduced from 894 in calendar year 2009 to 810 (preliminary number) in calendar year 2010 (9.4% reduction).
  - The highest recorded safety belt usage rate ever reached in South Carolina was achieved in 2010 (86.0%).
  - Commercial Motor Vehicle (CMV) collisions decreased 3.5% and CMV fatalities decreased 16% during fiscal year 2011.
- DPS and DOT held ground breaking ceremonies on Interstate-95 for a state of the art commercial motor vehicle weigh-in-motion facility located near mile marker 74 on northbound

I-95 in Dorchester County. The facility will be maintained by STP and has a targeted completion date of December 2011. Through the weigh-in-motion facilities, STP officers can capture and record weights as vehicles drive over an actual scale built into the roadway. *These systems are capable of measuring at normal traffic speeds without requiring vehicles to drive at reduced speeds or stop. The new electronic process will reduce the number of commercial vehicles that must enter the weigh station from 100% to approximately 10% (only non-compliant).* The project also includes improvements to the entrance and exit ramps and inspection facilities including an inspection shed and scale house.

- The SC Collision and Ticket Tracking System (SCCATTS) became fully operational with HP in terms of electronically preparing and submitting collision reports to a central data base. Select local law enforcement agencies from the previous pilot project are also utilizing SCCATTS, and plans are underway to make it available to all local law enforcement agencies that have the hardware to support the system. *Electronic preparation of collision reports significantly reduces time required for on-scene collision management and after-action time for completion and submittal of the reports.* SCCATTS is a collaborative effort of DPS, Department of Transportation (DOT), Department of Motor Vehicles (DMV), SC Judicial Department (SCJD), SC Department of Health and Environmental Control (SCDHEC) and others.
- DPS is creating a new *Selection and Training Unit* which merges the training and recruitment areas of the DPS law enforcement divisions and administration. Through shared resources, the DPS goal is to offer comprehensive training to all employees in a more efficient manner. This new unit will handle recruitment for all three law enforcement divisions which will reduce duplication of effort among the divisions. The newly merged division is expected to improve efforts in recruiting, developing, and retaining qualified employees.
- DPS replaced outdated telephone systems servicing the following DPS departments with a Voice over Internet Protocol (VoIP) system: Florence Telecommunications Center (TCC); Charleston TCC; Troop 5 Headquarters; Troop 6 Headquarters; Florence County Patrol offices; Berkeley and Charleston County Patrol offices; District 5 STP offices; and District 6 STP offices. The new system improved the quality of service for two major communication sites that cover fourteen counties. DPS saved the cost of replacing antiquated telephone Key Systems as well as \$1,300 a month in reduced circuit and long distance traffic charges. The initial cost of the project will be recovered within sixteen months. Savings after the initial investment will go toward the replacement of other DPS analog systems, which will further reduce long distance rate charges.

### 3. Key Strategic Goals:

- Provide equitable service and protection and uphold the laws of the constitutions of the United States and the State of SC in order to promote a safe and secure environment for the public.
- Enforce state and federal laws governing commercial motor vehicles.
- Provide and maintain professional security for the Governor's Mansion Compound, the State Capitol and grounds, South Carolina Supreme Court and Court of Appeals, and other designated state facilities.
- Administer the federally-funded State and Community Highway Safety Program and coordinate highway safety activities throughout the state on behalf of the Office of the Governor to reduce the number of collisions and traffic-related fatalities and injuries.

- Reduce crime in South Carolina and improve the administration of justice through the award of subgrants to state agencies, local units of government and non-profit agencies for projects involving criminal justice, juvenile justice, and the enhancement of services to victims of crime.

**4. Key Strategic Challenges: (operational, HR, financial, and community-related):**

- Funding for campaigns/programs to benefit citizens, and 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;
- Realigning job functions and resources to optimize the operation of SCEIS;
- 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 (CMVs).

**5. How is the accountability report used to improve organizational performance?**

- 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 the 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 SC)**

Key Customers	HP	STP	BPS	OHS	OJP	Administrative (OHR, OFS, OIT OGS)
SC motorists	✓	✓				
Owners and drivers of commercial vehicles		✓				
Individuals involved in motor vehicle collisions	✓					
Public schools	✓			✓		
Colleges and universities				✓		
Other law enforcement agencies	✓			✓	✓	
Coroner's and Solicitor's offices				✓	✓	
Local, state, and federal government	✓	✓			✓	✓
Vehicle trade and safety organizations		✓				
Governor, the First Family and staff	✓		✓			
Legislature; Visitors to state buildings; Court personnel			✓			
Contracted agencies			✓			
Highway safety advocates; Safe Communities participants; Traffic records stakeholders; Federal partners: National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA), FMCSA				✓		
Subgrantees			✓		✓	
Non-profit organizations specializing in juvenile justice and delinquency prevention					✓	
Victims of crime direct service providers	✓				✓	
DPS employees						✓
The public; job applicants						✓
Bidders; suppliers; contractors						✓

**3. DPS key stakeholders (and other customers):** the media; insurance companies and financial institutions; the medical community; public and private educational institutions; driving schools; sheriff’s, chief’s of police, and the law enforcement community of South Carolina; 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; federal, state and local law enforcement; volunteers; profit/non-profit business and industry; research and development organizations and trade organizations.

**5. Operational locations:** DPS operates in some capacity in 70 locations across the state.

**6. Number of employees:** Classified: 1306 (Filled); Unclassified: 3; Temporary Grant: 10; Temporary 80 (as of June 30, 2011)

**7. The regulatory environment:** DPS is guided and regulated by the B&CB, Comptroller General and State Treasurer. 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. Performance improvement system(s):**

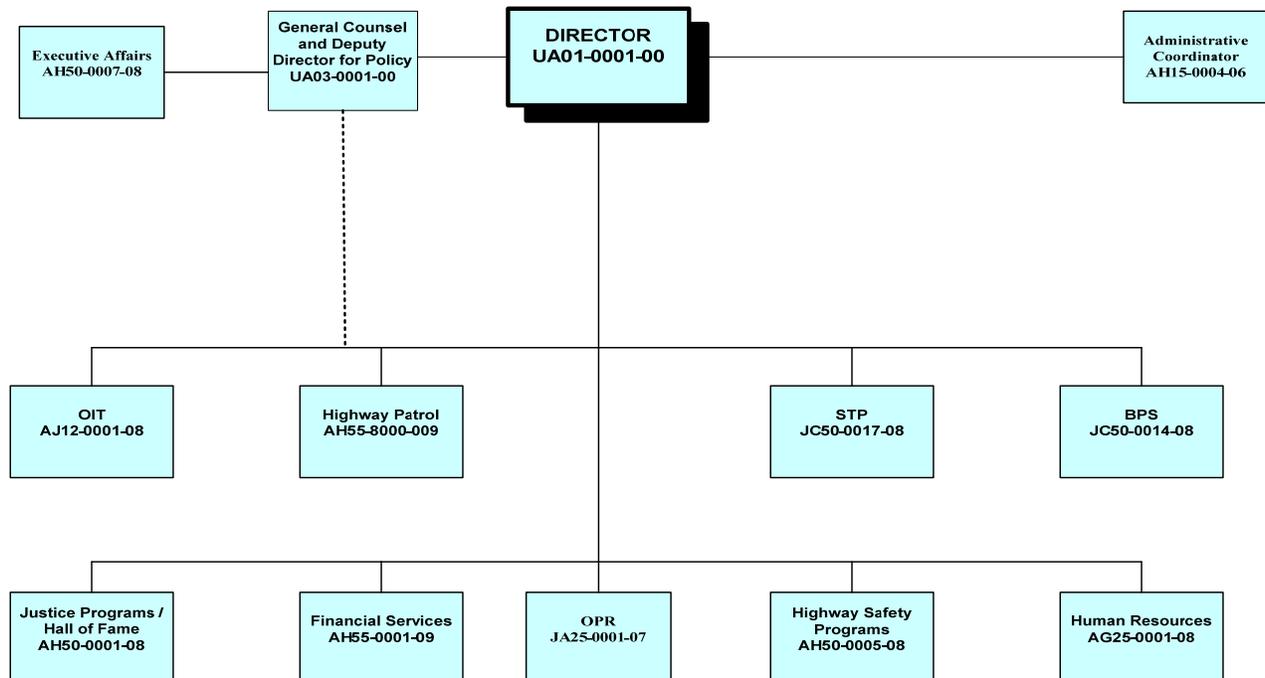
The Director continues to emphasize continuous improvement. Strategic goals continue to guide activities and progress is monitored. Agency-wide coordination of projects, especially IT operations, is a key focus, resulting in enhanced efficiency and effectiveness. Managers use the EPMS, quarterly probationary reviews, along with regular feedback, to evaluate job performance and identify need for improvement. In addition, the Individual Employee Development Plan (IEDP) is available to address career planning and development. Tools from the Workforce Planning Workbook can be utilized to identify skill gaps and training needs.

HP command staff regularly analyzes collision, enforcement and patrol activity data to determine the effectiveness of campaigns, grant funded programs and enforcement activities. Command staff also uses this data to analyze individual Troops’ effectiveness. HP uses computer-aided dispatch (CAD) to track patrol activity and ensure the efficient use of time. Strategic, short, and long-term planning are all used to ensure constant performance improvement.

STP command staff uses the STP console to track and analyze enforcement officer’s activity through the District Activity Report or the Officer’s Audit Report. Supervisors also use the console to audit each officer’s citations. A monthly report, using STP’s SafetyNet database, provided by the Statistical and Research Analyst provides a breakdown of inspection activity and high crash corridors by district to aid Supervisors in planning monthly activities.

**9. Organizational Structure**

**SC DEPARTMENT OF PUBLIC SAFETY**



**10. Expenditures/Appropriations Chart:**

**Accountability Report Appropriations/Expenditures Chart**

**Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	48,477,519	38,488,284	60,705,485	47,512,333	60,515,994	45,120,080
Other Operating	22,048,767	2,363,939	25,144,966	1,093,959	36,185,684	2,997,790
Special Items	14,995,991	-	-	-	-	-
Permanent Improvements	409,052	-	2,281,684	-	-	-
Case Services		-	-	-	-	-
Distributions to Subdivisions	24,816,842	-	30,527,960	-	28,075,000	-
Fringe Benefits	17,924,122	14,477,271	21,799,987	17,703,177	23,647,922	17,656,715
Non-recurring	2,336,550	-	2,345,450	-	2,595,450	
<b>Total</b>	<b>131,008,843</b>	<b>55,329,494</b>	<b>142,805,532</b>	<b>66,309,469</b>	<b>151,020,050</b>	<b>65,774,585</b>

Sources of Funds	FY 09-10 Actual Expenditures	FY 10-11 Actual Expenditures
Supplemental Bills	-	-
Capital Reserve Funds	-	-
Bonds	-	-

## 11. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures	Key Cross References for Financial Results*
01000000	Administrative Operations	State: 3,853,441 Federal: - Other: 2,758,944 Total: 6,612,385 % of Total Budget: 5.0%	State: 3,581,524 Federal: - Other: 3,348,123 Total: 6,929,647 % of Total Budget: 4.9%	
10100000	S.C. Highway Patrol	State: 33,093,871 Federal: (12,105) Other: 12,665,135 Total: 45,746,901 % of Total Budget: 34.9%	State: 41,082,752 Federal: 166,153 Other: 19,892,941 Total: 61,141,846 % of Total Budget: 42.8%	
10300000	S.C. State Transport Police	State: 2,092,123 Federal: 2,573,315 Other: 3,712,935 Total: 8,378,372 % of Total Budget: 6.4%	State: 1,893,836 Federal: 2,431,267 Other: 5,199,901 Total: 9,525,004 % of Total Budget: 6.7%	
10500000	S.C. Bureau of Protective Services	State: 1,293,783 Federal: - Other: 1,804,256 Total: 3,098,039 % of Total Budget: 2.4%	State: 1,580,021 Federal: - Other: 1,794,707 Total: 3,374,728 % of Total Budget: 2.4%	
10700000	S.C. Hall of Fame	State: - Federal: - Other: 174,612 Total: 174,612 % of Total Budget: 0.1%	State: - Federal: - Other: 173,617 Total: 173,617 % of Total Budget: 0.1%	
10700000	Safety & Grants	State: 519,006 Federal: 32,178,731 Other: 971,633 Total: 33,669,370 % of Total Budget: 25.7%	State: 468,159 Federal: 34,648,608 Other: 2,462,251 Total: 37,579,018 % of Total Budget: 26.3%	
95050000	S.C. Employer Contributions	State: 14,477,271 Federal: 1,042,920 Other: 2,403,931 Total: 17,924,122 % of Total Budget: 13.7%	State: 17,703,177 Federal: 1,137,679 Other: 2,959,131 Total: 21,799,987 % of Total Budget: 15.3%	

98300000	ARRA- Government Services	State:	-	State:	-
		Federal:	14,995,991	Federal:	-
		Other:	-	Other:	-
		Total:	14,995,991	Total:	-
		% of Total Budget:	11.4%	% of Total Budget:	0.0%
99000000	Capital Projects	State:	-	State:	-
		Federal:	-	Federal:	-
		Other:	409,053	Other:	2,281,684
		Total:	409,053	Total:	2,281,684
		% of Total Budget:	0.3%	% of Total Budget:	1.6%
	Summary	State:	55,329,494	State:	66,309,470
		Federal:	50,778,851	Federal:	38,383,707
		Other:	<u>24,900,499</u>	Other:	<u>38,112,356</u>
		Total:	<u>131,008,843</u>	Total:	<u>142,805,532.28</u>
		% of Total Budget:	100%	% of Total Budget:	100%

Remainder of Expenditures:	State:		State:	
	Federal:		Federal:	
	Other:		Other:	
	Total:		Total:	
	% of Total Budget:		% of Total Budget:	

\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

## Section III – Elements of Malcolm Baldrige Award Criteria

### Category 1 – Senior Leadership, Governance and Social Responsibility

The Director leads DPS with a team of Deputy Directors and Administrators. He promotes employee development and empowerment, regularly recognizes employees, and demonstrates a high regard for employees and their contributions.

#### 1.1 How do senior leaders set, deploy and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for:

- (a) **Direction/ organizational priorities?** The strategic plan sets priorities and directions; however, it is flexible with the goal of remaining relevant and realistic. The Director consistently and continually communicates his priorities to employees, and 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 affects priorities; complexity and urgency determine how goals are set, deployed and communicated.
- (b) **Performance expectations?** The Director and Division heads meet with DPS employees to convey expectations of employees and officers. Informal communication and completion of planning stage and EPMS documents involve joint efforts between managers and employees. Completing annual reviews are a part of supervisors' success criteria and ensure 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 command staff analyzes collision, enforcement and patrol activity data to determine performance and effectiveness. This information is discussed during command staff meetings to ensure division-wide performance expectations are met.
- (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. The Director hosts meetings with officers and employees in headquarters and in the field to communicate a consistent message of organizational values to every employee. The HP Colonel met with every employee, commissioned and civilian, to provide behavioral expectations.
- (d) **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 liaisons are in each division and provide a direct link to employees to report violations and questionable behavior. Managers create a climate where integrity and honesty are valued and expected. All employees are required to attend mandatory Ethics training every two years. All employees were also required to review an online presentation on Ethics which incorporated the Director's expectations to employees regarding ethical behavior. Troopers attend mandatory ethics training during in service training. The 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. HP Training Unit also provides periodic ethics training to commissioned personnel.

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

- HP's Community Relations Office promotes public education and community involvement in spreading the highway safety message. Community Relations Officers (CRO) 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 safety issues throughout the state. HP troops are encouraged to use their local CRO to supplement their enforcement plans with complimentary community education activities and campaigns. Updated public information relating to highway safety and traffic issues are on HP's website.
- 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 continues to monitor and adjust resources and tools for maintenance and improvement of customer service performance.

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

- HP monitors safety campaigns and initiatives for effectiveness data comparison and feedback from the public and stakeholders. Computer-aided dispatch ensures accurate, detailed data collection, and retention. Grant-funded initiatives are monitored for results.
- 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.
- OHS Statistical Analysis Center reviews crash data to assess if campaigns and countermeasures positively impact highway safety. OHS conducts observational and telephone surveys to determine the impact of campaigns and countermeasures. OHS is also subject to federal and state review and audits.
- OJP is subject to review and audit at the state and federal levels. Crime data, demographics, and economic data are compared to determine the correlations of grant program objectives to areas of greatest need.
- OHR uses PEWS (Personnel Early Warning System) to identify employees involved in multiple incidents for corrective action. An evaluation of the system is conducted on an annual basis. HR also mandates that employees and supervisors receive training in ethics and harassment/discrimination prevention in the work environment.
- OFS divisions participate in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.
- DPS 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.

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

- DPS follows B&CB guidelines, legislative mandates, DPS policies, and CALEA requirements (monitored by General Counsel). Reporting structure promotes accountability.
- HP supervisors monitor statistical information from the HP Console and Computer-Aided Dispatch to ensure efficient use of personnel. HP Training and command staff tracks legal issues to adapt to necessary changes for the division. Use of Force Reports are studied to determine if any patterns or training issues developed during the past calendar year. HP

Training ensures troopers are equipped with legal updates and training as necessary. 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. IT Plans are submitted to the B&CB 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.

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 senior leaders use organizational performance reviews/feedback to improve leadership effectiveness? How do their 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 exit interview form helps identify problem trends, especially among supervisory staff. Feedback and performance reviews are used by HP Training's to develop a curriculum to ensure that employees are provided adequate supervisory training. Involvement in activities such as Families of Highway Fatalities, Traffic Victims Memorial Service, Service of Remembrance for Fallen Troopers, and Community Relations Office initiatives demonstrate HP command staff 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 How do senior leaders promote and personally participate in succession planning and development of future organizational leaders?

- Workforce planning, including forecasting staffing needs, establishing methods for the transfer of knowledge and preparing future leaders is key to agency success. Tools provided in the Workforce Planning Workbook assist in identifying and developing the skills of candidates for leadership positions and the IEDP provides a means for every employee to develop a detailed training and development plan for career development. The Law Enforcement Leadership Series (LELS) program will target existing supervisors and eligible officers who may be promoted to enhance leadership skills prior to taking on a supervisory role. Mentoring, job coaching, and cross-training allow managers to better assess training needs and develop employees for leadership roles. BPS uses employee surveys to identify concerns and suggested recommendations. DPS makes specialized training and other leadership programs available to highly motivated officers.

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

- 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. 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 create an environment for organizational and workforce learning?

- HP Training Unit consistently reviews working trends and looks for opportunities afforded both within and outside the Department to advance employees' working skills. Leadership training provided through the Training & Development Unit is utilized by first and second line supervisors. When funding is available, leadership courses through out-of-state management programs are utilized for upper management ranks.
- STP holds meetings every Monday with the district sergeants to discuss any procedures or regulations. This also allows the sergeants to discuss any concerns or issues they may be facing. Informal meetings as needed on Mondays, the formal supervisor meetings are held once a quarter.
- BPS command staff has a "hands on" approach in fostering an atmosphere of learning by seeking out and affording training opportunities for staff at all levels. A quarterly training series was also created to address training and the learning process. BPS also affords staff and officers opportunities to attend outside training courses focused on leadership and advanced law enforcement skills. BPS is also heavily involved in networking with other law enforcement agencies to acquire the knowledge of best practices.

1.10 How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

- HP holds an annual Trooper and Telecommunications Officer of the year ceremony. HP Communication is also generated through recently held Troop meetings with the Director. The "Colonel's Blog" is maintained on the HP Intranet Console and provides updated information on HP activities, events, employee recognition and messages/vision. A quarterly newsletter, *SCHP Update*, also provides updated information as well as in-depth articles relating to Patrol issues.
- STP district supervisors are encouraged to take part in the decision making process concerning enforcement procedures and goals. The enforcement Captain sends out two letters monthly to the top activity officer from the lower and upper regions to commend him/her for their dedication to duty.
- BPS senior leaders utilize time spent in the field conducting site visits to address and encourage the line officers and staff. A newsletter was created to circulate information to the officers and staff on the happenings within BPS.
- Special recognition awards or letters of commendation are given to the BPS officers and staff by senior leadership to motivate a continued level of excellent work performance. An annual appreciation luncheon was also created to reward the officers, staff, and their families on a job well done.

1.11 How do senior leaders support/strengthen and contribute to communities?

- DPS is involved across the state. Senior leaders support and actively participate in the following activities:
  - Special Olympics, International Special Olympic Games;

- Fatality Victims Memorial, Traffic Victims Memorials, Service of Remembrance (victims families), Local services for fallen law enforcement officers;
- Families of Highway Fatalities Blood Drives;
- Nathan Wolfe Cadet Academy at SCCJA;
- Black Expo in Columbia, Black Achievers Determined to be Different (BADD);
- Minority Affairs Conference, Minority Outreach programs, Hispanic Conference;
- Trooper Treats;
- Visits with children in hospitals and youth homes during October;
- Summer Transportation Institute;
- Safety Literature and Information Distribution at Welcome Center and Rest Area Events during holiday travel times;
- Gullah Festival.

## Category 2 - Strategic Planning

### 2.1 What is your strategic planning process, including key participants?

DPS uses a division focused strategic planning process and is committed to the CALEA accreditation process and the associated measures of effectiveness and adherence to the highest standards of law enforcements. Adherence to CALEA requirements and standards are integral to the DPS Strategic Planning process.

- (a) Your organizational strengths, weaknesses, opportunities, threats: From SWOT results, agency-wide strategic goals are established. Under each strategic goal, objectives and measures are created. The strategic planning goals comprise the areas of focus for DPS. Division liaisons facilitate completion of divisional plans to address broad goals by creating strategies and action plans and establishing appropriate division-specific goals.
- (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. Supporting appropriate legislation and ensuring accurate, timely data is communicated to legislators and key decision makers remain 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 implemented SCEIS, the state's new human resources/payroll and financial management system, DPS employees participate in the SCEIS User Groups to stay abreast of enhancements to SCEIS. OIT is continuing its efforts to upgrade existing applications to the newest software development platforms in an effort to reduce support and maintenance costs.
- (d) Workforce 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 merging the training and recruitment areas of the law enforcement divisions and administration to form a DPS Selection and Training Unit.* Through shared resources, DPS goal is to offer comprehensive training to all employees in a more efficient manner. This new unit will handle

recruitment for all three law enforcement divisions which will reduce duplication of effort among the divisions. The newly merged division is expected to improve efforts in recruiting, developing, and retaining qualified employees.

- (e) Organizational continuity in emergencies: As a first responder, key employees 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 (SC Division Office of the FMCSA) that allows them to continue business from our Blythewood facility. The five (5) HP Telecommunication Centers are equipped with generators and satellite telephones to ensure continuous communication with the public and our troopers from an efficient standpoint and an officer safety concern.
  
- (f) Your ability to execute the strategic plan: Division Liaisons, Division Managers, and supervisors 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 What are your key strategic objectives and challenges?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10/11 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
<p><b>Highway Patrol (HP)</b></p>	<p>The goal of HP is to provide equitable service and protection, uphold the laws of the constitutions of the United States and the State of South Carolina in order to promote a safe and secure environment for the public.</p>	<p>1) Serve the public in a dedicated, honest, reasonable, and professional manner.                  2) Assist, direct, educate, and counsel the public in matters consistent with our mission.                  3) Reduce the number and severity of traffic collisions through the diligent enforcement of all traffic laws and promotion of traffic safety.                  4) Cooperate and communicate with other law enforcement agencies in our common objectives.                  5) Respond to emergencies and disasters with all available resources.                  6) Be accountable and manage all allocated resources effectively and efficiently.</p>	<p><b>Chart 7.1H</b> - HP Grant Project Results  <b>Chart 7.1I</b> - HP Activities  <b>Chart 7.1J</b> - Results of HP Research and Development Projects  <b>Chart 7.1Q</b> - Public Safety  <b>Chart 7.1R</b> - Partnerships  <b>Chart 7.1S</b> - Funding and Grants  <b>Chart 7.2A</b> - HP Community Relations Officer Activities  <b>Chart 7.2B</b> - Online Public Survey  <b>Chart 7.4A</b> - Leadership/Training  <b>Chart 7.4B</b> - Awards  <b>Chart 7.6A</b> - Community Service</p>
<p><b>State Transport Police (STP)</b></p>	<p>The goal of the State Transport Police is to enforce state and federal laws governing commercial motor vehicles.</p>	<p>(1) Prevent accidents.                  (2) Remove unsafe drivers and vehicles from SC roads.                  (3) Protect our environment from hazardous materials being transported on our roadways.                  (4) Prevent the premature deterioration of our roads and bridges through the STP Size and Weight Enforcement Program.</p>	<p><b>Chart 7.1F</b> - Economic Loss for CMV Collisions by County  <b>Chart 7.1K</b> - HazMat Inspection Activity  <b>Chart 7.1L</b> - CMV Inspections  <b>Chart 7.1M</b> - Passenger Inspections  <b>Chart 7.1N</b> - Compliance Reviews  <b>Chart 7.1O</b> - High Collision Counties  <b>Chart 7.1P</b> - 1-95 Weigh Station  <b>Chart 7.1Q</b> - Public Safety  <b>Chart 7.1S</b> - Funding and Grants  <b>Chart 7.4A</b> - Leadership/Training  <b>Chart 7.4B</b> - Awards  <b>Chart 7.6A</b> - Community Service</p>

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10/11 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
<p><b>Bureau of Protective Services (BPS)</b></p>	<p>The goal of BPS is to provide and maintain professional security for the Governor's Mansion Compound, the State Capitol and grounds, South Carolina Supreme Court and Court of Appeals, and other designated state facilities.</p>	<p>1) Through the use of physical patrolling and state-of-the-art technology, maintain a safe environment for the Governor, First Family, visiting dignitaries, the state's constitutionally elected, appointed and employed personnel, and all citizens who enter designated state government facilities. 2) By actively enforcing the laws of SC, provide a safe and secure environment on state government grounds.</p>	<p><b>Chart 7.1G</b> - BPS Statistical Data <b>Chart 7.1Q</b> - Public Safety <b>Chart 7.4A</b> - Leadership/Training <b>Chart 7.4B</b> - Awards <b>Chart 7.6A</b> - Community Service</p>
<p><b>Office Highway Safety (OHS)</b></p>	<p>The goal of OHS is to administer the federally-funded State and Community Highway Safety (Section 402) Program and coordinate highway safety activities throughout the state on behalf of the Office of the Governor. These funds are used to assist, via grants, eligible entities with programs that reduce the number of collisions and traffic-related fatalities and injuries.</p>	<p>Award grant funds to qualified applicants to create new or expand existing highway safety programs, with the intention that such initiatives continue when grant funding is discontinued.</p>	<p><b>Chart 7.1A</b> - Mileage Death Rate <b>Chart 7.1B</b> - Traffic Collision Quick Facts Summary <b>Chart 7.1C</b> - Injury Severity by Occupant Restraint Usage 2008 <b>Chart 7.1D</b> - Primary Contributing Factors in SC Traffic Collisions <b>Chart 7.1E</b> - Motor Vehicle Traffic Collisions by County <b>Chart 7.1Q</b> - Public Safety <b>Chart 7.1S</b> - Funding and Grants <b>Chart 7.4A</b> - Leadership/Training <b>Chart 7.4B</b> - Awards <b>Chart 7.6A</b> - Community Service</p>

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10/11 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
<p align="center"><b>Justice Programs (OJP)</b></p>	<p>The goal of OJP is to reduce crime in South Carolina and improve the administration of justice. This is accomplished through the award of subgrants to state agencies, local units of government and non-profit agencies for projects involving criminal justice, juvenile justice and the enhancement of services to victims of crime.</p>	<p>In compliance with federal award requirements and restrictions, recommendations for subawards consistent with state strategic goals are presented to the South Carolina Public Safety Coordinating Council and are thereafter managed and evaluated cooperatively with the recipients.</p>	<p><b>Chart 7.1Q</b> - Public Safety  <b>Chart 7.1S</b> - Funding and Grants  <b>Chart 7.4A</b> - Leadership/Training  <b>Chart 7.4B</b> - Awards</p>
<p><b>Administrative Offices</b></p> <p>1) Human Resources (OHR)  2) Financial Services (OFS)  3) Information Technology (OIT)  4) General Counsel (OGS)</p>	<p>Support DPS Strategic Goals by providing high quality Human Resources, Financial, Technology, and legal services.</p>	<p>1) <b>OHR</b> – Assist in the implementation of LMS. Participate in SCEIS/RUG meetings. Support in formation and development of agency-wide Selection &amp; Recruitment Unit. 2) <b>OFS</b> - Use technology to improve operational efficiency. Define an effective WFP process. Provide a cost effective and safe environment for employees and public. Assist DPS Divisions in planning and implementing Capital Improvements. 3) <b>OIT</b> – Provide IT services. 4) <b>OGS</b> - Provide legal services as needed.</p>	<p>1) <b>OHR</b> representatives continue to regularly attend HR/SCEIS meetings regarding enhancements to software and business processes. OHR representatives have formed focus groups to research training methods for new LMS. OHR has assisted in recruitment of employees for new training unit and re-organized the training units within SCEIS. 2) <b>OFS</b> reviewed processes to ensure GAAP requirements met; implemented FY12 budget with better controls; facilitated roof and weigh stations repairs, upgraded HVAC and lighting systems using Energy Grant Funds; participated in SCEIS RUG meetings, developed SCEIS reports, and defined a WFP process. 3) <b>OIT</b> upgraded systems, procured laptops, and provided assistance as needed. 4) Legal services were provided by <b>OGS</b> as needed.</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.

### 2.3 How do you develop/track action plans for strategic objectives (include resource allocation)?

- Plans are developed by Divisions to accomplish strategic goals and progress is reported to the Director. The Accountability Report includes accomplishments and other related data provided by the DPS Strategic Plan. Law enforcement uses task assignments, communication from Command Staff, a research database/tracking system to monitor strategic activities; evaluation and after-action reviews are used to ensure performance. To help manage efforts of field personnel, two Majors serve as liaisons between headquarters and staff to enhance efficiency, accountability, and communication. A class taught by a command staff educates subordinates in developing and executing Operation Plans. Goal Tenders are assigned responsibility for goals/objectives that fall under their command, and report on their progress at least annually. STP uses the SafetyNet Data System, Enforcement Plans, CVSP, and Size & Weight Enforcement Plans, including how resources are allocated. CREP data identifies problems and the Impact Analysis Report provides a means to measure success. A myriad of highway safety statistics and related data supports proposals for staffing and additional funding.

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

- DPS Managers and Division Liaisons 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 prioritization of operating and personal services needs, and OFS works with the Director and his staff to allocate resources based on relevance to strategic goals and availability of funding sources.

### 2.5 How do you measure progress on your action plans?

- Divisions Plans include detailed action plans tracked by Division Liaisons and DPS managers. Plans remain flexible and are assessed regularly to ensure they remain aligned with the agency's strategic goals.

### 2.6 How do you evaluate and improve your strategic planning process?

- Managers and supervisors meet with Division Liaisons throughout the year to evaluate overall progress and recommend updated strategies. The success of strategic planning is evaluated by comparing statistical information from year to year. Projected results are monitored throughout the year. Current programs are evaluated for overall effectiveness.

## **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 – Organizational Profile, 2 and 3. 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?

- Evaluating inquiries and feedback, including Exit Interview forms, and conducting various employee surveys helps identify internal problems and successes. Collaborative committees (e.g. Training Advisory Committee) also exist among divisions to share ideas, problems, and solutions. 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. The OPR hotline allows

anonymous reporting of any unethical conduct by employees, vendors or others. NeoGov provides an additional source of feedback from job applicants.

- An HP Law Enforcement Network (SCLLEN) coordinator is assigned to OHS to partner with law enforcement agencies to identify/combat highway safety problems in judicial circuits. This individual serves as the liaison among HP, OHS, and local law enforcement agencies. HP units actively participate in the International Associations of Chiefs of Police State and Provincial Police Planning Officers Section and Academy Directors Section. These sections provide valuable opportunities for information/best practices sharing between states. Listening to the objectives of grant funding sources allows for insight into current initiatives they may fund.

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 and regional troop headquarters/posts are listed in phone books and on the HP website. Email and telephone information for each region's CRO is accessible on the HP website. CROs are involved in community activities that provide a platform for dialogue and business. The HP website offers a variety of customers' information such as SCHP Wrecker Regulations, Driving Tips, Frequently Asked Questions, and DMV Accident Report Information. HP currently reciprocates newsletters with several southeastern states. The OPR hotline allows anonymous reporting of any unethical conduct by employees, vendors or others. NeoGov provides an additional source of feedback from job applicants.

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

- Customer (including the legislature) feedback is a primary source of measuring satisfaction via a reduction/increase in complaints. Audits provide guidance in improving processes affecting customer service. Highway safety data is used to plan proactive measures that boost public confidence. Collaborations and educational programs provide increased awareness and dialogue. Troopers are involved in communities and CRO are sources of customer feedback.
- HP uses the CALEA Assessment contact information received from the public as a mechanism to gauge the success/improvements needed within the division. Contacts established through the SCLLEN lieutenant assist with maintaining statewide highway safety initiatives. Troop Commanders maintain a relationship with their local law enforcement agency heads and receive positive and negative input to assist with future decision making programs/initiatives.
- STP uses CMV safety inspection/incident data to track/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 uses highway safety data and surveys to plan proactive measures and countermeasures, thereby increasing public awareness of highway safety issues.
- OJP's in-person monitoring of all projects in the field, workshop evaluations, inquiries, and quarterly reports helps quantify customer satisfaction.
- Administrative Offices use audits and process reviews to enhance satisfaction (e.g., reducing response time). OFS identifies processes that automation could improve performance/service.
- 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.
- OIT's contact with employees encourages a proactive approach to identifying problems. Web-based applications allow enhanced user capabilities, including better monitoring of work requests, inventory, and billing activity.

3.5 How do you use information and feedback from customers to keep services and programs relevant and provide for continuous feedback?

- HP reviews all relevant information from its customers and submits it to a specific unit or through the chain of command to improve and/or continue HP programs and services. Feedback from STP and BPS customers is reviewed and researched to identify isolated issues verses system, process, or training issues. Corrective action is taken as needed.

3.6 How do you build positive relationships with customers/stakeholders to meet and exceed their expectations? A key distinction is whether interaction is **voluntary** or **involuntary**.

- HP has daily involuntary contact with motorists who violate traffic laws or are involved in collisions. Troopers build public confidence by serving the public with professionalism and courtesy during these times. HP builds positive relationships with stakeholders such as other law enforcement, local and state government agencies with voluntary contact during hurricane evacuation exercises, safety campaigns, and other collaborative activities. HP troopers who are considered experts in their unique fields teach classes to other troopers and officers with other law enforcement agencies throughout the state, building positive relationships with these agencies. HP is involved in numerous victim services activities and community education activities. The HP Victim Advocate provides crisis intervention and support services to the victims of motor vehicle collision-related crimes. HP PEER Team assists SCLEAP in providing crisis support to other law enforcement agencies.
- DPS Families of Highway Fatalities provides resources for families who lost a loved one in a motor vehicle-related collision. Its goals are to provide peer support for grieving families, facilitate forums and opportunities for grieving families to provide support for one another, and prevent additional highway fatalities through education and information. The group works diligently alongside law enforcement, first responders, and government officials to mold public policy regarding highway safety and surviving family members' rights.
- DPS representatives serve on the following:
  - International Registration Plan, Inc.
  - American Association of Motor Vehicle Administration Driver Standing Committee;
  - AAMVA Credentials Data and Enforcement Access Task Force;
  - National Conference of State Transportation Specialists Executive Committee;
  - SC Traffic Records Coordinating Committee Working Group;
  - SC Trucking Industry Task Force;
  - FMCSA Motor Coach Technical Assistance Group (TAG);
  - Commercial Vehicle Safety Alliance (CVSA) Training Committee;
  - Motor Carrier Advisory Committee;
  - American Association of Motor Vehicle Safety Alliance.
- BPS ensures professional security and law enforcement at the Capitol Complex and other state properties and builds positive relationships with the Governor, Lt. Governor, State Legislature, employees, and visitors. BPS uses a community-oriented policing approach, to coordinate with customers and assess how their security concerns may be improved, thus strengthening relations and taking a proactive approach to providing a vital service.
- OHS conducts safety campaign and partners with law enforcement, government, business/industry, and the medical community to promote highway safety education and awareness in an effort to reduce traffic-related crashes, injuries, and deaths. OHS leadership serves on a variety of committees/boards, such as the National Safety Council, Safe Kids, MADD, the SCDAODAS Underage Drinking Action Group, the Governor's Council on Substance Abuse Prevention and Treatment, and the EMS Advisory Council to share highway

safety information. The DPS web provides information about highway safety, including statistics on safety belt and child safety seat use.

- OJP builds positive relationships with local governments, law enforcement agencies and victims of crime agencies through the administration of grant awards to meritorious projects. OJP provides technical assistance, mostly in the field, including program improvement, paperwork reductions and efficiencies, and grant writing. OJP employees are 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 is solicited via website, letters, and at statewide conferences.
- OIT is engaged with DOT, DMV, SCJD, DSIT, and other state and local agencies to improve the technical foundation for support of numerous collaborative efforts, including electronic collision reporting and ticketing and emergency evacuation routing.
- Progress has been made in 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, and progress relative to strategic objectives and action plans?**

- Key measures related to the DPS mission and strategic goals are tracked to assess performance. HP's R&D Unit tests and monitors equipment before and after purchase to ensure the best use of financial resources. 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 7.1A to 7.1E). OHS utilizes a variety of data to measure and track financial and operational performance including : 1) national benchmark data provided by the National Highway Traffic Safety Administration (e.g. Mileage Death Rate – Chart 7.1A); 2) statistical data focusing on crashes, injuries and fatalities occurring in South Carolina; 3) objectives and strategies outlined in the state's annual Highway Safety and Performance Plan developed by the OHS; and 4) evaluation, as outlined in OHS's Annual Report to the National Highway Traffic Safety Administration, of program goals and specific objectives relative to internal highway safety grants and highway safety grants awarded to a variety of subgrantees statewide.
- Data collection/analysis is a continuous process 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. Each division monitors relevant information which is ultimately used in making decisions, as well as supplying current data for reporting, such as the Accountability Report.

##### **4.2 How do you select, collect, align and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?**

- HP 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. Data, research, and processes related to employment are studied to ensure the goals of hiring, and retaining, the most qualified applicants are met.
- HP uses data tracked through its HP Console, Computer-Aided Dispatch, and data tracked by OHS to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations.

- STP has a full time statistician that collects information and inserts into a database for analysis. The statistician provides information to the field enforcement captain and district sergeants on the high crash, high injury, and high fatality corridors of the state. This allows the district sergeants to place enforcement personnel in the areas requiring high enforcement visibility.
- BPS collects man-hour data which is then used to formulate the number of officers needed to staff posts adequately. BPS also collects data from the Police Central database, officer console database and others. These databases provide numerous reports that give us insight into what's going on operationally. From an administrative standpoint, expenditure reports and budget summary reports provide a means for senior leaders to make sound operational decisions.
- OHS uses an annual Problem Identification process utilizing statistical information relative to traffic crashes, injuries, and fatalities in order to determine where, when, how and why traffic-related problems are occurring. The process assists in determining what areas of the state require intervention and what type of countermeasure programs should be developed to assist in alleviating specific traffic-related problems that may be occurring. The process also assists in directing the development/implementation of OHS's solicitation for highway safety grants.

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

- HP uses education, prevention, enforcement activities, and cost analyses before initiatives are enacted or equipment is purchased. Thorough research and testing is done to provide measurable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops.
- STP uses CMV size, weight and inspection activity to determine fiscal impact of operations and performance verses revenue and budget allocations. Crash data is used to determine how to most effectively use manpower.
- BPS tracks criminal/non-criminal incidents on state property to determine trends and risk patterns. Daily tracking indicates no notable damages to state property and monuments. Positive feedback from citizens is a key to confirm progress.
- OHS programs are funded by the NHTSA. Success is measured by examining and analyzing statistical data regarding traffic collisions, enforcement reports, and survey results.
- Tools for measurement, recruitment, and retention are included in the Workforce Planning and Performance Management Workbook that has been widely distributed throughout the agency. EEO reports monitor underutilized groups and compensation studies compare salaries of minorities to non-minorities and males to females.

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

- The Director and management use the resources 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 is collected and interpreted by HP's Research and Development Unit (R&D) and Executive Services to assist in decision-making and planning. Troop commanders use Computer-Aided Dispatch and the HP Console to maintain a balanced workload among troopers. The HP CRO Unit uses collision data to identify those communities where education campaigns may help to 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 SC 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 7.1C - example of this data collection). Having the data entry process housed within OHS allows for closer monitoring of data quality, integrity, and timeliness. 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 in the HP Console. Supervisors review this data regularly to ensure its integrity and availability for decision-making. HP ensures the most effective use of funds and personnel by basing initiatives and grant funding on sound research.
  - A system of checks and balances, required entries, and monitoring tools enables STP to ensure data quality, reliability, completeness, and availability.
  - Along with the expertise and leadership of the 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 translate organizational performance review findings into priorities for continuous improvement?
- National law enforcement, motor vehicle, and police training statistics are cornerstone resources for comparative 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 conducts internal unit and division analyses and assessments to ensure that HP activities match with the division's highest priorities, needs, and challenges. HP has a personnel allocation model that ensures proper supervisor to subordinate ratios. This model also identifies the states current areas of highest need for additional troopers. This information is critical in decision making when hiring/assigning new troopers to the proper duty stations. 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, reassignments, benefits, reductions-in-force, and training, are administered without discrimination.
- 4.7 How do you collect, transfer, and maintain organizational and workforce knowledge? How do you identify, share, and implement best practices, as appropriate?
- Workforce Planning is vital to DPS success, and involves initiatives to train and better prepare employees to develop effective methods to transfer knowledge and to identify best practices.
  - HP, STP, and BPS assess workloads and address supervisors' feedback to identify training needs. HP has a personnel allocation model to ensure proper span of control. HP maintains data from state and national sources such as the National Highway Traffic Safety

Administration and Federal Highway Administration, and identifies and shares best practices through participation in the International Association of Chiefs of Police State and Provincial Police Planning and Academy Directors sections. These sections allow personnel in the HP Executive Services and Training Unit to share information on a nation-wide basis. Some workforce knowledge is shared and maintained by hiring retired troopers to fill critical roles within the division. Each specialized unit is designed to have either a second in command of someone with extensive knowledge of the unit should retirement/transfer/promotion occur.

- OIT continues 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 encouraged.
- Employees are encouraged to explore their knowledge/skills/abilities by using career assessment tools and by completing an Individual Employee Development Plan (IEDP) annually with input from Supervisors, Coaches, and Mentors who assist in assuring that the employees' developed goals are in line with the Agency Strategic Plan, goals, objectives, and action plans. It is evaluated annually along with the Employee Performance Management System (EPMS).
- Employees are also encouraged to develop and conduct training in areas of expertise that may benefit the workforce (e.g. accounting and budgeting skills, basic computer skills).
- Enhanced internal communication has made it easier for employees to be involved and has improved teamwork.

### 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 increases the knowledge base of the participants and improves their team skills. 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 standardized training to all troopers. All troopers attend annual in-service training where they are educated on best practices for new law enforcement trends. Online training is used to decrease travel time for troopers. HP's Annual Report provides information and the mission of each Troop, Unit and Section within the Division. With budget reductions resulting

in a reduced number of troopers, troopers from other units support each others mission. For example, each Troop/Unit/Section has an Accreditation Manager assigned to assist the overall Division Accreditation efforts; Troopers from all Troops, Units and Sections assist and receive training in Emergency Traffic Management operation plans; Troopers assist HP's Training Unit by teaching classes in their area of expertise.

- 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 enforcement initiatives throughout the state.

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 when available and other personal growth opportunities; implementing employee recognition programs; and developing career paths for career progression.
- DPS faces many challenges including the public's general misunderstanding about the image of law enforcement officers. The Director has taken deliberate measures to restore the public's confidence in DPS by actively promoting honesty, fairness, and ethics that will positively impact recruitment and retention.
- Competition from other criminal justice agencies is also problematic since DPS law enforcement salaries and benefits are not competitive and there are limited opportunities 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. HP had 47 resignations this year.
- 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.
- Significant budget cuts during this fiscal year have continued to limit the agency's ability to replace employees who have left the agency or to hire new staff.
- DPS is in the process of forming a centralized Selection and Training Unit dedicated to recruiting and hiring the most highly qualified candidates for law enforcement. All three divisions will share resources and manpower to improve efficiencies.
- HP utilizes an allocation model to place newly hired troopers in the areas of highest need.

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

- Workforce capability/capacity needs are addressed through ongoing reports from SCEIS, NeoGov, and the agency's internal human resources system (SAMS) which is used only for historical data. These 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 SC 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 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.
- HP's staffing levels, from an enforcement standpoint, are identified by an allocation model.

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 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 development of: leadership attributes; organizational knowledge; ethical practices; core competencies, strategic challenges, and accomplishment of action plans.

- The Law Enforcement divisions collaborate to provide in-service training designed for officers, mid-level management, and executive staff that focus on leadership attributes in law enforcement. This program was tailored for employees seeking to advance to leadership positions and includes a leadership assessment to help employees understand the way they process and communicate information and how to develop or enhance those skills. The agency encourages leaders to participate in professional associations that promote the development of leadership attributes. Leaders are trained to use the Incident Command System used in any man-made or natural disasters.
- Organizational knowledge for leaders is developed through regular meetings with the Director who encourages discussion and facilitates interaction among division 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. Workforce planning initiatives provide a solid foundation for organizational development.
- 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. Law enforcement officers receive Ethics training as a component of their annual in-service training.

- Professional development and workforce planning specifically address the enhancement and development of skills and the development of a better prepared pool of leadership.

5.7. How 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 feedback from supervisors and employees, DPS works to address needed skills and training, which has been deemed a critical need throughout the agency. Programs have 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 Training uses national databases and virtual communities such as the International Association of Chiefs of Police State to remain up-to-date on highway safety trends and additional law enforcement training needs. The effectiveness of training programs and classes is determined by the success of enforcement initiatives, retention rates, competitiveness of promotions, and by on-going comparisons with other states' police and patrol programs. HP has a week session with newly hired trooper trainees to acclimate them to the organization and the field of law enforcement. This follows a continuous recruiting effort that includes an initial orientation of the job duties, academy life, etc., to ensure those hired have the core competencies and skills needed. HP provides continuous training for troopers after graduation.
- Frequent federal regulations changes 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.
- OFS attends SCEIS system training and regular User Group Meetings.
- Managers promote training by encouraging employees to complete and follow an IEDP annually. Effectiveness of training is measured by use of new skills, training evaluation forms, and online assessments.
- The HR Administrator and key staff participate in the B&CB's OHR initiatives, Advisory Council and SCEIS User Group meetings which aid in identifying training needs. The DPS Affirmative Action Plan continues addressing underutilized groups.
- Additional training opportunities are offered through, Element K Online training, internal and external training opportunities, links on the HR web site and partnerships with other agencies.

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

- One result of implementing the IEDP is that training is selected very thoughtfully by both the employee and supervisor. Training programs are selected based on employee needs, interests, abilities, and the usefulness of the training. Intrinsic to this process of training selection is a high level of employee motivation to acquire and use the skills. Daily use of technology encourages the use of new skills as well as the availability of job aids. HP utilizes After-Action reports to outline lessons learned during Emergency Management exercises and disasters.

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

- Programs including IEDP and Workforce Planning have been implemented to address training needs and enhance training opportunities. Training in a variety of forms to include internal/external opportunities, online courses, mentoring, coaching, and cross training are often the strategies employed to achieve career development goals which assist in meeting the goals of the agency by adding valuable knowledge, skills, and abilities through our employees.

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

- The success of leadership development systems is evidenced by the increased number of qualified internal candidates. Candidates are better prepared for promotional opportunities based on skills achieved through development programs. Employees have been educated on the value of continuing education through workforce planning tools. With increased support from management, the interest/attendance in training programs has increased significantly. Training liaisons are assigned to each Division. The liaisons seek input of managers/supervisors in identifying development programs that promote general leadership skills and specific job skills. Training programs are evaluated by participants to ensure that programs meet individual goals. The effectiveness of these programs is measured by the successful career progression of employees. HP command staff monitors the level and nature of complaints from the public, indicators of workforce and management effectiveness. In-car video cameras allow upper management to assess the leadership abilities of various supervisors. Another indicator of effective leadership development systems is the competitiveness of promotion 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 valued and empowered to do their jobs. 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.
- Along with officer recognition programs, STP's Colonel uses a hands-on approach to working with employees and delegating appropriate assignments to foster employee growth. BPS uses a career path formula and comment boxes as a barometer of satisfaction and to promote candidness about problems and encourage suggestions. Participation shows enthusiasm.
- HP has established a career path for non-supervisory ranks and a competitive promotional process for supervisory vacancies. Trooper of the Year and Telecommunications Officer of the Year awards recognize employee service and performance. HP Core values promoted uniformity and commitment to the division mission. Employees are also recognized for their work performance through the HP Colonel's Blog and HP newsletter. Various awards are applied for annually and some nominate employees for excellence.
- Additional assignments and training opportunities are encouraged and offered to promote employee growth. OJP and OHS employees are encouraged to seek opportunities that are challenging and which improve skill levels. OJP and OHS employees are encouraged to find innovative ways to address tasks and offer new strategies to address challenges faced by their Offices and the agency. OHS employees are given assignments that serve to cross-train them in various program areas of highway safety concerns.

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?

- Exit interview forms are reviewed to identify retention concerns and 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. 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 SC Law Enforcement Assistance Program (SCLEAP) 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?

- Succession planning and career progressions are addressed by key Workforce Planning staff in each Division. Law enforcement officers follow a carefully outlined career path. HR Workforce Planning staff provides statistical data for each Division, a *Workforce Planning and Performance Management Workbook*, and consultation in workforce planning. Division heads are encouraged to assess their workforce and develop and implement a plan to address 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/health program for DPS/DMV facilities statewide: assisting in creating, planning, overseeing 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 support systems (such as fire detection, fire alarms). The Safety Manager ensures operational readiness/efficiency and directs system support during a life safety event. BPS is responsible for monitoring security at headquarters facilities. HP's Emergency Traffic Management Unit monitors the environment and assumes a proactive approach to handling crises or potential disasters.

## **Category 6 - Process Management**

6.1 How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

- HP's mission is to serve the public by upholding the laws of the State and United States to promote a safe and secure environment. HP reviews statistical data and feedback from citizens/stakeholders, and HP personnel. Core competencies are determined and emphasized during recruiting. HP strives to provide the necessary resources to achieve its mission.
- STP is responsible for enforcing commercial motor vehicles laws. The objectives are to protect the motoring public by: a) preventing accidents; b) removing unsafe drivers/vehicles from our roads; c) protecting our environment from hazardous materials being transported; and d) preventing premature deterioration of roads/bridges through the STP Size/Weight Enforcement Program. This is accomplished by using statistics and placement of roadside enforcement.
- BPS determines its core competencies largely through feedback from supervisors, staff, and customer complaints/appreciation. Feedback and overall performance by staff are applied to better serve the mission. Core competencies are based on the mission to provide law enforcement services to the General Assembly, Governor/First Family, and the Constitutional Officers on the Capitol Complex Grounds. BPS ensures that a safe environment is afforded to all that visit or work in and around state facilities.

6.2 How do you determine what are your key processes that produce, create or add value for customers/organization, and how do you ensure these processes are used?

- 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 and 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.
- Efforts to redesign processes and organizational structure are on-going to ensure optimal efficiency/effectiveness and ultimately make 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 SC 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.
- STP's HazMat Unit is challenged to improve response to incidences and security concerns.
- HP identifies and focuses on the key factors that cause fatal collisions. Being mission minded ensures production of initiatives that result in fewer fatalities. The HP Emergency Traffic Management Unit is dedicated to coordinating safe and orderly evacuations for South Carolinians and visitors in the event of a natural or man-made disaster.
- HP often partners with OHS, DOT, DMV and other agencies to address public safety concerns.
- The HP Victim Services Office offers resources/support to victims/families of collision victims.

6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

- DPS continuously explores new ways to enhance efficiency/effectiveness. Assessing organizational structure, policies/procedures, and goals ensures the best use of resources.
- HP command staff assesses the troop concept to ensure optimal operational efficiency. HP Executive Services ensures effective resource allocation through program development, research projects and procedural changes, allowing HP to organize, communicate, and implement strategies during times of expansion or retrenchment. HP R&D tests/monitors equipment to ensure that financial resources are used appropriately. Response times are reviewed in an attempt to identify ways to better serve the public.
- The Colonel uses a comprehensive program within STP to ensure components are working together to meet goals, which are articulated and disseminated to all levels to ensure everyone understands expectations and direction. STP continues to focus on how best to achieve its mission, partly by being willing to adapt to an ever-changing environment. Activity is reported in multiple plans and reports aligned with strategic planning.
- BPS is working to allocate more resources to patrol state properties in order to increase visibility and reduce response times by having response units already in the field.
- OHS works with federal, state and local authorities to address critical highway safety needs, develop strategies, establish partnerships, and identify resources. Action plans, with built-in reviews, are implemented pending availability of funding.

6.4 How does day-to-day 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's troop structure allows for a more effective and efficient implementation of processes and allows for better accountability. Using an allocation model assists in proper statewide staffing.
- STP collaborates with state, federal and local partners, as well as the industry, to improve processes/procedures, keeping performance goals in the forefront of accomplishments.
- The daily operation of these processes has allowed BPS to develop a consistency of the patrol function, thus response time for calls for service has been reduced.

6.5 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, along with the Procurement and IT offices ensure that quality equipment is purchased at the lowest cost. Data analysis is used as a tool for determining troopers' effectiveness in collision and fatality reduction. The Emergency Traffic Management Unit focuses on constant improvement in its response to emergencies. HP uses After Action Reports to identify problems and implement the necessary changes. Feedback from stakeholders and division personnel is used to evaluate/improve service-related processes.
- 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 seeks input from highway safety stakeholders and agency partners (schools, law enforcement agencies, federal partners, and safety advocacy groups) in developing grant and other funding resources to implement a variety of highway safety programs and initiatives. The SCLLEN is a key partnership involving the sixteen judicial circuits across the state, each represented by local and state law enforcement. The SCLLEN works proactively to address highway safety issues, coordinate joint enforcement efforts, and develop safety campaigns. Quarterly SCLLEN Coordinator meetings are held to disseminate information and secure ongoing feedback and input regarding campaign efforts and mini-grant processes/budgets. Law Enforcement Liaison staff attends regularly scheduled SCLLEN meetings to share information with Networks and to secure feedback regarding various efforts and programs. Awareness and observational surveys are also used in evaluation processes.
- OJP annually re-evaluates 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. Significant information is gathered from the field by OJP staff through their on-site visits to hundreds of grant funded programs throughout the state. The knowledge gained in this process is translated into funding priorities and grant recommendations to the SC DPS Safety Coordinating Council. The funded projects provide enhanced public safety in communities throughout South Carolina as measured by the quantifiable objectives in each grant project.

- 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 to develop 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.

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

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

6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

- For HP, processes were developed which determine agency budgets and expenses based on the number of active permanent officers/troopers employed by the agency. The plan accounts for all recurring costs such as salary, fuel, radio fees, and administrative support staff. It also accounts for fixed cost such as data networks, facilities, and other expenses. All of these costs are proportional to the number of troopers employed in the agency and may be controlled and managed by adjusting the number of uniformed personnel.
- STP depends on Motor Carrier Safety Assistance Program (MCSAP) grant and this is determined on an annual basis for the core of the services provided. STP uses high priority grants to administer new technology/ programs and to keep officers focused on core objectives.

- BPS needs are based on the number of posts that are either contracted or mandated for each division location. The number of man-hours needed for a given posts is factored in order to assess the number of officers needed to staff that post.

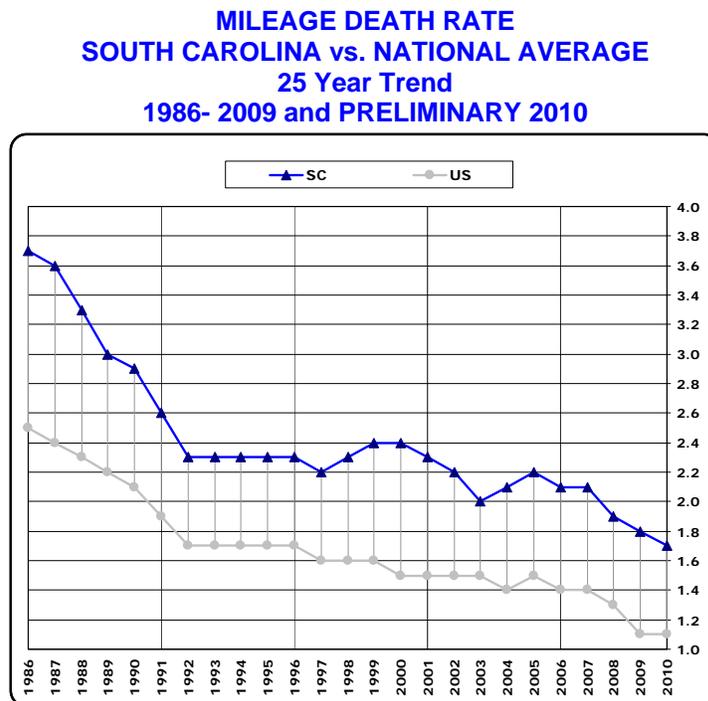
## Category 7 – Results

The tables in Category 7 include key measures and data related to highway safety, commercial motor vehicle inspections, security contracts, law enforcement officer training, and examples of 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.

### 7.1 Performance levels/trends for key measures of mission accomplishment and organizational effectiveness?

- Since DPS has components with distinct functions and performance levels, trends for key measures involve data collection and tracking from all divisions. HP uses data tracked through its HP Console, Computer-Aided Dispatch and data tracked by OHS to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations. OHS plays a critical role in tracking crash data, DUI statistics, and location of traffic-related incidents. Efforts result in identifying patterns and problems, as well as improvements in fatalities and injury rates, thereby affecting public image, confidence, and customer service (Charts 7.1A - 7.1F). Additional measures are provided on Charts 7.1G – 7.1S).

### Chart 7.1A Mileage Death Rate



Source for U.S. data: National Highway Traffic Safety Administration. (NHTSA)

South Carolina's mileage death rate (MDR), (defined as "the number of traffic fatalities per 100 million vehicle miles of travel (VMT)), achieved an all time low of 1.65 in 2010. The national MDR also achieved an all time low of 1.09 in 2010.

Chart 7.1B

## PRELIMINARY 2010 SC TRAFFIC COLLISION QUICK FACTS

	2006	2007	2008	2009	2010	% Change 2006 - 2010	% Change 2009 - 2010
Fatal Collisions	973	985	841	817	752	-22.7%	-8.0%
Injury Collisions	32,328	32,079	31,053	31,086	31,070	-3.9%	-0.1%
Property Damage Only Collisions	79,648	79,003	75,358	74,961	75,673	-5.0%	0.9%
Total Collisions	112,949	112,067	107,252	106,864	107,495	-4.8%	0.6%
Fatalities	1,044	1,077	921	894	811	-22.3%	-9.3%
Non-fatal Injuries	50,144	49,262	46,925	48,303	48,566	-3.1%	0.5%
<b>Fatalities From Collisions Involving*:</b>							
Truck Tractors	79	73	55	71	52	-34.2%	-26.8%
Motorcycles	108	123	112	95	85	-21.3%	-10.5%
Pedalcycles	13	21	15	13	14	7.7%	7.7%
Pedestrians	125	109	101	90	95	-24.0%	5.6%
Trains	10	4	4	5	3	-70.0%	-40.0%
Motorized Bikes	5	9	13	18	20	300.0%	11.1%
School Buses	3	2	3	4	3	0.0%	-25.0%
SUV's	225	271	197	214	206	-8.4%	-3.7%
Vans	87	70	71	59	58	-33.3%	-1.7%
Pick Up Trucks	247	310	215	244	199	-19.4%	-18.4%
Economic Loss (billions)	2.82	2.73	2.71	2.67	2.59	-8.0%	-3.0%
Vehicle Miles Traveled (billions)	49.80	50.60	49.06	48.60	49.12	-1.4%	1.1%
Roadway Miles	66,242	66,248	66,261	66,262	66,024	-0.3%	-0.36%
Motor Vehicle Registrations	3,704,689	3,829,448	3,882,780	3,906,300	3,950,498	6.6%	1.1%
Licensed Drivers	3,099,033	3,146,379	3,211,119	3,343,014	3,362,893	8.5%	0.6%
Mileage Injury Rate**	101	97	96	99	99	-1.8%	-0.5%
Mileage Death Rate***	2.10	2.13	1.88	1.84	1.65	-21.2%	-10.2%
Registration Fatality Rate****	281.8	281.2	237.2	228.9	205.3	-27.2%	-10.3%

- \* Includes all fatalities of all unit types in the collisions
- \*\* Traffic injuries per 100 million vehicle miles of travel
- \*\*\* Traffic fatalities per 100 million vehicle miles of travel
- \*\*\*\* Traffic Fatalities per million registered vehicles

Chart 7.1C Injury Severity

**PRELIMINARY 2010**

**INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE\***

RESTRAINT USAGE	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	
<b>NO RESTRAINT USED</b>	<b>2,121</b>	<b>1,176</b>	<b>1,039</b>	<b>688</b>	<b>314</b>	<b>5,338</b>
<b>RESTRAINT USED</b>						
Shoulder Belt Only	413	116	28	8	3	568
Lap Belt Only	1,112	270	70	14	3	1,469
Shoulder & Lap Belt Used	187,766	27,242	8,447	1,729	228	225,412
Child Safety Seat Used	6,881	1,146	180	28	6	8,241
Other Restraint Used	101	20	5	2	0	128
<b>TOTAL - RESTRAINT USED</b>	<b>196,273</b>	<b>28,794</b>	<b>8,730</b>	<b>1,781</b>	<b>240</b>	<b>235,818</b>
<b>UNKNOWN RESTRAINT USAGE</b>	<b>12,680</b>	<b>1,629</b>	<b>506</b>	<b>193</b>	<b>45</b>	<b>15,053</b>
<b>GRAND TOTAL</b>	<b>211,074</b>	<b>31,599</b>	<b>10,275</b>	<b>2,662</b>	<b>599</b>	<b>256,209</b>

**PRELIMINARY 2010**

**INJURY SEVERITY BY AIR BAG DEPLOYMENT\***

AIR BAG	INJURY TYPE					TOTALS
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	
Deployed - Front	9,295	4,943	2,613	815	214	17,880
Deployed - Side	915	355	118	45	10	1,443
Deployed - Both	3,364	2,057	1,018	362	81	6,881
Not Deployed	170,776	19,676	5,102	987	185	196,727
Not Applicable	21,966	4,010	1,195	371	87	27,629
Deployment Unknown	4,758	558	229	82	22	5,649
<b>GRAND TOTAL</b>	<b>211,074</b>	<b>31,599</b>	<b>10,275</b>	<b>2,662</b>	<b>599</b>	<b>256,209</b>

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

Chart 7.1D

**PRELIMINARY 2010  
PRIMARY CONTRIBUTING FACTOR IN TRAFFIC COLLISIONS**

CONTRIBUTING FACTOR	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Disregarded Signs, Signals	27	1,977	2,841	4,845	33	3,567
Distracted / Inattention	13	2,478	7,706	10,197	15	3,800
Driving Too Fast for Conditions	157	7,932	20,011	28,100	170	11,937
Exceeded Authorized Speed Limit	35	185	234	454	40	276
Failed to Yield Right-of-Way	75	6,696	13,859	20,630	81	11,620
Ran Off Road	38	502	893	1,433	39	669
Fatigued/Asleep	6	284	428	718	6	403
Followed Too Closely	3	1,933	6,136	8,072	3	2,871
Made an Improper Turn	2	424	1,682	2,108	2	692
Medical Related	9	573	235	817	9	757
Aggressive Operation of Vehicle	19	324	669	1,012	19	538
Over-correcting/Over-steering	6	144	250	400	6	215
Swerving to Avoid Object	2	119	263	384	2	172
Wrong Side or Wrong Way	52	583	830	1,465	58	1,113
Driving Under the Influence	173	2,400	2,530	5,103	184	3,465
Vision Obscured (within unit)	0	29	166	195	0	33
Improper Lane Usage/Change	11	901	5,343	6,255	12	1,333
Cell Phone	0	31	81	112	0	39
Other Improper Action	10	762	3,931	4,703	11	1,136
Unknown Driver	17	571	1,717	2,305	19	870
<b>DRIVER SUBTOTAL</b>	<b>655</b>	<b>28,848</b>	<b>69,805</b>	<b>99,308</b>	<b>709</b>	<b>45,506</b>
Debris	0	59	348	407	0	79
Non Highway Work	0	1	0	1	0	1
Obstruction In Road	1	46	170	217	2	59
Road Surface Condition (i.e., Wet)	0	88	234	322	0	123
Rut Holes, Bumps	0	19	22	41	0	26
Shoulders (None, Low, Soft, High)	0	2	6	8	0	2
Traffic Control Device (i.e., Missing)	0	9	9	18	0	19
Work Zone (Constr./Maint./Utility)	0	2	8	10	0	2
Worn Travel-Polished Surface	0	1	2	3	0	1
Other Roadway Factor	0	11	61	72	0	16
<b>ROADWAY SUBTOTAL</b>	<b>1</b>	<b>238</b>	<b>860</b>	<b>1,099</b>	<b>2</b>	<b>328</b>
Non-Motorist Inattentive	3	54	79	136	3	63
Lying &/Or Illegally In Rdwy	30	123	19	172	30	140
Non-Motorist Failed To Yield Row	7	72	63	142	7	91
Not Visible(Dark Clothing)	8	31	2	41	8	36
Non-Motorist Disregarded Sign/Signal/Etc	0	26	27	53	0	30
Improper Crossing	13	114	12	139	13	124
Darting	7	45	18	70	7	47
Non-Motorist Wrong Side Of Road	0	25	7	32	0	30
Other Non-Motorist Factor	1	38	30	69	1	50
Non-Motorist Unknown	0	6	6	12	0	7
Non-Motorist Under Influence	9	54	23	86	9	63
Other Person Under Influence	0	9	2	11	0	14
<b>NON-MOTORIST SUBTOTAL</b>	<b>78</b>	<b>597</b>	<b>288</b>	<b>963</b>	<b>78</b>	<b>695</b>
Animal in Road	3	725	2,813	3,541	3	1,001
Glare	0	28	72	100	0	42
Obstruction	0	24	92	116	0	31
Weather Condition	1	100	306	407	1	130
Other Environmental Factor	0	14	68	82	0	18
Unknown Environmental Factor	0	0	4	4	0	0
<b>ENVIRONMENTAL SUBTOTAL</b>	<b>4</b>	<b>891</b>	<b>3,355</b>	<b>4,250</b>	<b>4</b>	<b>1,222</b>
Brakes	1	115	259	375	3	207
Steering	0	31	79	110	0	44
Power Plant	1	14	26	41	1	19
Tires/Wheels	10	203	594	807	12	338
Lights	0	31	32	63	0	38

Signals	0	1	2	3	0	1
Windows/Shield	0	1	3	4	0	2
Restraint Systems	0	1	4	5	0	1
Truck Coupling	0	8	41	49	0	9
Cargo	0	18	141	159	0	25
Fuel System	0	7	10	17	0	11
Other Vehicle Defect	2	52	145	199	2	97
Unknown Vehicle Defect	0	14	29	43	0	23
<b>VEHICLE DEFECT SUBTOTAL</b>	<b>14</b>	<b>496</b>	<b>1,365</b>	<b>1,875</b>	<b>18</b>	<b>815</b>
<b>TOTALS</b>	<b>752</b>	<b>31,070</b>	<b>75,673</b>	<b>107,495</b>	<b>811</b>	<b>48,566</b>

\*Property Damage Only

Chart 7.1E

**PRELIMINARY 2010  
MOTOR VEHICLE TRAFFIC COLLISIONS BY COUNTY**

COUNTY	COLLISION TYPE				PERSONS	
	Fatal	Injury	PDO*	Total	Killed	Injured
Abbeville	5	139	174	318	5	221
Aiken	28	960	2,395	3,383	31	1,513
Allendale	2	62	72	136	2	114
Anderson	35	1,124	2,888	4,047	38	1,756
Bamberg	4	80	117	201	4	132
Barnwell	3	116	187	306	3	192
Beaufort	23	787	1,884	2,694	23	1,227
Berkeley	28	946	2,336	3,310	30	1,468
Calhoun	8	93	339	440	10	147
Charleston	49	3,107	8,571	11,727	51	4,539
Cherokee	8	440	859	1,307	9	706
Chester	12	265	349	626	13	438
Chesterfield	13	243	316	572	13	412
Clarendon	9	196	377	582	12	327
Colleton	15	341	662	1,018	19	563
Darlington	11	471	914	1,396	12	833
Dillon	10	307	530	847	14	558
Dorchester	10	693	1,929	2,632	12	1,017
Edgefield	5	148	197	350	5	229
Fairfield	10	191	259	460	11	336
Florence	27	1,074	2,729	3,830	30	1,751
Georgetown	13	365	729	1,107	14	579
Greenville	49	2,883	9,196	12,128	50	4,277
Greenwood	5	570	907	1,482	5	927
Hampton	2	136	188	326	2	233
Horry	46	2,073	5,308	7,427	48	3,290
Jasper	16	243	657	916	17	404
Kershaw	14	437	836	1,287	14	695
Lancaster	10	461	817	1,288	11	777
Laurens	14	546	939	1,499	14	863
Lee	4	107	261	372	4	173
Lexington	37	1,745	4,725	6,507	39	2,644
McCormick	2	48	74	124	2	81
Marion	10	263	353	626	14	505
Marlboro	4	208	247	459	4	382
Newberry	5	311	636	952	6	510
Oconee	12	370	850	1,232	12	530
Orangeburg	37	790	1,458	2,285	42	1,302
Pickens	12	655	1,708	2,375	15	951
Richland	41	2,703	7,685	10,429	43	4,197
Saluda	3	119	161	283	3	186
Spartanburg	41	1,773	4,630	6,444	44	2,623
Sumter	20	798	1,347	2,165	20	1,389
Union	5	185	286	476	5	296
Williamsburg	9	226	332	567	9	395
York	26	1,272	3,259	4,557	27	1,878
<b>TOTAL</b>	<b>752</b>	<b>31,070</b>	<b>75,673</b>	<b>107,495</b>	<b>811</b>	<b>48,566</b>

\*Property Damage Only

## Chart 7.1F - Commercial Motor Vehicle (CMV) Traffic Collision Quick Facts

- STP relies on data tracked by OHS, as well as CMV inspection activity including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, and traffic enforcement, Level VI inspections, and size/weight enforcement. STP was recognized for Best Practice for its Level VI Program and its timeliness in uploading crash and data reports.

CMV TRAFFIC COLLISION QUICK FACTS			
	2009	2010	% CHANGE
FATAL COLLISIONS	80	69	-13.8%
INJURY COLLISIONS	1,051	1,216	15.7%
PROPERTY DAMAGE ONLY COLLISIONS	1,162	1,292	11.2%
TOTAL COLLISIONS	2,293	2,577	12.4%
FATALITIES	85	77	-9.4%
NON-FATAL INJURIES	1,749	2,036	16.4%
ECONOMIC LOSS*	\$155,503,700	\$151,030,400	-2.9%

\*Economic Loss is calculated using the latest information from the National Safety Council, Estimating the Costs of Unintentional Injuries, 2009.

### Economic Loss for CMV Collisions by County

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2010	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Fatalities	Rank in Collisions
Orangeburg	6	45	42	93	7	64	\$10,737,600	1	1	9
Spartanburg	5	76	93	174	6	115	\$10,712,200	2	2	4
Greenville	5	99	125	229	5	156	\$10,563,100	3	3	1
Richland	5	94	81	180	5	168	\$10,270,700	4	4	3
Jasper	5	19	37	61	5	42	\$7,774,400	5	5	14
Colleton	3	20	17	40	5	41	\$7,737,300	6	6	21
York	4	34	39	77	4	56	\$7,130,300	9	9	12
Marion	3	7	8	18	5	24	\$7,085,500	7	7	35
Berkeley	4	45	38	87	4	68	\$6,921,100	8	8	10
Charleston	2	109	82	193	2	162	\$6,511,800	10	14	2

PDO\* - Property Damage Only collision

**Chart 7.1G**

- BPS tracks criminal and non-criminal occurrences 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.

**Bureau of Protective Services Statistical Data  
Incidents on State Property**

<b>Fiscal Year</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change 2008-2009</b>	<b>%Change 2009-2010</b>
<b><i>Crimes Against Property</i></b>					
Larceny	7	5	9	-29%	80%
Theft From Vehicle	15	21	14	40%	-33%
Theft From Bldg	14	7	6	-50%	-14%
Destruction/Damage/Vandalism	25	40	32	60%	-20%
Burglary	2	0	5	-100%	500%
Robbery	0	0	0	0%	0%
Motor Vehicle Theft	1	3	4	200%	33%
<b><i>Crimes Against Persons</i></b>					
Intimidation/Harassing Telephone calls	11	3	5	-73%	67%
Simple Assault/ASB	1	4	1	300%	-75%
Disorderly Conduct/Public Drunkenness	12	10	8	-17%	-20%
Murder	0	0	0	0%	0%
Suspicious Death	0	0	0	0%	0%
Suicide	0	0	0	0%	0%
Rape/Sexual Assault	1	0	1	-100%	100%
Aggravated Assault	3	2	1	-33%	-50%
<b><i>Crimes Against Society</i></b>					
DUI	1	2	4	100%	100%
Liquor Law Violations	3	1	0	-67%	-100%
Drug/Narcotics Violations	3	2	3	-33%	50%
Pornography/Obscene Material	0	0	1	0%	100%
<b><i>All other Criminal Offenses</i></b>	23	20	25	-13%	25%
<b><i>Non-Criminal Incidents</i></b>					
	326	394	341	21%	-13%
<b><i>Arrest Reports</i></b>					
On View	6	3	6	-50%	100%
Taken Into Custody	22	23	12	5%	-48%
Summoned/Cited	1	1	1	0%	0%

**Chart 7.1H**

<b>Highway Patrol Grant Projects Results July 1, 2009 – June 30, 2010</b>			
<b>Project</b>	<b>Effect on Performance, Safety and/or Service</b>	<b>Funding</b>	<b>Timeframe</b>
HP Horry/Florence Counties DUI Enforcement Team	Grant funds provided three troopers for DUI enforcement in Horry and Florence counties.	\$227,360	October 1, 2010 – September 30, 2011
HP Richland/Lexington Counties DUI Enforcement Team	Grant funds provided three troopers for DUI enforcement in Richland and Lexington counties.	\$227,360	October 1, 2010 – September 30, 2011
Bullet Proof Vest Funding	Funds provide vests for DPS officers.	\$58,346	April 1, 2010 – September 30, 2011
HP Victim Advocate	Grant funds to pay the salary for a victim advocate to provide required services to crime victims.	\$34,527	July 1, 2010 - June 30, 2011
DPS Communications Upgrade	Replace radios for P25 compliance.	\$300,892	June 7, 2011 – August 31, 2011

**Chart 7.1I**

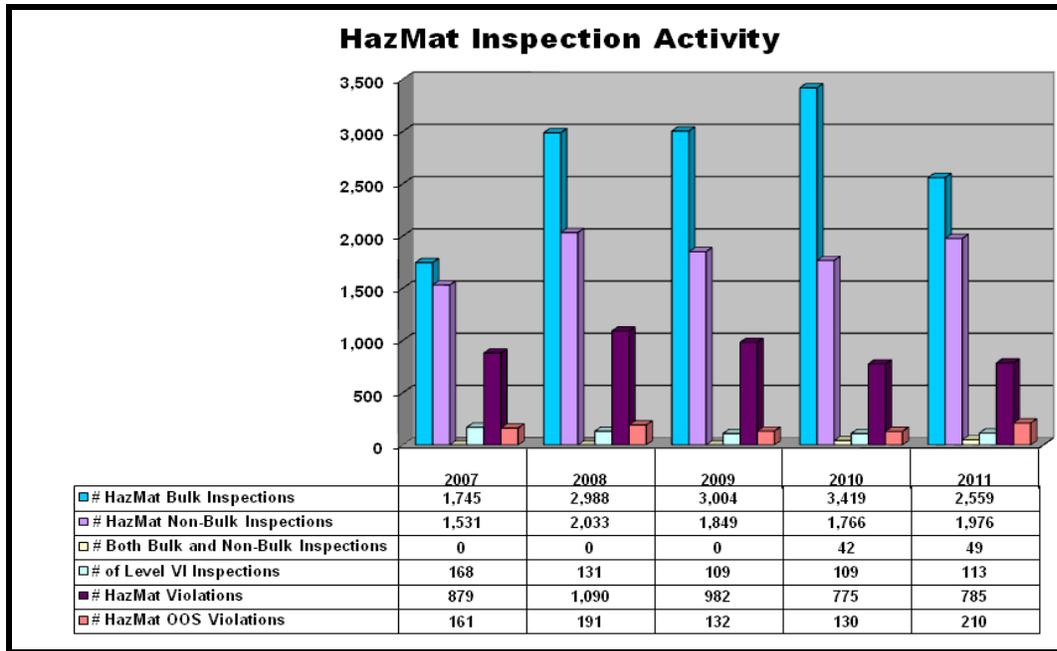
<b>Highway Patrol Activity July 1, 2010 – June 30, 2011</b>	
<b>Activity</b>	<b>Numbers</b>
Calls for Service	219,828
Traffic Cases	490,798
Warnings Issued	399,187
Collisions Investigated	73,790
Motorists Assisted	64,179
Agencies Assisted	64,179

**Chart 7.1J - Results of Highway Patrol Research and Development Projects**

<b>Project</b>	<b>Activity</b>
Taser Implementation	Test and evaluation was conducted and the project is currently out for solicitation.
Duty Boots	Test new duty boots for DPS officers
Bullet Proof Vest	Test bullet proof vest that meet federal guidelines and Department needs.
Digital DVD in-car Camera System	Test and evaluation was conducted for all state agencies.
Emergency Warning Vehicle Equipment	Test and evaluation was conducted. A new state contract for all law enforcement was put into place.

**Chart 7.1K**

- Hazardous Material Enforcement - The safe and secure transportation of Hazardous Materials (HM) continues to remain a focus both nationally and within South Carolina. HM safety enforcement and compliance is an important part of our MCSAP.



**Chart 7.1L**

- CMV Inspections - STP conducted 51,660 CMV inspections during FY11.

<b>Driver/Vehicle OOS</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Total Vehicle Inspections	22,951	31,915	32,970	31,819	28,054
Total Vehicles Placed OOS	3,601	5,595	6,093	6,199	6,950
Percent Vehicles Placed OOS	15.69%	17.53%	18.48%	19.48%	24.77%
Total Driver <b>Only</b> Inspections	18,908	22,409	19,454	19,579	23,606
Total Drivers Placed OOS	1,556	1,882	1,816	1,629	2,228
Percent Drivers Placed OOS	3.76%	3.38%	3.50%	3.21%	4.40%

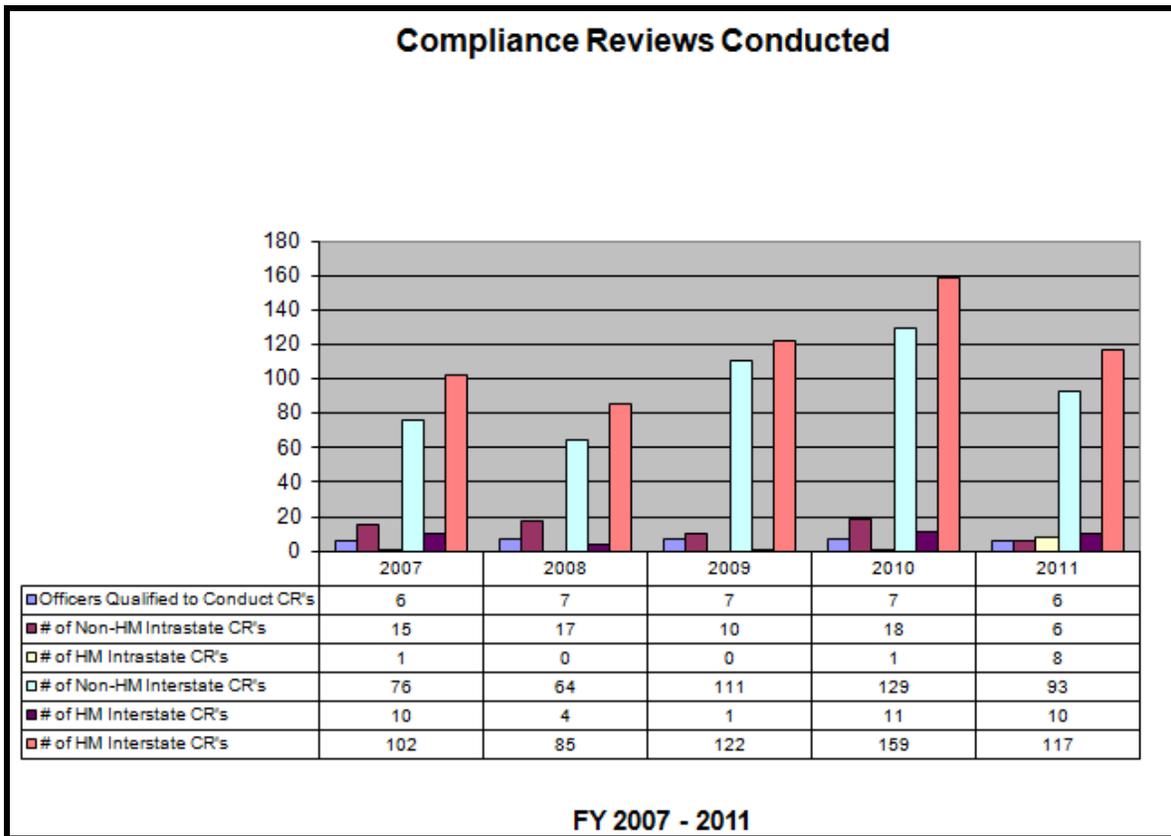
**Chart 7.1M**

- Passenger Vehicle Inspections - STP conducted 1,298 Bus/Motor Coach inspections during FY11.

<b>Passenger Statistics</b>					
<b>Year</b>	<b>Total Inspections</b>	<b>Vehicles OOS</b>	<b>Vehicle OOS Viol</b>	<b>Drivers OOS</b>	<b>Driver OOS Viol</b>
FY 2011	1,298	30	37	33	42
FY 2010	1,189	44	47	21	22
FY 2009	1,177	38	41	20	23
FY 2008	1,176	47	54	22	24
FY 2007	945	40	43	30	38

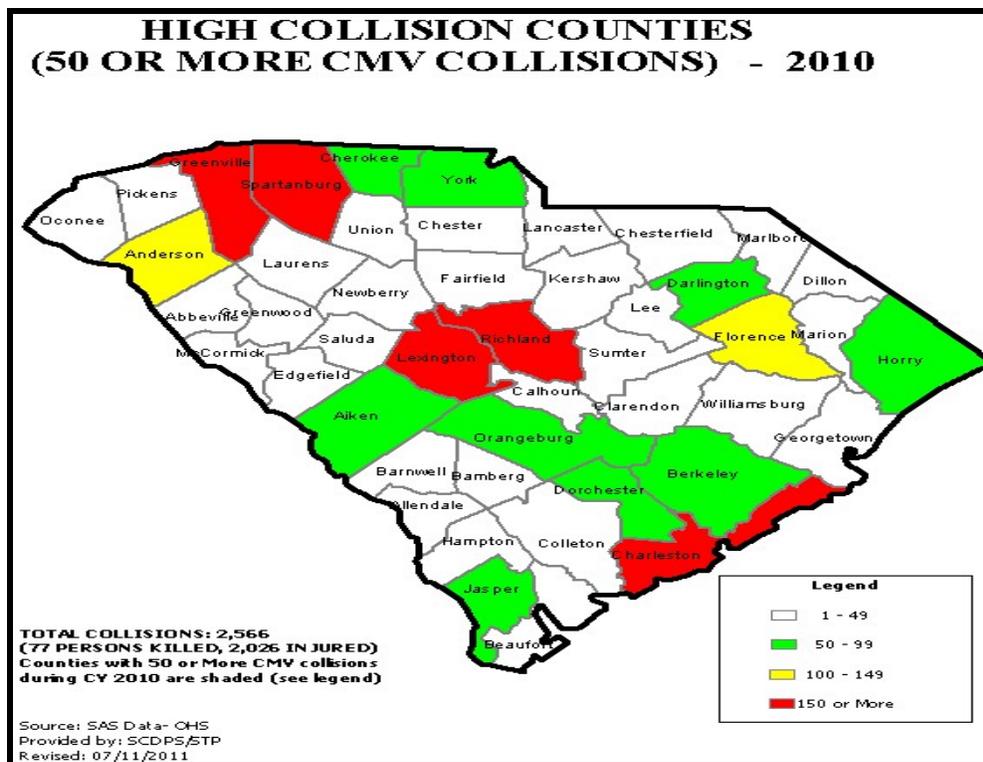
- Compliance Reviews - State Transport Police Motor Carrier Compliance Unit conducted focused, compliance and shipper reviews on motor carriers taking enforcement action when appropriate.

**Chart 7.1N**



- STP continues to concentrate on high crash areas to reduce fatal crashes through the use of radar and special enforcement projects. High crash counties and counties with a high economic loss will be STP's focus in reducing CMV collisions monitoring both CMV and non-CMV traffic behavior

Chart 7.10



Routes	Total Collisions, Calendar Year (CY)				
	2006	2007	2008	2009	2010
I-26	266	257	225	190	240
I-85	213	239	184	175	208
I-95	206	152	141	173	154
I-20	135	151	124	100	101
US-17	105	112	86	99	71
Total	925	911	760	737	774

Routes	Inspection Activity				
	2007	2008	2009	2010	2011
I-26	1,251	1,364	1,290	2,104	1,709
I-85	1,276	2,430	2,128	2,459	2,650
I-95	1,141	1,324	1,293	633	1,900
I-20	719	842	641	1,072	654
US-17	1,237	1,108	586	199	127
Total	5,624	7,068	5,938	6,467	7,040

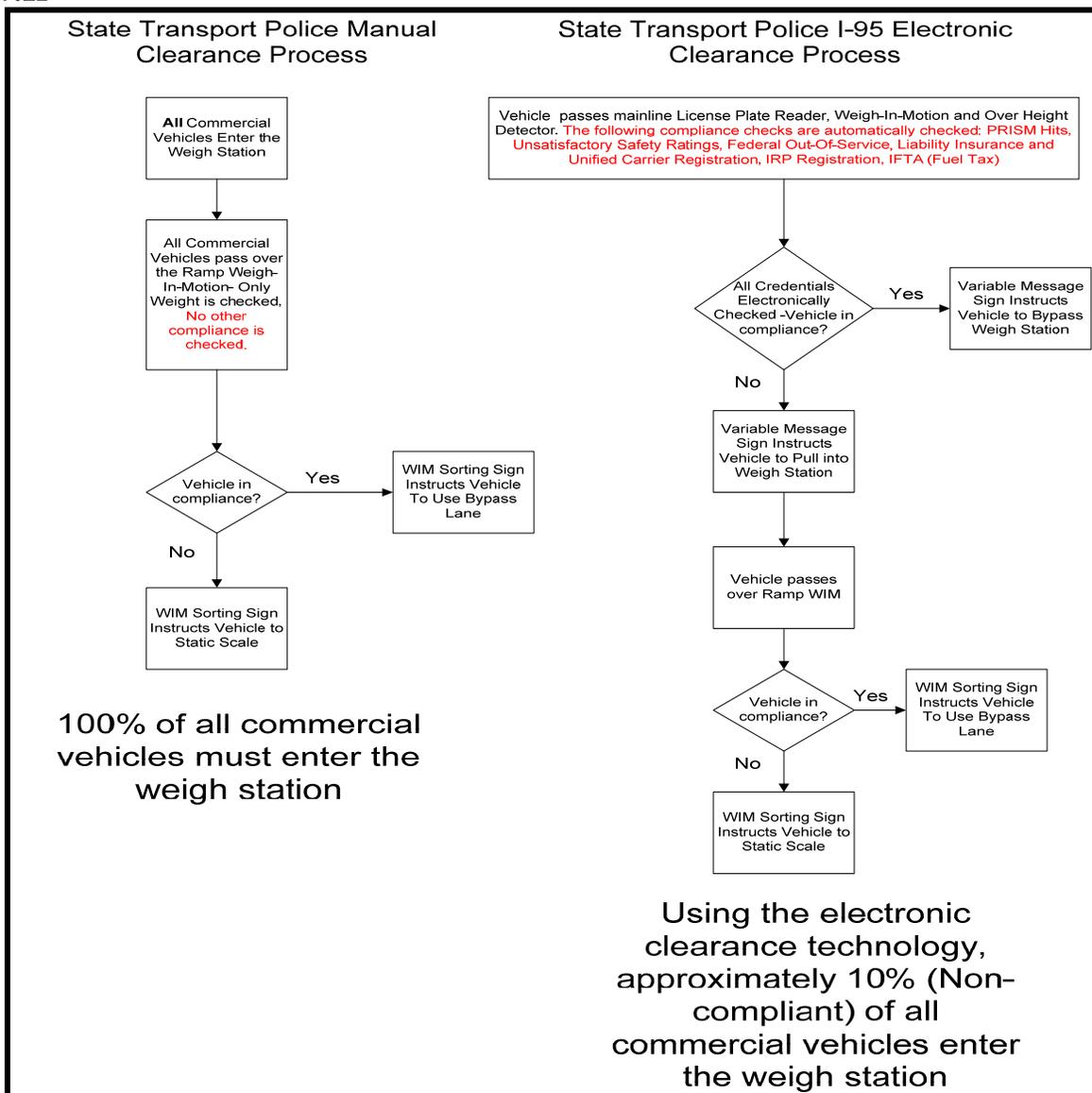
Routes	Total Injuries by Calendar Year (CY)				
	2006	2007	2008	2009	2010
I-26	176	149	150	120	138
I-85	96	100	99	88	114
I-95	138	96	87	89	132
I-20	71	85	52	78	60
US-17	109	79	80	72	65
Total	590	509	468	447	509

Routes	Citation Activity				
	2007	2008	2009	2010	2011
I-26	610	470	364	334	624
I-85	384	488	539	413	498
I-95	211	240	237	274	388
I-20	194	197	167	281	136
US-17	362	235	36	255	41
Total	1,761	1,630	1,343	1,557	1,651

Routes	Total Fatalities, Calendar Year (CY)				
	2006	2007	2008	2009	2010
I-26	15	9	8	4	6
I-85	4	1	4	8	4
I-95	13	6	9	4	3
I-20	4	7	8	2	3
US-17	4	4	3	6	3
Total	40	27	32	24	19

- DPS and DOT held ground breaking ceremonies on Interstate-95 for a state of the art commercial motor vehicle weigh-in-motion facility located near mile marker 74 on northbound I-95 in Dorchester County. The station cost \$6.2 million, will be maintained by STP, and has a targeted completion date of December 2011. Through the weigh-in-motion facilities, STP officers can capture and record weights as vehicles drive over an actual scale built into the roadway. *These systems are capable of measuring at normal traffic speeds without requiring vehicles drive at reduced speeds or come to a complete stop. The new electronic process will reduce the number of commercial vehicles that must enter the weigh station from 100% to approximately 10% (only non-compliant).* The project also includes improvements to the entrance and exit ramps and inspection facilities including an inspection shed and scale house.

**Chart 7.1P**



- Chart 7.1Q – 7.1S list Public Safety activities, Partnerships, and Grants related to DPS Strategic Goals.

**Chart 7.1Q Public Safety**

<b>Public Safety - HP</b>
HP responded to; 5.2% fewer fatal collisions, 2.6% fewer DUI related collisions, and 2% fewer collisions overall.
Participated in DPS's "100 Deadly Days of Summer" campaign by partnering with other law enforcement agencies and conducted special enforcement with emphasis on DUI, speed and seatbelts. HP increased its DUI arrest 10.5% over last year.
Participated in "Hand Across the Border" enforcement campaigns with both North Carolina and Georgia patrols.
Pedestrian Enforcement initiative to reduce the number of pedestrian incidents by strictly enforcing laws and educating the public about pedestrian safety.
Continued the Statewide DUI Team with 31 troopers with a 3.3% increase in DUI arrest statewide.
Continued with the two grant DUI Teams in the Horry/Florence and Richland/Lexington areas.
Continued the Safety Improvement Team with DOT to reduce collisions in construction zones.
"Operation Downtown"; DUI enforcement in metropolitan cities.
HP and DNR DUI/BUI campaign through the summer months.
Participated in DPS's "Sober or Slammer" campaign implementing DUI enforcement during some holidays.
Emergency Traffic Management twice implemented the Department's Winter Response Plan that coordinated with other agencies to provide needed services to the public.
Emergency Traffic Planning Unit conducted several emergency exercises to include a full scale hurricane evacuation of the coast with local stakeholders.
Aggressive Criminal Enforcement (ACE) seizures: 1) Cocaine - 17 pounds; 2) Crack Cocaine - 396 grams; 3) Marijuana - 267 pounds; 4) Methamphetamine - 660 grams; 5) Controlled Substance Pills - 3,598 pills; 6) Ecstasy - 222 tablets; 7) Heroin - 8.9 pounds, 8) Counterfeit Goods - 1,899 items, 9) Felony Arrests - 72; 10) Fugitive Arrests - 13
The 2010 Southern Legislative Conference was held in Charleston South Carolina with ETMU in charge of security, traffic control, etc.
The Winter Storm Response Plan was activated during December 2010 and January 2011. This plan allowed for better coordination of Patrol resources to respond to calls for service.
<b>Public Safety - STP</b>
<u>Performance Registration Information Systems Management (PRISM)</u> - There were 19 Out of Service Orders requiring sanction actions for South Carolina during FY 2011 of which 11 orders were served by STP officers.
<u>WIPP (Waste Isolation Pilot Project)</u> – WIPP shipments (from Savannah River Site to Carlsbad, NM) began in the first quarter of 2003. There were 113 level six inspections were conducted and of these 110 were conducted on WIPP shipments during FY 2011. STP uses radiological survey equipment to include dosimeters, Ludlum meters and radiation detectors to detect release of and/or exposure to radiation.
<u>Intrastate DOT Identification Number</u> – South Carolina initiated the intrastate DOT program with FMCSA and SCDMV in May 2010. STP notified intrastate motor carriers through mail-outs, association journals, publications and public awareness during FY 2011. During FY 2011 South Carolina issued approximately 800 such intrastate DOT numbers to carriers.
<u>Roadcheck 2011</u> – South Carolina participated in the national Roadcheck 2011 special interest program June 7-9, 2011 conducting 892 driver/vehicle inspections with 280 vehicle and 32 driver out-of-service violations cited.
<u>Operation Air Brake</u> – South Carolina participated in two (an announced and unannounced) Operation Air Brake during FY 2011. In September 12-18, 2010 STP conducted 851 special brake inspections inspecting 5,029 brakes with 481 out of adjustment. On May 4, 2011 STP conducted 283 special brake inspections inspecting 2,064 brakes with 161 out of adjustment.

Operation Safe Driver – South Carolina participated in Operation Safe Driving 2010 on October 18 - 22, 2010 conducting 1,085 Level 1, 2 and 3 inspections placing 106 vehicles and 78 drivers' out-of-service. CMV traffic enforcement contacts totaled 446 with 337 citations written. Non-CMV traffic enforcement contacts totaled 84 with 69 citations written. There were 947 CMV DL/CDL checks and 59 Non-CMV DL checks performed.

Challenge 2011 – South Carolina Challenge 2011 was held April 15-16 at Midlands Technical College in West Columbia, is an annual event of the State Transport Police and the South Carolina Trucking Association's Safety Management Council. A written examination and testing in six skill demonstration categories were a part of the officers' competition. The goal of the competition is to reduce the number of CMV accidents in South Carolina by improving the effectiveness of driver/vehicle examinations and increasing the uniformity of inspections and applications of out-of-service criteria within the state.

STP participated with the South Carolina Trucking Association (SCTA) Safety Management Council Road Team. The Grand Champion of Challenge 2010 represented STP by conducted 18 activities with the Road Team to include presentation to schools, colleges, SCTA activities and driver seminars.

Targeting Aggressive Cars and Trucks (TACT) - STP, the lead Motor Carrier Safety Assistance Program (MCSAP) agency, received a Ticketing Aggressive Cars and Trucks (TACT) Readiness Grant on July 6, 2010. The TACT Readiness Grant process has worked very well for STP assisting in the pre-implementation and planning phase of TACT. The grant enabled STP not only to build a dedicated project team, but also to form a strong Stakeholder Committee in an effort to design an innovative program tailored to the needs of South Carolina. The planning period has resulted in a rigorous process of establishing program goals and objectives, conducting extensive research regarding the specific problem areas unique to South Carolina, and designing a program with specific, quantifiable descriptions, benchmarks, timelines, and supporting data that addresses each program component.

CVISN (Commercial Vehicle Information Systems Network) - components included the addition of oversize/overweight permits to the system. South Carolina CVIEW is now functioning in production with full access via air cards to all STP officers and FMCSA with information updated daily to include PRISM requirements, safety information from safer and CDLIS checks. Interfacing PRISM and CVIEW produces a true compliance status.

CVIEW – Dorchester West Weight Station captures 100% of Prism related non-compliance and Size and Weight Permits. South Carolina started capturing IRP/IFTA and UCR in FY 2009. South Carolina's CVIEW database captures vehicle and motor carriers compliance information status to include: IRP, IFTA, UCR, OSOW Permits (for both interstate and intrastate vehicles), All Safety Ratings, Driver Information, CDLIS Information, Vehicle Information

### Public Safety - BPS

Participated in 5<sup>th</sup> Circuit Law Enforcement Network (SCLEN), including SCLEN Checkpoints and assisting HP with DUI Checkpoints.

Coordinated security operations for several high-profiled State House events, including Martin Luther King Day at the Dome, Christmas Tree Lighting Ceremony, National Tea Party Events, USC Baseball National Championship Rally, and Governor's Inauguration Ceremonies.

Coordinated with DHEC, Lottery Commission, Department of Revenue, SCCJA, and B&CB Division of State Information (DSIT), and added DMV Money Escort contract to provide professional security.

BPS provided law enforcement support for the Columbia College Community during their Through These Gates 4-Mile Fun Walk held on April 24, 2010 beginning at the SC State House and ending through the gates on the Columbia College campus.

### Public Safety - OHS

Managed 32 highway safety grant projects covering emphasis areas including occupant protection, police traffic services, impaired driving, traffic records, youth alcohol/youth traffic safety, and SCLEN mini-grants.

With funding from the DOT, OHS hired a Strategic Highway Safety Plan (SHSP) Manager who is responsible for updating and developing implementation plans for the state's SHSP, which was originally drafted in 2007.

Updated, with the assistance of the Traffic Records Coordinating Committee, a Traffic Records Strategic Plan for the State of South Carolina combining project priorities from a variety of traffic records stakeholder agencies.

Continued an advertising campaign to alert the general public about increased DUI enforcement and the state's new and tougher DUI law.
Continued a series of paid media ads relating to occupant protection and impaired driving based on the Apter Research study of high risk drivers conducted in 2007.
Continued high visibility enforcement campaigns, such as "Buckle up, South Carolina. It's the Law and It's Enforced", complementing the national "Click It or Ticket" campaign to increase safety belt use and "Sober or Slammer!" targeting impaired drivers and complementing the national "Drive Sober or Get Pulled Over" campaign.
Continued advertising strategies for the dissemination of highway safety messaging to include billboard campaigns, a high school event ticket and poster series campaign, and the continued use of "Highways or Dieways" as an "umbrella" or overarching message for all highway safety initiatives. Produced and aired a new series of anti-DUI commercials modeled after the television series, "24." Commercial spots won several awards, including receiving an Emmy nomination.
Generated a series of radio ads alerting the general public to the year's ongoing fatality count and carrying safety messages associated with occupant protection, DUI, school zone safety
Continued the development and maintenance of the SCLLEN comprised of more than 200 law enforcement agencies in the 16 Judicial Circuits in the state and gathering together in their respective Judicial Circuits to address highway safety problems and combine enforcement efforts.
In 2011, the SCLLEN had 211 of the 262 local law enforcement agencies statewide participating in the 2010-2011 Law Enforcement DUI Challenge. The 211 participating agencies represent an 80.5% participation rate.
The 211 agencies participating in the State's Law Enforcement DUI Challenge agreed to conduct monthly specialized DUI enforcement activity (saturation patrols, checkpoints) and additional nights of specialized DUI enforcement activity during two major DUI enforcement blitzes (Christmas/New Year's and Labor Day).
Campaigned statewide to promote school bus safety and to promote safety in and around school zones.
Continued motorcycle safety campaigns during major bike rallies.
Continued the work of the SC Impaired Driving Prevention Council to address DUI issues in the state.
Maintained a display booth at the SC State Fair with an emphasis on impaired driving and distracted driving issues. Also featured HP's rollover simulator at the State Fair.
<b>Public Safety - OJP</b>
Continued improvement of the Grants Management Information System (GMIS), an internet based grant application system that has replaced thousands of paper submissions. GMIS has resulted in reductions in time and paperwork for county, city, non-profit and state applicants. OJP uses GMIS to automate legislative notices of awards in each district where e-mails will supplant postal mail, saving postage, paper, copying, and staff time.

## 7.1R Partnerships

<b>Partnerships - HP</b>
ACE Team partnered with DEA and other agencies in a two year investigation into a major drug distribution in the Charleston areas established by several Mexican cartels.
Partnership with DOT with a \$1.5 million campaign pay overtime for troopers target speed and aggressive driving statewide.
Operation Downtown was established to partner with law enforcement in larger cities to hold checkpoints and other enforcement efforts to focus on impaired driving.
DNR Partnership: again partnered with DNR in a media campaign and DUI/BUI enforcement efforts around roadways and waterways around the state during the summer months.
Partnered with the Georgia State Patrol to start a peer support program for their agency.
Continued partnership with DOT with the Patrol's Safety Improvement Team (SIT) which during its existence has resulted in an 82% reduction in construction area collisions.

## 7.1S Funding and Grants

<b>Funding and Grants - HP</b>
Awarded \$747,593 in grant funding for five programs.
DOT funded Safety Improvement Team to reduce collisions in construction zones.
DOT funded \$1.5 million speed and aggressive driving overtime enforcement program.
<b>Funding and Grants - STP</b>
STP was awarded a grant to acquire a Performance Based Brake Testing (PBBT) system. The amount of the grant is \$109,272.80. During 2009, there were 2334 commercial motor carrier collisions occurred in South Carolina resulting in numerous injuries. 12 of them were collisions in which "Brakes" was cited as the Primary Contributing Factor.
<b>Funding and Grants - OJP</b>
Successfully managed approximately 300 grant projects awarded to towns, counties and state agencies.
Successfully applied for approximately \$20 million grant funds for sub awards to South Carolina law enforcement agencies, local victims of crime programs and juvenile justice programs.
Co-sponsored the statewide Seventh Annual Drugs of Abuse Conference. Attended by 400 practitioners, the 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 personnel to work on these important common problems.
<b>Funding and Grants - OHS</b>
Successfully negotiated for millions of dollars in federal funding for highway safety programs

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

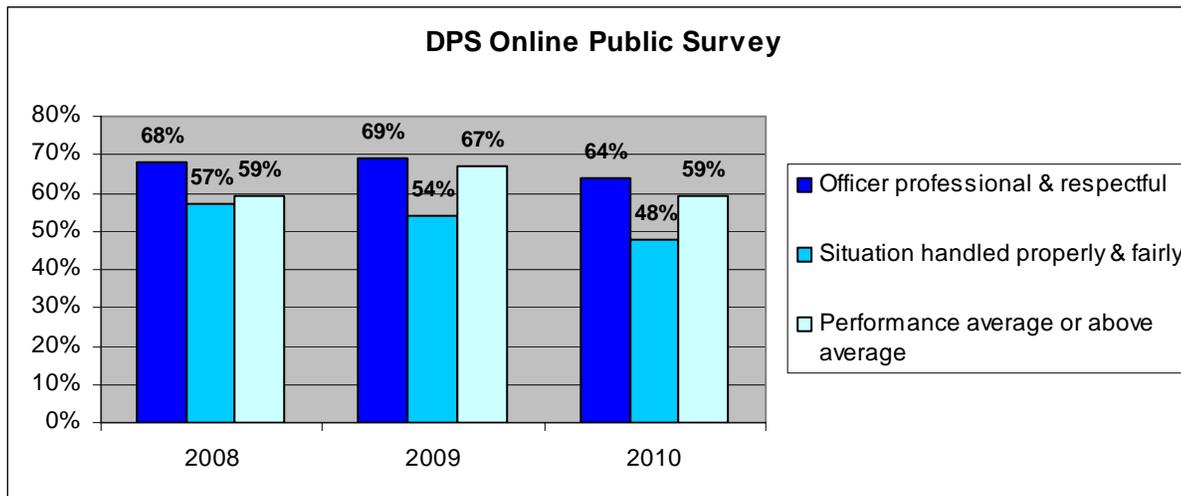
- Agency and division strategic plans identify key measures related to highway and public safety, which focus on increasing safety for citizens and visitors of the state through education, prevention, and enforcement. Administrative offices work to enhance operational efficiency/effectiveness and support law enforcement.
- HP Community Relations Office maintains a consistent level of HP-initiated community education and outreach activities (Chart 7.2A). HP uses computer-aided dispatch to determine trooper response times to collisions and seeks to decrease this number whenever possible. HP Command Staff monitors feedback from the public and HP personnel to provide information on customer service and satisfaction to make improvement where needed.
- 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, prompt feedback on all incidents and complaints in order to maintain customer satisfaction.

**Chart 7.2A**

<b>HP Community Relations Officers (CRO) Activities July 1, 2010 - June 30, 2011</b>	
Activity	Overview
<b>Law Enforcement</b>	100 Deadly Days of Summer emphasis from Memorial Day - Labor Day.
<b>Memorial Services</b>	Assisted Traffic Victim's Memorial Service, HP Service of Remembrance, regional fallen law enforcement services.
<b>Hurricanes</b>	Deployment Exercise-June 7; Town Hall Meetings on the coast
<b>Cadet Camp (at CJA)</b>	Participated in the Nathan Wolfe Cadet Academy at Criminal Justice Academy.
<b>African American Events</b>	Participated in 76 various fairs, civic and church groups statewide to promote traffic safety.
<b>Hispanic Events</b>	HP Minority coordinator serves on the Midlands Hispanic Council. Participated in 12 Hispanic events to promote traffic safety.
<b>Child Seat Checks</b>	Conducted 124 seat checks with 229 seats checked.
<b>Media Contacts</b>	5284 contacts were made with 875 personal interviews and 48 PSAs recorded.
<b>Presentations</b>	907 Talks conducted; 68,927 attendees at events
<b>Fairs</b>	236 fairs; displays, materials, talks with visitors. Fairs include local school fairs, state and county fairs, corporate fairs and regional festivals.
<b>Significant Events</b>	Back to School highway safety presentations in high schools.
	Activities continue with partnerships between troops and their local SCLEN.
	Provided media updated information concerning traffic conditions and driving safety tips during the two snowstorms.
	Rollover simulator vehicle presentations for Seat Belt education in high fatality counties.
	Presentation for Welcome Aboard Events for Marine Bases in Parris Island and Beaufort
	Attended the NHTSA Regional Law Enforcement Conference in Charleston.
	Darlington Raceway Events
	Prom Assemblies and Talks-43 High Schools including a Prom Bash which included 5 high schools
	Torch Run-Law Enforcement Officers, Law enforcement representative at International Games.
	Presented monthly victim's talks with CROs to pre-trial intervention programs (PTI) and Alcohol Education Programs (AEP).
	Hope and Healing Seminar – Arts as Medicine for traffic victim survivors.
	Blood Drives held at River Dog Stadium in Charleston and Fuddrucker's in Columbia in honor of traffic victims.
	FHF volunteers and DOT to distribute materials at Welcome Centers and Rest Areas in each troop during each holiday period. Michelin provide tire checks for travelers.

- The agency has an online public survey program that the public can at any time use to complete a list of questions on how they feel DPS is operating.

**Chart 7.2B**



**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 database for fleet maintenance, automating the supply ordering process, and emphasizing use of the procurement card, have enhanced efficiency. IT purchases over \$50,000 are submitted by OIT to the Division of State Information Technology (DSIT) for IT Plan item approval.
- HP’s R&D researches, tests, and analyzes projects, equipment, and gear needs for the DPS and prepared annually for the upcoming budget cycle. The HP Executive Services assesses the costs, performance, and timeframes associated with grant initiatives.
- OHS evaluates program effectiveness and thereby measures financial performance by tracking statistics regarding traffic collisions, injuries, 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. Department of Justice and the Comptroller’s Office, as well as the Inspector General’s Office. This is achieved through on-site visits to the DPS, on-site visits to DPS subgrantees, on-site and desk audits, and electronic monitoring via the Grants Management System. Further, financial performance is monitored by accounting offices within DPS, outside firms, and the State Auditor’s Office. Because virtually all the OJP subgrants are reimbursable, it is a relatively straightforward matter to track and analyze subgrant expenditures to ensure 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, consolidating resources, 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, and consolidation of telecommunications centers is still a goal of the agency.

*(b) Employee learning and development?*

- HP is committed to professional development of law enforcement officers. Along with the Career Path Plan, the HP command staff addresses the need for advanced officer training. Troopers attended first-line and mid-level supervisory training courses, the new DPS Law Enforcement Leadership series, and the B&CB's Law Enforcement Leadership Series.
- 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. HR has assisted in the development of the Law Enforcement Leadership Series which is anticipated to be a continuing program. Element K online training also continues to be available. Learning Management software has been purchased that has the capability to develop custom e-learning courses 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 IEDP. Joint efforts with Prevention Partners 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.

## Chart 7.4A Leadership and Training

Leadership and Training - HP
The Colonel and Director held statewide meeting with personnel to provide update on the Department expectations.
Basic Class #89 was held with 36 new troopers graduated. This brought the Highway Patrol manpower to 810.
HP provided leadership training to 22 troopers through various leadership programs.
12 Troopers, Lance Corporal and Corporal participated in HP Mid-Level Management Training
18 Troopers and a Corporal participated in DPS Law Enforcement Leadership Series
2 Troopers and a Lieutenant participated in the B&CB Certified Public Managers Program
The 2011 annual full scale exercise was held throughout the state to ensure a proper understanding of lane reversals, roles, etc. After Action Reports were completed upon completion of the exercise.
The ETMU held and participated in 32 various exercises during the fiscal year. These exercises were geared toward preparing personnel for all disasters, both man-made and natural.
Leadership and Training - STP
DPS Leadership Series Feb – Mar 2011 (4 Sergeants, 2 Corporals)
In-Service Training - March 14, 15, 30 and 31, 2011 (All STP Officers, MCC and New Entrant Units attended)
Leadership and Training - BPS
Provided In-Dash Video Training to all sworn personnel.
Implemented the program to train line officers on how to respond to active shooters. State agency briefings were conducted by the BPS trainer regarding active shooter responses.
Four Corporals graduated from the DPS Law Enforcement Leadership Series geared toward first-line supervision and leadership concepts and tools to be a successful leader.
Leadership and Training - OHS
OHS Assistant Director and SHSP Manager attended a Peer Exchange Conference in Austin, TX, which brought together highway safety professionals from around the nation to discuss development of state SHSP's.
OHS issued a Request for Proposals to initiate a significant training program in the state regarding racial profiling issues. When a contract is awarded, training will begin for law enforcement executives, front-line supervisors and instructors (train-the-trainer model) to enable them to spot tendencies towards racial profiling among law enforcement personnel and deal with these issues before they are manifested in the field.
The staff of the Law Enforcement Support Services section of OHS attended the National Highway Traffic Safety Administration (NHTSA) Region 4's annual Law Enforcement Liaison Conference in Panama City Beach, FL. Law Enforcement Liaison personnel from five states attended the conference.
Leadership and Training - OFS
OFS continued emphasizing training courses required for GFOA certification in accounting and SCEIS.
Leadership and Training - OHR
HR training staff and law enforcement liaisons coordinated and facilitated a three week training program for law enforcement supervisors focused on leadership skills. This program is offered at least annually to 30 current supervisors who are required to complete 2,520 training hours. The Director has given his full support to the program which will continue to be offered to new law enforcement supervisors.
Aligned training and workforce planning initiatives with the DPS Strategic Plan and encouraged the utilization of IEDP, an employee driven tool for career planning and development.
Provided support to employees/supervisors in the use of the Workforce Planning notebook for workforce assessment, implementation of knowledge transfer, development of workforce plans, and tools for communication and evaluation.

## Chart 7.4B Awards

Awards - HP
A trooper from each of the ten Patrol Troops was selected for trooper of the year. From these Troops, L/Cpl. E.D. McAbee was name State Trooper of the Year.
A telecommunication officer (TCO) from each of the five telecommunications stations was selected TCO of the year. From these officers, Margie Kirby was name State TCO of the Year.
Cpl. Q.M. Brown was awarded the <i>IACP/Kevlar Survivors Club Award</i> for surviving a line-of-duty shooting in 2008.
The Director's Medal of Valor award was presented to three troopers for acts which saved a person's life. These troopers were Cpl. David T. Knox, Trp. Michael D. Earnest and L/Cpl. R.A. Strickland.
Received the <i>Santee Cooper Excellence in Law Enforcement</i> award from the SCLEOA.
Awards - HP
Senior Officer B.K. Freeman was awarded the Level 5 Bus Inspection.
Officer 1st Class Josh F. Brock received the Hazardous Materials award.
Sr. Officer J.R. Harter, Jr. Received the Level I Vehicle Inspection award.
Officer 1st Class Josh F. Brock won Grand championship
Awards - BPS
L/Cpl. Larry Wilson was recognized as the Bureau of Protective Services' <i>2010 Officer of the Year</i> .
Shantell Chatfield was selected as BPS Employee of the Year for 2010
Awards - OHS
Conducted a DUI Awards Ceremony honoring law enforcement officers and agencies from around the state for outstanding efforts in DUI enforcement and educational efforts.
Conducted an awards ceremony for law enforcement agencies that participated in the Law Enforcement DUI Challenge in 2009-2010, which included the awarding of eight equipped police vehicles to agencies achieving certain benchmarks in DUI enforcement and the reduction of DUI crashes, injuries and fatalities within respective jurisdictions.
Received Addy awards for the newly produced anti-DUI spots modeled after the format of the "24" television series. Spots also received an Emmy nomination.

### 7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance?

- The Emergency Traffic Management Unit focuses its efforts on constant improvement in its response to emergencies. HP uses After Action Reports to identify problems and implement the necessary changes.
- Feedback and performance reviews are used to inform HP Training's curriculum development to ensure that employees are provided adequate supervisory training. Involvement in activities such as Families of Highway Fatalities, the Traffic Victims Memorial Service, Service of Remembrance for Fallen Troopers and Community Relations Office initiatives demonstrate HP command staff commitment to organizational values.
- HP conducts various cost analyses before programs/initiatives are enacted or equipment is purchased. Thorough research and testing is done to provide measurable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops. After Action Reports are created and follow-up meetings held to identify problems and implement the necessary changes. Feedback and performance reviews are used to inform HP Training's curriculum development to ensure that employees are provided adequate supervisory training. Use of Force Reports are also studied by HP's Training Unit to determine trends for future training and for officer safety.

- STP conducts an annual Commercial Vehicle Safety Plan (CVSP) and district Enforcement Plans that includes the required performance levels for enforcement personnel along with the required headquarters support personnel.
- BPS performance levels are measured largely by security contract renewals. A renewed contract agreement is one measure that determines customer satisfaction. Additionally, the contract renewal time period is often a good opportunity to receive feedback on customer satisfaction.

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

- 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, churches, 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. DPS continues to meet all of the national requirements needed to maintain CALEA certification. Highly visible and involved in the community, DPS supports communities through charitable efforts donating both time and money (See Section III, Category 1, 1.11) but also public awareness and educational initiatives. 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. DPS works closely with and monitors activities of suppliers, contractors, and vendors to ensure efficient service, quality products, and timely information, as well as compliance with state procurement regulations.

**7.6A Community Service**

<b>Community Service - HP</b>
Community Relations Officers (CRO) conducted over 900 highway safety presentations and made over 5,200 media contacts.
Held annual <i>Service of Remembrance</i> to honor troopers who have died in the line-of-duty and their families.
Raise funds for a <i>Fallen Trooper Memorial</i> to honor troopers who have died in the line-of-duty and their families.
Established the <i>Buckle Buddies</i> program which allows citizens to report unrestraint children through a hotline.
Participate in the SCLEAP’s Peer Support program to assist department personnel and other law enforcement agencies during traumatic events.
Patrol sponsored and/or participated in several charity events (golf tournaments, runs, the Colonel’s Cup, etc.) throughout the year to raise funds for service organizations.
Provides victim assistance through its Victim Advocate and Families of Highway Fatality program.
Partnered with OHS in conducting several highway safety public service announcements.
<b>Community Service - BPS</b>
Participated in the annual Law Enforcement Torch Run and the BPS Golf Tournament which raised \$6,192.08 for the 2011 <i>Hero’s Helping Hero’s Campaign</i> for Special Olympics.
Participated in the National Games held in Nebraska for the final leg of the <i>Law Enforcement Torch Run</i> .
Participated in the Cops on top of the Donut Shop fundraiser to benefit Special Olympics and the World’s Largest Truck Convoy

### Community Service - OHS

Conducted the Annual Memorial Service for 2010 highway fatality victims.

### Community Service - STP

SC Truck Show, 7th Annual Truck Driving Safety Rodeo, SCPGA Truck Rodeo- Pre-Trip Inspections, Big Truck Day Foundation Inn, National Truck Driver Appreciation Week, Clemson Police Department- LE Expo & 9th Annual Fun Day; Traffic Incident Management Team - Greenville, Spartanburg, Rock Hill, Florence, Charleston, DOT, Summer Transportation Institute, 2010 Labor Day Safety Break

Career Fairs: Greenville Tech Charter High School, Trident Technical College

TASCO Rodeo Competition, MCASC 2011 Coach Rodeo Schedule

Operation: Rolling Thunder Interstate Enforcement, Spartanburg; Southern Heat 2011; Strike Force 2011- Florence County; NC State Hwy Patrol Operation Road WATCH Media Event; Commercial Vehicle Checkpoint- Daniels Island

SC DOT Traffic Incident Management Team, DOT Regulatory Training Request

McCormick's National Night Out against Crime; National Night Out against Crime & Back to School Bash; Benedict College Strengthening Our Neighborhood Community Day

Siskin Steel & Supply Company Drivers Meeting, Commercial Driving Meeting- Roadside Inspection, Orangeburg

Safety Meetings/Talks - Bennettsville, Greer, Greenville, Charleston, Edgefield, Horry, Landstar, Columbia, Eagles Transport Corp, New South Express, Laurens County Cattleman's Association, Anderson County Cattleman's, Oconee Cattleman's Association, Glasscock Co. Inc., SCEG, Meetze Plumbing, Budweiser of Columbia, Oconee County Roads Dept, Greenville Safety Awareness Meeting, Greenville Paris Elementary, Tri-County Technical College, Chandler Creek Elementary School in Greer SC, Cheraw Head Start, Orangeburg- Calhoun Technical College; NAGA Convention; NAFA Fleet Management Association Meeting

SCLE Memorial Services, Santee Wateree Committee 37th Annual Expo Program; Preferred Pump Open House