

Accountability Report Transmittal Form

Agency Name: South Carolina Department of Public Safety

Date of Submission: September 15, 2013

Agency Director: Leroy Smith

Agency Director's e-mail: LeroySmith@scdps.gov

Agency Contact Person: Maj. J.D. Moore

Agency Contact Person's e-mail: JDMoore@scdps.gov

Agency Contact's Telephone Number: 803-896-9693

STATE OF SOUTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY



Agency Accountability Report

Fiscal Year 2012 – 2013

TABLE OF CONTENTS

Section I – Executive Summary	Page 1
Section II – Organizational Profile	Page 5
Section III – Elements of Malcolm Baldrige Award Criteria	Page 11
Category 1 - Leadership	Page 11
Category 2 - Strategic Planning	Page 15
Category 3 - Customer Focus	Page 20
Category 4 - Measurement, Analysis, and Knowledge Management	Page 23
Category 5 - Workforce Focus	Page 26
Category 6 - Process Management	Page 32
Category 7 – Key Results	Page 36

Section I – Executive Summary

❖ Purpose, *Mission*, *Vision*, and *Values*

The SC Department of Public Safety (DPS) is South Carolina's largest law enforcement agency. Our primary *mission* is to protect and save lives through enforcement and education. The DPS is a multi-faceted agency focusing on highway and public safety. The DPS is comprised of the following operating divisions: SC Highway Patrol (HP); State Transport Police (STP); Bureau of Protective Services (BPS); the Immigration Enforcement Unit (IEU); Office of Highway Safety and Justice Programs (OHSJP); SC Law Enforcement Officers Hall of Fame (HOF); Communications; Office of Financial Services (OFS); Office of Human Resources (OHR); Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); Office of Information Technology (OIT); Office of Professional Responsibility (OPR); and the Office of General Counsel (OGC). Our *vision* is to be recognized as an exemplary law enforcement agency providing equitable public service supported by progressive leadership, advanced technology, and a philosophy of continuous improvement. Our core *values*: *Integrity, Excellence, Accountability, Leadership*.

❖ Major Achievements FY 2013

DPS has continued to achieve positive results in the advancement of its mission to protect and save lives through enforcement and education. Significant achievements for fiscal year 2012-2013 are listed below:

- SCDPS celebrates 20 years of protecting, educating, and serving the people of South Carolina.
- The highest recorded safety belt usage rate ever reached in SC (91.7%) was achieved in 2013. This rate is well above the national average of 86%. Notably, we have seen consecutive years of improvement. The 2012 usage rate was 90.5%, and the 2011 usage rate was 86%.
- Commercial Motor Vehicle (CMV) collisions decreased 9.6% and CMV fatalities decreased 24% during fiscal year 2013.
- The South Carolina State Transport Police held its first ever Commercial Vehicle Safety Fair in April 2013. The goal of this Safety Fair was to change driver and carrier behavior through education and resource sharing with respect to Commercial Motor Vehicle laws and regulations and how to safely interact with CMV's on the roadway.
- DPS was recommended for reaccreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The accreditation program requires agencies to comply with state-of-the-art standards. The final CALEA Report cited the department's low number of citizen complaints compared to the number of public contacts and also the low number of use of force incidents compared to the number of arrests. Additionally, no CALEA standards were found to be in non-compliance and there were no issues regarding bias-based policing, use of force, pursuits, discipline or grievances.
- DPS conducted Quick Action Deployment/Active Shooter Training for 705 first responders (HP, BPS, STP, and a number of SC Department of Corrections officers (SCDC). The purpose of the training is to ensure that regardless of who responds first to an active shooting event, all officers will have the same training in the fundamentals of appropriate response.
- The S.C. Highway Patrol and Subway Restaurants collaborated for a second year on a W82TXT (Wait to text) Campaign. This year over 11,000 students took the online pledge not to text and drive.
- Computer Aided Dispatch (CAD) maps and data have been updated. The road data was redesigned and implemented as a solution for street crossings to have highway numbers and road names so that either can be used. This enables HP to respond more accurately with the latest data. Wrecker zones and work zones for the entire state were added to CAD. Also, Hurricane evacuation routes and associated responders for each section have been added to the CAD, and the hurricane evacuation Traffic Control Points (TCP) have been updated. This is

necessary for SCDPS/SCHP and other agencies to know exactly where the TCP's are to be set up and how they are to be staffed.

- SCDPS implemented a new Personnel Early Warning System (PEWS) using a central database and the new Microsoft Visual Studio 2010 application platform for lifecycle longevity and support. Each of the five incident types (Vehicle Accident, Disciplinary Action, Use of Force, Vehicle Pursuit, and Citizen Complaint) are entered directly into the same database for identifying employees with three incidents in a year.
- SCDPS implemented a new web-based application for tracking prospective law enforcement applicants through the recruitment process. This allows the recruitment sections for HP, STP, and BPS to record dates, results, and other pertinent information about a candidate as they progress through the various recruiting requirements.
- DPS and the Department of Transportation (DOT) are nearing completion of the second state-of-the-art commercial motor vehicle Weigh-in-Motion (WIM) facility located on northbound I-85 in Anderson County. As a truck passes the WIM sensors, a vehicle record is created containing a picture of the truck, license plate number, weight information, and an indication of the signal given to the truck. The weigh station system automatically instructs the driver what to do and when to do it while within the facility. This system will save motor carriers time and money by allowing the compliant carrier to bypass the facility.
- The SC Collision and Ticket Tracking System (SCCATTS) continues to be rolled out to local law enforcement agencies. The system is currently collecting 70% of all collision reports through electronic transfer into a central data base.
- SCDPS has adopted a long-term agency vision called **Target Zero** (traffic deaths) at SCDPS. It is a commitment to the very core of our mission. It is where we are headed as a strong public safety agency focused on saving lives One Day at a Time, One Life at a Time.
- During FY 2013 the Office of Highway Safety and Justice Programs (OHSJP) has awarded and successfully managed more than 340 highway safety, juvenile justice, criminal justice and victims services grant projects statewide totaling approximately \$23.7 million. Projects were awarded to state agencies, municipal and county governments, and private non-profit agencies.
- OIT replaced the Agency's e-mail system with a more resilient, high availability configuration. Given the importance of e-mail communication to external and internal Agency operations, the new configuration is better aligned with the Agency's requirements.
- The Immigration Enforcement Unit (IEU) developed a comprehensive Basic Immigration Enforcement Training Program which has been presented to more than 800 law enforcement officers, judges, magistrates from more than 100 Federal, State and local agencies in South Carolina. In addition, the IEU has identified additional training opportunities that will benefit SC agencies and community groups that focus on victim assistance. The IEU has also been actively presenting and hosting training that highlights the crime of Human Trafficking.
- In FY 2012, DPS consolidated 6 facilities (Rock Hill, Chester, Chesterfield, Union, and Fairfield Counties) into one centralized facility located in SCHP Troop Four. The facility also serves as a location for regional training.
- The State House Garage Security System was activated this summer.
- The First Basic Bicycle Patrol Training Class was hosted by the Bureau of Protective Services.
- Being mindful of the importance of being centralized with agency like-function resources, the DPS has merged and consolidated divisions in order to enhance and maximize our efficiency in several areas: (1) the Office of Financial Services Payroll Section was merged with the Office of Human Resources. This move allows us to streamline functions to ensure timely, efficient and

accurate payrolls, and allows us to quickly catch and resolve pay and time related issues; (2) the Office of Justice Programs was merged with the Office of Highway Safety (OHS, which is now known as the Office of Highway Safety and Justice Programs OHSJP). The OHSJP merger allows us to better allocate our staff resources in order to better achieve the agency's goals and objectives; and (3) DPS consolidated several critical division functions into the Office of Strategic Services, Accreditation, Policy, and Inspections (OSAPI). This move centralizes these critical areas for the Department and allows for a more streamlined command of these functions.

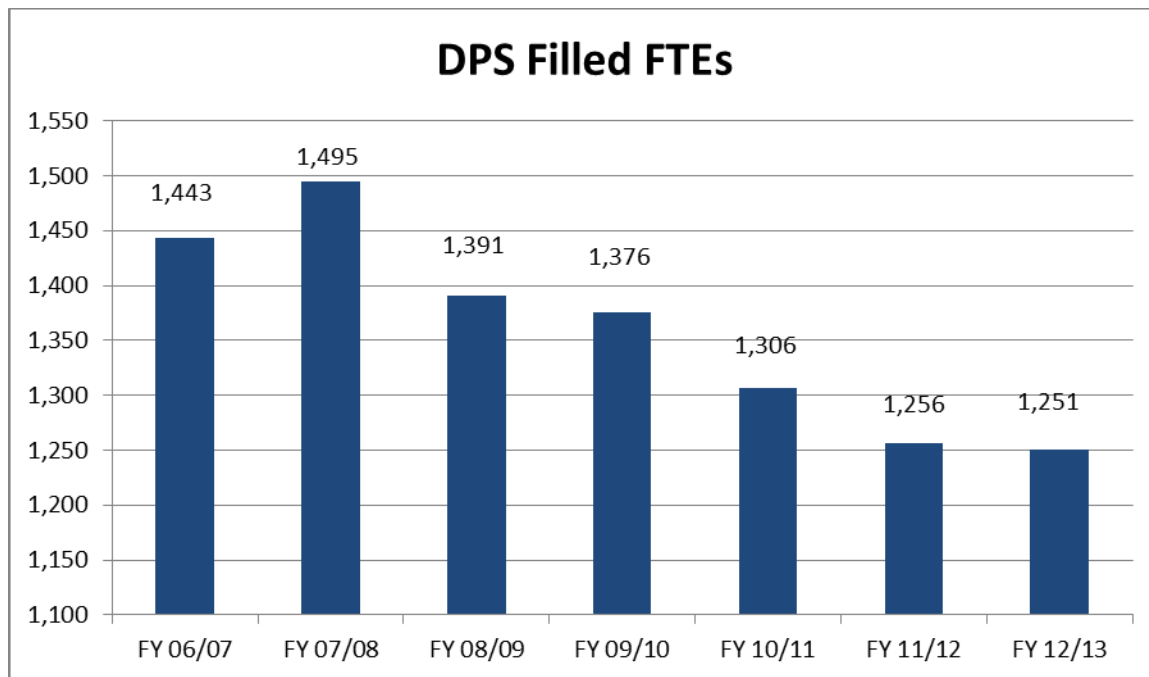
- The agency implemented a universal review process for all employees to receive performance evaluations prior to or on March 31st of every year. The implementation was successful with a 98% completion rate thus exceeding our goal of a completion rate of over 80% in the first year. Employees are receiving timely feedback on their performance which will enhance productivity and achievement of agency goals and objectives.
- DPS continued to work with VetSuccess employees. In FY2012-2013, the agency hired one VetSuccess employee to work in a temporary position and one employee was hired into a permanent position.
- The agency's EEO goal attainment for FY11 was 72.4% and in FY12 was 79.1%. Our EEO data showed a 6.7% increase in goal attainment in promoting a diverse workforce. EEO goals are reported on a federal fiscal year basis.
- "Medal of Valor" and the "Purple Heart" awards were established. The awards honor our heroes who faced life-threatening situations in the course of their duties or who were critically wounded in the line of duty. There have been four recipients of the medal of Valor Award, and three recipients of the Purple Heart Award this fiscal year.
- DPS received over 15,000 applications during this fiscal year (internal and external applicants) who were interested in working in law enforcement and civilian positions at the agency.
- DPS employees contributed more than \$5,000 to the United Way.
- The DPS has worked strenuously to expand interaction with its employees by promoting a workplace health and wellness initiative. Lead by OHR, a committee represented by all agency divisions pieced together a successful program to promote healthy living, including a Lunch & Learn Speaking Series on topics ranging from stress relief to healthy weight management. DPS also hosted three workplace health screenings around the state.

3. Key Strategic Goals:

- a. Provide equitable service and protection and uphold the laws of the constitutions of the United States and the State of SC to promote a safe and secure environment for the public.
- b. Enforce State and Federal laws governing commercial motor vehicles.
- c. Provide and maintain security for the Governor's Mansion compound, the State Capitol and grounds, SC Supreme Court, Court of Appeals, and other state facilities.
- d. 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.
- e. Reduce crime in SC 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: (HR, operational, financial, and community-related):

- a. Funding for programs to benefit citizens, IT initiatives, and IT operating costs.
- b. Centralizing coordination of all agency projects.
- c. Maintaining equipment replacement cycles.
- d. Introducing and supporting new technologies.
- e. Increasing training opportunities for all DPS employees, including executive training for Unit Commanders and mid-level leadership training for commissioned supervisors.
- f. Recruiting and training law enforcement officers.
- g. Aligning employee classification and compensation.
- h. Reducing highway fatality rates in SC.
- i. Increasing command/control manpower for improved effectiveness and community activities (such as C.O.P.S.) and the Compstat Multi-Jurisdictional Program enhancing law enforcement operations in the Greater Columbia area.
- j. Demands to provide education on a broader level regarding highway safety, particularly regarding operating on highways around commercial motor vehicles (CMV's).
- k. Staffing levels and employee retention. Employee retention continues to be an issue for DPS due to competition from other criminal justice agencies and changes to state retirement benefits. The number of employees at DPS continued to decline in FY12-13 (see chart below):



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

- a. The Accountability Report is an extremely 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,

legislators, and citizens. The Report is an exceedingly useful way to document annual accomplishments and challenges in striving for continuous improvement.

Section II – Organizational Profile

- a. The DPS is a multi-faceted agency focusing on highway and public safety. DPS enforces speeding/trafficking laws on SC 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 millions of dollars in federal grant funding. A description of major agency functions, and their primary mission, is listed below:
- ❖ South Carolina Highway Patrol: The mission of the 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.
 - ❖ State Transport Police: The STP is primarily responsible for enforcing State and Federal laws governing commercial motor vehicles. The major objectives are to protect the motoring public by: (1) preventing accidents; (2) removing unsafe drivers and vehicles from our roads; (3) protecting our environment from hazardous materials being transported on our roadways; and (4) preventing the premature deterioration of our roads and bridges through the STP Size and Weight Enforcement Program.
 - ❖ The Bureau of Protective Services: The BPS provides comprehensive law enforcement, public safety and security services for state employees and more than 220,000 annual visitors to the Capitol Complex. This includes members of the State Legislature, the Governor, Lieutenant Governor and their families. It consists of four divisions: State House Division, State Agency Support Division, Governor's Mansion Division and the Judicial Division. The Department has a K-9 Explosive Detection Team and a Bike Patrol Unit. BPS provides law enforcement security services for several state agencies. This Department's responsibilities include criminal investigations, traffic accidents, security alarms and security escorts. BPS also plans and organizes law enforcement efforts during special events at the State House, Governor's Mansion and other state facilities.
 - ❖ Immigration Enforcement Unit: The mission of the IEU is to deter, disrupt and eliminate criminal activity associated with immigration by enforcing all immigration laws pursuant to Federal and State statutes. Develop immigration enforcement training programs to be offered to local law enforcement agencies; assist local law enforcement agencies with proper implementation, management and enforcement of applicable immigration laws.
 - ❖ Office of Highway Safety and Justice Programs: The OHSJP works with the enforcement divisions of the SC Department of Public Safety – SCHP, STP and BPS – as well as local law enforcement agencies and other groups to develop, promote, and coordinate traffic safety initiatives to reduce traffic crashes, injuries and fatalities on our state's roadways. The OHSJP is charged with the administration of the federally-funded State and Community Highway Safety (Section 402) Program and coordination of highway safety activities throughout the state on behalf of the Office of the Governor. The State and Community Highway Safety Program originated under the Highway Safety Act of 1966. More recently, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A legacy for users (SAFETEA-LU) provided for new Highway Safety funding programs and, likewise, the OHSJP is responsible for administering these programs as well.

- ❖ SC Law Enforcement Officers Hall of Fame: The HOF's primary mission is to serve as a memorial to South Carolina law enforcement officers killed in the line of duty and in recognition of the selfless dedication of all law enforcement officers in the day-to-day performance of their duties.
- ❖ Office of Professional Responsibility: The OPR was established for the purpose of conducting all internal investigations of alleged employee misconduct. Thorough, independent internal investigations are necessary to ensure that the DPS properly serves the citizens of South Carolina. These investigations also protect the employee from false or frivolous allegations.

2. Key Customers and their key requirements/expectations (*Besides the "citizens" of SC*)

Key Customers	HP	STP	BPS	IEU	OHSJP	Administrative (OHR, OFS, OIT, OGC, OSAPI, Communications)
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, financial institutions, medical community, public and private educational institutions, driving schools, sheriffs, chiefs of police, law enforcement community of South Carolina, commercial vehicle industry, Ports Authority, Governor's Office, SC General Assembly, Federal, State and local government, judicial and correctional systems, Commission on Accreditation for Law Enforcement Agencies, suppliers, contractors and vendors.

4. **Key suppliers/partners** 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 Headquarters is located in Blythewood, SC. The DPS operates in some capacity in 33 locations across the state.
6. **Number of employees:** Classified: 1,251 (Filled); Unclassified: 3; Temporary Grant: 9; and Temporary: 97 (as of June 30, 2013).
7. **The regulatory environment:** DPS is guided and regulated by the Budget and Control Board, Comptroller General, and the State Treasurer. As a Cabinet agency, DPS is under the jurisdiction of the Governor. DPS is nationally accredited and adheres to CALEA standards and requirements. With its distinct law enforcement functions, DPS complies with appropriate sections of the SC Code of Laws and SC 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 emphasizes continuous improvement. Strategic goals 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 Employee Performance Management System (EPMS), quarterly probationary reviews, along with regular feedback, to evaluate job performance and identify needs for improvement.

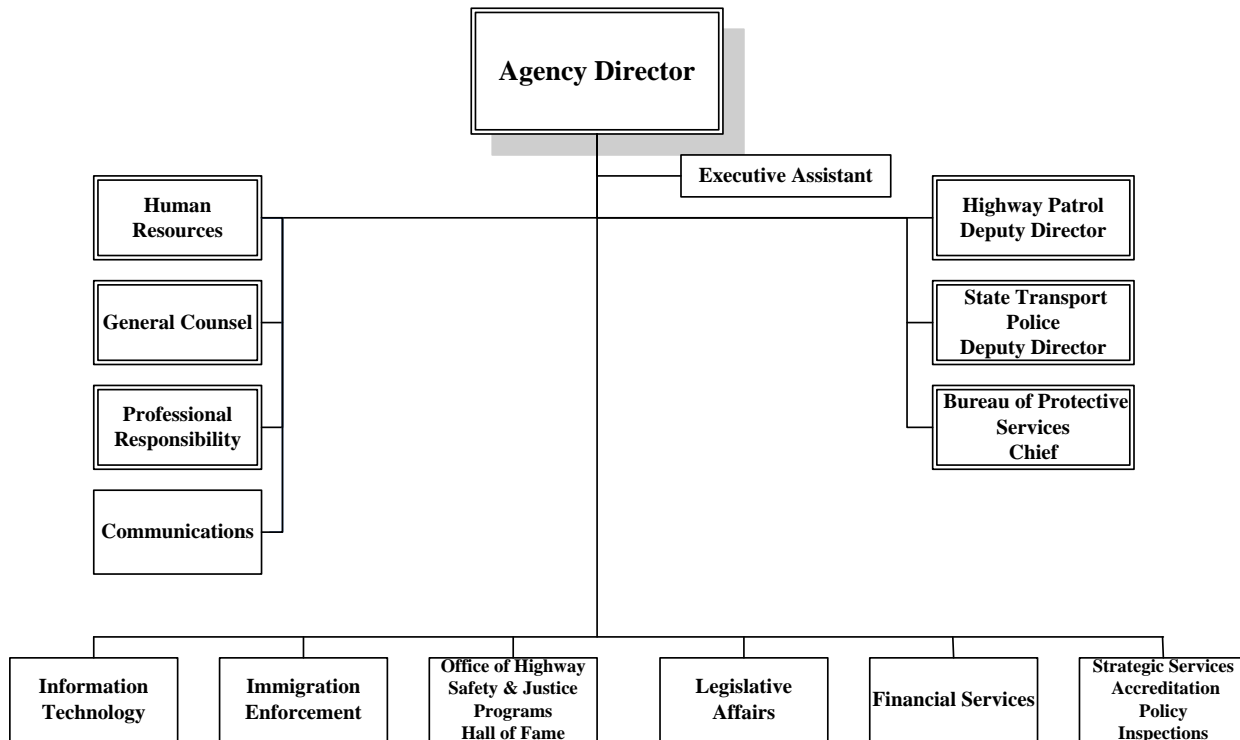
The HP Command Staff regularly analyzes collision, enforcement, and patrol activity data to determine the effectiveness of campaigns, grant-funded programs and enforcement activities. Command staff also uses this data to analyze individual Troops' effectiveness. HP uses computer-aided dispatch (CAD)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

STP Command Staff uses the 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 officer citations. Using STP's SafetyNet database, a monthly report is generated which provides a breakdown of inspection activity and high-crash corridors by district to aid supervisors in planning monthly activities.

9. Organizational Structure

(See DPS Organization Chart next page)

South Carolina Department of Public Safety



10. Expenditures/Appropriations Chart:

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

	FY11-12 Actual Expenditures		FY12-13 Actual Expenditures		FY13-14 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Services	57,944,951	44,964,825	59,150,992	48,722,287	64,986,048	50,533,197
Other Operating	27,446,049	730,123	28,568,576	3,432,935	42,754,520	840,525
Special Items	-	-				
Permanent Improvements	3,473,476	-	1,341,240			
Case Services	-	-				
Distributions to Subdivisions	24,859,837	-	18,492,081		25,450,000	
Fringe Benefits	22,785,800	17,901,041	23,764,350	19,816,051	26,213,319	20,386,116
Non-recurring	2,355,785		2,339,750		2,338,500	
Total	138,865,899	63,595,988	133,656,989	71,971,273	161,742,387	71,759,838

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills	-	946,922
Capital Reserve Funds	-	1,000,000
Bonds	-	-

11. Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures	FY 12-13 Budget Expenditures	Key Cross References for Financial Results*
1000000	Administrative Operations	State: 3,419,854 Federal: 0 Other: 3,003,278 Total: 6,423,133 % of Total Budget: 4.63%	State: 3,787,965 Federal: 0 Other: 2,894,439 Total: 6,682,404 % of Total Budget: 4.84%	
10100000	S.C. Highway Patrol/Illegal Immigration Unit	State: 38,213,117 Federal: 258,999 Other: 23,633,047 Total: 62,105,163 % of Total Budget: 44.72%	State: 38,213,117 Federal: 258,999 Other: 23,633,047 Total: 62,105,163 % of Total Budget: 46.90%	
10300000	S.C. State Transport Police	State: 2,046,556 Federal: 2,598,583 Other: 4,669,277 Total: 9,314,416 % of Total Budget: 6.71%	State: 2,216,925 Federal: 2,590,565 Other: 4,288,737 Total: 9,095,361 % of Total Budget: 6.59%	
10500000	S.C. Bureau of Protective Services	State: 1,536,727 Federal: 0 Other: 1,745,009 Total: 3,281,736 % of Total Budget: 2.36%	State: 1,892,896 Federal: 0 Other: 1,412,234 Total: 3,305,130 % of Total Budget: 2.39%	
10700000	S.C. Hall of Fame	State: 0 Federal: 0 Other: 195,439 Total: 195,439 % of Total Budget: 0.14%	State: 0 Federal: 0 Other: 176,793 Total: 176,793 % of Total Budget: 0.13%	
10800000	Office of Highway Safety & Justice Programs	State: 478,693 Federal: 29,887,577 Other: 920,464 Total: 31,286,734 % of Total Budget: 22.22%	State: 491,481 Federal: 23,670,237 Other: 732,491 Total: 24,894,208 % of Total Budget: 18.04%	
95050000	S.C. Employer Contributions	State: 17,901,041 Federal: 1,187,043 Other: 3,697,717 Total: 22,785,801 % of Total Budget: 15.30%	State: 19,816,051 Federal: 1,240,963 Other: 2,379,092 Total: 23,436,107 % of Total Budget: 16.98%	

99000000	Capital Projects	State:	0	State:	0
		Federal:	156,000	Federal:	225,000
		Other:	3,317,476	Other:	1,116,240
		Total:	3,473,476	Total:	1,341,240
		% of Total Budget:	2.50%	% of Total Budget:	0.97%
	Summary	State:	64,542,910	State:	76,126,200
		Federal:	34,088,202	Federal:	27,726,765
		Other:	42,181,708	Other:	34,163,670
		Total:	140,812,821	Total:	138,016,635
		% of Total Budget:	100%	% of Total Budget:	100%

Remainder of Expenditures:	State:	946,922	State:	4,154,927
	Federal:		Federal:	
	Other:	1,000,000	Other:	204,719
	Total:	1,946,922	Total:	4,359,646
	% of Total Budget:		% of Total Budget:	3.16%

* 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

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 Director, along with senior staff, comprises the DPS Executive Leadership Team (ELT). The ELT shares information through meetings, e-mail, and the Intranet and consistently communicates priorities to employees. Legislative actions, feedback, and other statistical safety data provide direction. Homeland Security and Emergency Preparedness needs also affect priorities. Complexity and urgency determine how goals are set, deployed and communicated.
 - b. ***Performance expectations*** - The Director and managers meet with employees to convey expectations. EPMS planning stage documents involve joint efforts between managers and employees. EPMS reviews are a part of supervisors' success criteria and ensure managers are providing feedback. HR uses the Personnel Early Warning System (PEWS) to identify employees needing intervention and determine remedial action. HP Command Staff regularly analyzes collision, enforcement, and patrol activity data to determine performance. Activity data results are then discussed in Command Staff meetings to ensure division-wide performance expectations are met.
 - c. ***Organizational values*** - The Director and ELT hold meetings with employees in Headquarters and at Troop Offices to communicate organizational values to every employee. Employee development and recognition, safety programs, enforcement and prevention techniques, and continuous improvement are

aligned with organizational values. Leaders instill values through employee involvement in strategic planning, printed signs, meetings, and other communication tools.

- d. **Ethical behavior** - OPR's hotline allows anonymous reporting of any unethical conduct by employees, vendors or others. Each division's EEO/Affirmative Action liaison provides a direct link to report violations and questionable behavior. Managers create a climate where integrity and honesty are expected and valued. All employees are required to participate in Ethics training every two years and review and sign DPS's Ethics Policy. All DPS officers attend yearly ethics training.

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

- a. HP's Community Relations Office promotes public education and community involvement in spreading the highway safety message. Community Relations Officer's (CRO's) serve as media spokespersons and safety educators in schools, churches, and communities. They hold events to address safety issues across the state. HP troops use their local CRO to supplement their enforcement plans with complimentary community education activities. Information related to highway safety and traffic issues is on HP's website. STP uses their CRO's to assist in public education and community relations by attending speaking engagements at various schools, trucking companies and associations. STP hosts events such as CMV Safety Fairs and Safety Breaks to educate and inform stakeholders.
- b. 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 facilitates feedback concerning security improvements.
- c. Education and safety campaigns ensure stakeholders are well informed. Various forums, such as conferences, enable DPS to keep current and benchmark best practices. CALEA and Malcolm Baldrige criteria are customer driven and followed by DPS.

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

- a. HP monitors safety campaigns and initiatives for effectiveness using data comparison and feedback from the public and stakeholders. CAD ensures accurate, detailed data collection, and retention. Grant-funded initiatives are monitored for results. A survey is provided to crime victims of collisions to measure the HP Victim Services program's effectiveness.
- b. STP compiles data to identify needs and analyzes the *Annual Commercial Vehicle Safety Plan (CVSP)* and *CMV Collision Fact Book* comprising CMV crash statistics.
- c. BPS compiles data through site surveys to identify security needs.
- d. OHSJP statistical analysis staff reviews crash data to assess if campaigns and countermeasures positively impact highway safety. OHSJP conducts observational and telephone surveys to determine the impact of campaigns and countermeasures. OHSJP is subject to Federal/State audits regarding both National Highway Traffic Safety Administration (NHTSA) funding and US Department of Justice (USDOJ) funding. Crashes, crime, demographics, victimization surveys, and economic data are compared to determine the correlations of grant program objectives to areas of greatest need. OHSJP maintains continual contact with partners/customers for quality assurance.
- e. HR uses the PEWS to identify employees involved in multiple incidents for corrective action and mandates all employees receive training in ethics, and harassment/discrimination prevention.

- f. OFS participates in trade shows and vendor training to ensure operational changes do not negatively impact potential vendors or contractors.
- g. DPS offers a “How are we doing?” survey on its website to allow public comments which are used to assess the impact of services provided.
- h. DPS regularly publishes statistical indicators which are available to the public and other stakeholders to assist in identifying public safety trends.

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

- a. DPS follows B&CB guidelines, legislative mandates, DPS policies, and CALEA requirements (monitored by OSAPI). The DPS reporting structure promotes accountability.
- b. HP supervisors monitor statistical information from the HP console and CAD to ensure efficient use of personnel. Training Unit and Command Staff track legal issues to implement necessary changes for the division. Use of Force Reports are studied to determine if any patterns or training issues arose in the past calendar year.
- c. 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 on a regular basis.
- d. OIT reviews and approves technology purchases to ensure compliance. 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.

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

- a. Highway safety stats; enforcement activity; customer satisfaction data; strategic planning progress reports; financial reports; OPR data; compensation studies; quarterly EEO manual; national law enforcement benchmarks; Crash Reduction and Enforcement Planning; Computer Aided Dispatch; PEWS; exit interviews; STP performance measures tracked for the annual CVSP and Size and Weight plan.

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?

- a. Core values are constantly promoted from the top and involvement is encouraged at all levels, resulting in a more unified agency. Feedback and performance reviews are used 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 CRO initiatives demonstrate commitment to organizational values. The exit interview form helps identify problem trends.
- b. BPS employee surveys identify concerns and recognize commendations. HP reviews employee concerns and allows communication with Command Staff through the “Ask the Colonel” website. Leadership training for all managers has become a major focus throughout DPS. The Director regularly recognizes employee contributions and service.

7. How do senior leaders promote and personally participate in succession planning and development of future organizational leaders?

- a. Workforce planning establishes methods to transfer knowledge and prepare future leaders. The Law Enforcement Leadership Series targets existing supervisors and eligible officers who may be promoted.

Mentoring, job coaching, and cross-training allow managers to better assess training needs and develop employees for leadership roles.

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

- a. Emphasis is placed on informing employees about policies, procedures, and changes to better equip them in doing their jobs, and making them more accountable. Recognition ceremonies, training opportunities, and law enforcement competitions provide avenues for additional recognition. Individuals and units are essential to meeting DPS goals, and employees are rewarded for recommendations resulting in cost savings and/or increased efficiency. Senior leaders strive to involve employees at all levels in planning and problem solving.

9. How do senior leaders create an environment for organizational and workforce learning?

- a. DPS training conducts a Law Enforcement Leadership Series annually. This three-week program is designed to enhance the leadership skills of first line and mid-level supervisors (Corporal and Sergeants) from all three divisions.
- b. HP leadership training provided through the Training Unit is used by first and second line supervisors. When funding is available, leadership courses through out-of-state management programs are provided to upper management ranks.
- c. STP Command Staff meets on a weekly basis, and supervisor meetings are held monthly. STP provides mandatory training to all officers and inspectors in the spring and fall of each year to address changes in procedures, regulations, laws, and out of service criteria. This training includes breakout sessions with at least one session dedicated to hands-on training opportunities with actual CMV's and CMV components such as braking and steering systems, cargo tanks and load securement.
- d. BPS Command Staff seeks training opportunities for staff at all levels that are job specific. The BPS also provides employees with opportunities to attend outside training courses focused on leadership and advanced law enforcement skills. BPS is heavily involved in networking with other law enforcement agencies to acquire the knowledge of best practice and is actively working with the Department of Homeland Security to provide agency specific training for all assigned officers.
- e. OHSJP strives to provide opportunities for every staff member annually to attend at least one professional training program directly connected with their job performance and others to enhance their skill sets.

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?

- a. HP holds an annual Trooper and Telecommunications Officer of the Year ceremony and Troop meetings with the Director. The "Colonel's Blog" provides updated information on activities, employee recognition, and messages. A quarterly newsletter provides updated information.
- b. STP District Supervisors are encouraged to take part in the decision making process concerning enforcement procedures and goals. STP has an annual Officer of the Year Ceremony and awards for Officer and Employee of the Quarter.

- c. The “Going the Extra Mile” (GEM) Award was established by the Director to recognize DPS employees for their outstanding contributions to the Department.
- d. Senior leaders use 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 staff.
- e. Special recognition awards or commendations are given to BPS employees to motivate a continued level of excellence, including Officer and Employee of the Year. An annual appreciation luncheon rewards officers, staff, and their families for a job well done.
- f. OHSJP conducted a DUI Awards Ceremony honoring law enforcement officers and agencies around the state for outstanding efforts in DUI enforcement and education.

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

- a. 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 the SC Criminal Justice Academy (CJA), Black Expo in Columbia, Black Achievers Determined to be Different (BADD), Minority Affairs Conference, Minority Outreach programs, Hispanic Conference, Trooper Treats, Silent Witness Ceremony, Victim Rights Week, visits with children in hospitals and youth homes during October, American Legion, Boys State, Gullah Festival, safety information distribution at Welcome Center and Rest Area events, PEER support to other agencies dealing with a crisis, and various marches and volunteer opportunities.

Category 2 - Strategic Planning

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, the associated measures of effectiveness, and adherence to the highest standards of law enforcement. Adherence to CALEA requirements and standards is integral to the DPS Strategic Planning process.

- a. ***Your organizational strengths, weaknesses, opportunities, threats:*** Objectives and measures are created for strategic goals. Division liaisons facilitate completion of division 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 DPS’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, Driving Under the Influence (DUI), interpersonal violence and victimization, age-specific data, and seat belt usage are among factors analyzed. Exploring funding options is essential to meet mounting demands resulting from increasing population, roadways, travel, number 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 vital 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. DPS employees participate in SC

Enterprise Information Systems (SCEIS) User Groups and SCEIS training to stay abreast of enhancements to the state's human resources/payroll and financial management system. OIT upgrades existing applications to the newest software development platforms in an effort to reduce support and maintenance costs. The Grants Management Information System (GMIS) continues to receive enhancements to increase accountability and efficiency.

- d. ***Workforce capabilities and needs:*** A core value of DPS is that employees and their contributions are valued. Challenges remain to recruit and retain qualified personnel, enhance training, and acquire methods to transfer knowledge. DPS training areas were merged to form a DPS Training Unit with the goal of offering comprehensive training to all employees in an efficient manner.
- e. ***Organizational continuity in emergencies:*** As first responders, key employees have cell phones and laptops to manage duties while away from the office in case of an emergency. STP has a Continuity of Operations Plan with federal partners in place (SC Division Office of the Federal Motor Carrier Safety Administration (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/offices.
- 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. What are your key strategic objectives and challenges?

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11/12 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
<p>Highway Patrol (HP)</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 SC 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 on 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>Chart 7.1H - HP Grant Project Results Chart 7.1I - HP Activities Chart 7.1J - Results of HP Research and Development Projects Chart 7.1Q - Public Safety Chart 7.1R - Partnerships Chart 7.1S - Funding and Grants Chart 7.2A - HP Community Relations Officer Activities Chart 7.2B - Online Public Survey Chart 7.6A - Community Service</p>
<p>State Transport Police (STP)</p>	<p>The goal of STP is to enforce state and federal laws governing commercial motor vehicles.</p>	<p>(1) Prevent collisions. (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>Chart 7.1F - Economic Loss for CMV Collisions by County Chart 7.1K - HazMat Inspection Activity Chart 7.1L - CMV Inspections Chart 7.1M - Passenger Inspections Chart 7.1N - Compliance Reviews Chart 7.1O - High Collision Counties Chart 7.1Q - Public Safety Chart 7.1S - Funding and Grants Chart 7.6A - Community Service</p>

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 11/12 Key Agency Action Plan/Initiatives	Key Cross Reference Measures (see section 7)
Bureau of Protective Services (BPS)	The goal of BPS is to provide and maintain security for the Governor's Mansion Compound, the State Capitol and grounds, SC Supreme Court and Court of Appeals, and other designated state facilities.	1) Through the use of physical patrolling and state-of-the-art technology, maintain a safe environment for the Governor, First Family, visiting dignitaries, 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.	Chart 7.1G - BPS Statistical Data Chart 7.1Q - Public Safety Chart 7.4A - Leadership/Training Chart 7.6A - Community Service
Office Highway Safety and Justice Programs (OHSJP)	The goal of OHSJP 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. Federal funds are used to assist, via grants, eligible entities with programs that reduce the number of collisions and traffic-related fatalities and injuries. The goal relating to justice programs is to reduce crime and improve the administration of justice in SC through awards of subgrants to state agencies, local units of government and non-profit agencies for to victims of crime, projects involving criminal justice, juvenile justice and the enhancement of services	Award grant funds to qualified applicants to create new or expand existing programs with the intention that such initiatives continue when grant funding is discontinued. In compliance with federal award requirements and restrictions, recommendations for sub awards consistent with state strategic goals are presented to the SC Public Safety Coordinating Council (PSCC) and are thereafter managed, overseen, audited, and evaluated cooperatively with the recipients.	Chart 7.1A - Traffic Collision Quick Facts Summary Chart 7.1B - Mileage Death Rate Chart 7.1C - Fatalities Chart 7.1D - Alcohol Impaired Driving Fatalities Chart 7.1E - Serious Injuries Chart 7.1F - Observed Seatbelt Use Chart 7.1G - Unbelted Fatalities Chart 7.1H - Primary Contributing Factors in SC Traffic Collisions Chart 7.1I - Motor Vehicle Traffic Collisions by County Chart 7.1Q - Public Safety Chart 7.1S - Funding and Grants Chart 7.6A - Community Service

<p>Admin. Offices 1) Human Resources (OHR) 2) Financial Services (OFS) 3) Information Technology (OIT) 4) General Counsel (OGC)</p>	<p>Support DPS Strategic Goals by providing high quality Human Resources, Financial, Technology, and Legal services.</p>	<p>Provide HR, Financial, Procurement, IT, and Legal services to DPS. Assist DPS in planning and implementing Capital Improvements. Maintain DPS facilities. Upgraded systems, procured laptops, and provided IT. Procurement, Facilities Management and Legal services.</p>	<p>Upgraded systems, procured laptops, and provided IT support. Procurement, Facilities management and legal services.</p>
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*Key Cross References refer to Category 7 – Business Results. These References provide a chart number that is included in Section 7 of this document.

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

- a. Plans are developed by Divisions to accomplish strategic goals. 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, and a research database tracking system to monitor strategic activities. Evaluation and after-action reviews are used to ensure performance. Majors serve as liaisons between headquarters and staff to enhance efficiency, accountability, and communication. A class taught by Command Staff educates subordinates in developing and executing Operation Plans. Goal Tenders are assigned responsibility for goals that fall under their command, and report on progress at least annually. STP uses the SafetyNet Data System, Enforcement Plans, CVSP, and Size & Weight Enforcement Plans (including how resources are allocated). Collision Reduction Enforcement Plan data identifies problems and the Impact Analysis Report provides a way to measure success. Highway safety statistics and data support proposals for staffing and additional funding.

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

- a. DPS managers and division liaisons deploy strategic objectives, actions plans, and performance measures via written directives, e-mails, meetings, progress reports, and the Intranet. OFS works with the Director and his staff to allocate resources based on relevance to strategic goals and prioritization of needs.

5. How do you measure progress on your action plans?

- a. The Key Cross Reference Measures referenced in this report under Category 2 - Strategic Planning Chart, and shown in Category 7, provide excellent measures of progress.

6. How do you evaluate and improve your strategic planning process?

- a. Managers and supervisors meet with division liaisons to evaluate progress and recommend strategies. Strategic planning success is evaluated by comparing yearly statistics and monitoring projected results. Current programs are evaluated for effectiveness.

Category 3 - Customer Focus

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

- a. DPS routinely interacts with citizens. Key customers are listed in Section II – Organizational Profile, 2 and 3. Along with initiatives discussed throughout this report, relevant legislative mandates affect key requirements related to DPS' mission.

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

- a. Evaluating inquiries and feedback, including Exit Interview forms, and conducting employee surveys help identify internal problems/successes. Committees among divisions share ideas, problems, and solutions. Monitoring e-mails, faxes, phone calls, and web site comments help maintain rapport with customers. Partnerships with local, regional, and national groups enable DPS to keep abreast of changing needs/expectations. The OPR hotline allows anonymous reporting of any unethical conduct. NeoGov provides feedback from job applicants.
- b. A HP Law Enforcement Network (LEN) coordinator is assigned to OHSJP to partner with law enforcement agencies to identify/combat highway safety problems by judicial circuits. The coordinator

serves as the liaison between DPS and their local law enforcement agencies. HP units actively participate in the International Associations of Chiefs of Police (State and Provincial Police Planning Officers and Academy Directors Sections). These sections provide valuable opportunities for information/best practices sharing between states. Hearing the objectives of grant funding sources provides insight into current initiatives they may fund.

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

- a. Contact information for HP, regional headquarters, and each region's CRO are in phone books and on the HP website. CRO's are involved in community activities that provide a platform for dialogue and business. The HP website offers information such as SCHP Wrecker Regulations, Driving Tips, Frequently Asked Questions, and DMV Accident Report Information. HP reciprocates newsletters with several states. The OPR hotline allows anonymous reporting of unethical conduct by employees or others. NeoGov provides feedback from job applicants. The OHSJP Statistical Analysis Center provides publicly available criminal justice, juvenile justice and victimization statistics for multiple topics to inform trend planning. The Hall of Fame is listed on national, state and local tourism websites and in published guides.

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

- a. Feedback is a primary source of measuring customer satisfaction by tracking 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's are sources of customer feedback.
- b. 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 SCLN 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 programs and initiatives.
- c. STP uses CMV safety inspection and incident data to track and evaluate activity related to satisfaction. Public relations activities and citizen surveys provide additional avenues for feedback. Data Q's also provide insight into levels of customer satisfaction.
- d. BPS measures customer satisfaction by contract renewals, and citizen's complaints.
- e. OHSJP uses highway safety data and surveys to plan proactive measures and countermeasures, thereby increasing public awareness of highway safety issues under the premise that reductions in crashes and highway fatalities will increase public satisfaction with these governmental initiatives. The justice systems staff conducts in-person monitoring of all projects in the field, workshop evaluations, and subgrantee reports to quantify customer satisfaction and provide indicators for improvement.
- f. Administrative offices use audits and process reviews to identify methods of improving performance, service, and customer satisfaction.
- g. Training evaluations, exit interviews, grievances, complaints, and turnover issues provide HR with data to determine how to best use resources to improve services.
- h. OIT records and tracks all work requests for employees. Analysis of the work requests can reveal trends and identify opportunities for staff/employee education and/or process improvement. In the resolution of a work request, OIT staff has frequent interaction with the customer. Information and ideas gained

through these interactions are shared for correction and/or improvement.

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

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

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.

- a. 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, and local and state government agencies, with voluntary contact during hurricane evacuation exercises, safety campaigns, and other collaborative activities. HP troopers who are experts in their unique fields teach classes to troopers and other law enforcement agencies, 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 SC Law Enforcement Assistance Program (SCLEAP) in providing crisis support to other law enforcement agencies.
- b. 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.
- c. DPS representatives serve on the following: International Registration Plan, Inc.; American Association of Motor Vehicle Administrators (AAMVA) Credentials Data and Enforcement Access Task Force; SC Traffic Records Coordinating Committee Working Group; FMCSA Motor Coach Technical Assistance Group (TAG); Commercial Vehicle Safety Alliance (CVSA) Training Committee; SC Motor Carrier Advisory Committee; American Association of Motor Vehicle Safety Alliance; SC Victims of Crime Coordinating Council, Council on Underage Drinking, Methamphetamine Action Group, Governor's Council on Prevention and Treatment, Board of Directors of the National Criminal Justice Association, SC State ID Theft Task Force.
- d. STP also has a Motor Carrier Advisory Committee that meets on a quarterly basis to discuss any issues or concerns of the commercial motor vehicle industry. Daily contact through roadside inspections, compliance reviews and safety audits. Officers/Inspectors build positive relationships through professionalism during these encounters (spending extra time to explain violations and ways for the carrier to attain compliance).
- e. BPS provides 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.

- f. OHSJP conducts safety campaigns and partners with law enforcement, government, business, and the medical community to promote highway safety education/awareness in an effort to reduce traffic-related crashes, injuries, and deaths. OHSJP leaders serve on a variety of committees, such as the National Safety Council, Safe Kids, Mothers Against Drunk Driving (MADD), the SC Department of Alcohol and Other Drug Abuse Services (DAODAS) Underage Drinking Action Group, the Governor's Council on Substance Abuse Prevention and Treatment, and the Emergency Medical Services Advisory Council to share highway safety information. The DPS website provides information about highway safety, including statistics on safety belt and child safety seat use. The justice programs under OHSJP build positive relationships with local governments, law enforcement agencies, and victims of crime agencies through the administration of grant awards to meritorious projects. OHSJP provides technical assistance, including program improvement, paperwork reductions and efficiencies, coalition building, technology assistance, and grant writing. OHSJP justice staff is subject experts and have up to 1,000 face-to-face contacts per year with customers and stakeholders. Input on funding priorities and state strategies are solicited via website, online surveys, letters, and statewide conferences.
- g. OIT is engaged with DOT, DMV, SCJD, Division of State Information Technology (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.
- h. Progress has been made in improving internal customer service. DPS partners with other agencies, vendors, public/private organizations to enhance services and programs statewide.

Category 4 - Measurement, Analysis and Knowledge Management

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?

- a. Key measures related to DPS' mission and goals are tracked to assess performance. HP's Research & Development (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 to track performance. Other statistics related to collisions, fatality/injury rates, geographic comparisons, etc., are studied to analyze trends and identify problems (See Charts 7.1A to 7.1I). OHSJP uses a variety of data to track financial and operational performance including: 1) national benchmark data provided by NHTSA such as Mileage Death Rate – Chart 7.1.B.; (2) statistical data focusing on crashes, injuries and fatalities occurring in SC; (3) objectives outlined in the state's annual Highway Safety Plan developed by OHSJP; and (4) evaluation, as outlined in OHSJP's Annual Report to the NHTSA, of program goals and objectives relative to internal highway safety grants and highway safety grants awarded to a variety of sub-grantees statewide.
- b. Data collection/analysis is a continuous process and results are reviewed by management and impact decision making. Statistics from incident/crash/after-action reports, manpower studies, and budget analyses help gauge pending operations and projects. Each division monitors information that is used in making decisions.

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?

- a. HP data collection and analysis are continuous processes; results are reviewed by management and impact decisions. Statistics from incident/crash reports/after-action reports, manpower studies, and budget analyses help gauge pending projects. Data, research, and processes related to employment are studied to ensure the goals of hiring/retaining, qualified applicants are met.

- b. HP uses data tracked through its HP Console, Computer-Aided Dispatch, and OHSJP to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations.
- c. STP collects information and inserts it into a database for analysis. A 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.
- d. BPS collects man-hour data 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 provide operational insight. Expenditure and budget summary reports provide data for sound operational decisions.
- e. OHSJP uses an annual Problem Identification process based on statistics relative to crashes, injuries, and fatalities to determine where, when, how, and why traffic-related problems occur. This assists in revealing what areas of the state require intervention and what types of programs should be developed to assist in alleviating problems. The process assists in directing the development and implementation of OHSJP's solicitation for highway safety grants, and includes an opportunity for input from local law enforcement agencies from around the State. See Charts 7.1D, F and G for examples of this data collection. Similarly, justice grant programs (criminal justice, juvenile justice, and victims of crime programs) also use state and national data to inform and prioritize project distribution and type.

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

- a. HP uses education, prevention, enforcement activities, and cost analyses before initiatives are enacted or equipment is purchased. Thorough research and testing provides measurable data. Collision and activity data are compared to determine the impact of enforcement efforts and compiled in Impact Analysis Reports from all troops.
- b. 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.
- c. BPS tracks incidents on state property to determine trends and risk patterns. Positive feedback from citizens is a key to confirming progress.
- d. EEO reports monitor underutilized groups and compensation studies compare salaries of minorities to non-minorities and males to females.

4. How do you select/use key comparative data to support operational/strategic decision?

- a. The Director and managers use the 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 used by staff responsible for research and implementation of legislative mandates and other process changes and reports
- b. Data is collected and interpreted by HP's R&D Unit and Executive Services to assist in decision-making and planning. Troop Commanders use CAD and the HP Console to maintain a balanced workload among troopers. The HP CRO Unit uses collision data to identify communities where education campaigns may help to decrease collision and fatality rates.

- c. STP uses its SafetyNet database and crash reporting system to identify trends, problem areas, and resource allocation.
- d. OHSJP places emphasis on statistical traffic collision data as a key to justifying program attention and financial support. Justice Programs, under OHSJP, rely on data generated by their Statistical Analysis Center funded through a grant from the USDOJ Bureau of Justice Statistics.

5. How do you ensure data integrity, timeliness, security, and availability for decision making?

- a. The OHSJP highway safety statistical analysis staff generates the core of data collection and validation. This unit prepares the annual *SC Traffic Collision Fact Book* data on traffic crashes, deaths, and injuries. Professional statisticians prepare this 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 OHSJP allows for closer monitoring of data quality, integrity, accessibility and timeliness. Business rules that assess, identify, and correct data errors and inconsistencies are continually formulated and implemented.
- b. 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.
- c. A system of checks and balances, required entries, and monitoring tools enables STP to ensure data quality, reliability, completeness, and availability.
- d. OFS assures accurate financial and operational data by using internal controls, reports, and audit reviews to verify data is accurate and managed effectively.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

- a. National law enforcement, motor vehicle, and police training statistics are cornerstone resources for comparative data. HP, STP, and BPS assess workloads and address supervisors' feedback to identify training needs. BPS uses a Training Assessment Committee to evaluate additional training needs and demands.
- b. 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 state's current areas of highest need for additional troopers. Data from state and national sources is maintained, and the personnel allocation model is adjusted regularly to account for changes in manpower levels.
- c. B&CB Offices perform salary studies and assess EEO and other indicators that provide state, regional and national comparisons. DPS strives: 1) with the help of an affirmative action plan, to recruit, hire, train, and promote in all job classifications without discrimination; 2) to ensure employees are not subjected to harassment, intimidation or coercion for filing a complaint or assisting in an investigation; and 3) to have equal opportunities for advancement. Personnel actions, such as compensation, reassignments, benefits, reductions-in-force, and training, are administered without discrimination.

7. How do you collect, transfer, and maintain organizational and workforce knowledge? How do you identify, share, and implement best practices, as appropriate?

- a. 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.
- b. HP, STP, and BPS assess workloads and address supervisors' feedback to identify training needs. HP maintains data from state and national sources such as NHTSA 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 or someone with extensive knowledge of the unit should turnover occur.
- c. Training, documentation, desk manuals, mentoring, knowledge database, and in-service programs are among methods used to maintain and transfer knowledge, enhance emergency response, and build a network of experienced cooperative employees. DPS shares knowledge with a network of state and national organizations searching for best practices.

Category 5 – Workforce Focus

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.

- a. The Director emphasizes 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, and partnerships are encouraged.
- b. Managers and supervisors use the EPMS process to communicate performance expectations, provide guidance and constructive feedback, and evaluate employees.
- c. Employees are encouraged to develop and conduct training that benefits DPS objectives.
- d. Enhanced internal communication has improved employee involvement and teamwork.

2. How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations? Give examples.

- a. Employees participate in Community of Practice meetings such as SC Workforce Champions or Troopers Association to learn and share best practice models in agencies across the state(s).
- b. Human Resources staff attends monthly HR Advisory meetings with other human resources professionals throughout state government.
- c. Human Resources uses email to send information to employees on benefits and retirement changes, implementation of new programs and updates to current programs and initiatives.
- d. In the next fiscal year, human resources related information will be placed on the Agency's Intranet.

- e. Multi-disciplinary task forces and committees are formed with representatives from interested divisions which increase knowledge, and enhance team skills and communication. All DPS law enforcement officers attend annual, standardized, in-service training where they are educated on best practices for new law enforcement trends to ensure the agency operates in a cohesive and consistent manner. The PowerDMS system allows for more on-line or distance learning and provides more time for instructor lead and hands on proficiency training in the critical skills areas of firearms, defensive tactics and driving.
- f. HP's Annual Report provides information on the mission of each Troop, Unit, and Section within the Division. To address the constraints of budget reductions, and a reduced number of troopers, Units support each other's missions. 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 the Training Unit by teaching classes in their area of expertise.
- g. Incident Command System ensures proper chain of command, inter-agency communication, and integrated and effective response during emergencies. The HP command staff holds regular meetings to share information and the results of enforcement initiatives throughout the state.

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

- a. Management recruits, hires, and retains employees by providing flexible hours, offering challenging positions, personal and professional growth opportunities, and employee recognition programs.
- b. The agency's law enforcement Employment and Training Unit, along with HR managers, attends and participate in career fairs at colleges and universities located throughout South Carolina.
- c. SCDPS, along with other state agencies, uses NEOGOV to post job vacancies and receive applications electronically for various positions within the agency.
- d. Deliberate measures have been taken to enhance the public's confidence in DPS by promoting and advertising honesty, fairness, and the highest of ethical standards required of any hire that will positively impact recruitment and retention.
- e. Due to competition from other law enforcement agencies, DPS is faced (annually) with losing trained and experienced officers to other agencies for higher salaries, benefits or advancement opportunities that DPS is unable to match. Studies indicate that two of the primary reasons employees leave are for salary increases and career advancement. In FY 12-13, HP received 73 resignations.
- f. Recruiting qualified candidates is a challenge. Fewer college students are choosing a career in law enforcement, perhaps due to salary levels. Of those who do choose criminal justice as a career path, many who apply have poor credit histories and even criminal histories.
- g. Most young adults beginning a career today are technologically savvy and expect an employer to provide up-to-date technological tools. Budget restrictions make this difficult. New employees are often disappointed and report that they have not been provided adequate tools.

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

- a. Workforce capacity needs are assessed through ongoing reports from SCEIS, NEOGOV, and a DPS HR system for historical data. Information is generated on employee location, age, gender, ethnicity, length

of service, title, grade, education, job class, etc. Deficiencies are addressed as soon as possible to ensure staffing levels are adequate.

- b. Employees who resign and/or separate from the agency are given exit interviews and/or an exit interview form to complete. The exit interview results are normally returned to the agency, and the responses provide the agency information about the employee's experience with the agency. The responses are reviewed and forwarded to the appropriate personnel.
- c. Law enforcement applicants are required to participate in a psychological assessment, polygraph exam, basic reading skills assessment, and physical fitness exam.

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?

- a. 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 and performance review and provided an opportunity to include their own comments on the document. Supervisors are encouraged to communicate expectations through discussion, informal reviews, and the EPMS planning stages and evaluations. The EPMS appraisal notes achievements, evaluates performance against success criteria, and points out areas for improvement. Supervisors are trained to use the EPMS and are rated on the completion of performance reviews to ensure they are fair, impartial, and timely.

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.

- a. Law enforcement and civilian training were conducted for managers and supervisors on human resources topics such as disciplinary, performance management, leave, workers compensation and FMLA.
- b. DPS Law Enforcement Divisions collaborate to provide in-service training designed for officers, mid-level management, and executive staff that focuses on leadership in law enforcement. This program is tailored for employees seeking to advance to leadership positions and includes a leadership assessment to help them understand the way they process and communicate information and how to develop or enhance those skills. DPS 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 disaster(s) response.
- c. 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.
- d. DPS' Ethics policy is addressed in new hire orientation which stresses integrity, truthfulness, honesty, courtesy, and fortitude. All law enforcement officers are required to complete training in ethics annually and all other employees bi-annually.

- e. Professional development and workforce planning specifically address skills enhancement, leading to more prepared leadership pool.

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?

- a. Through feedback from supervisors and employees, DPS works to address needed skills and training. Programs have been implemented to improve effectiveness, including Hispanic outreach programs, a comprehensive leadership program for law enforcement, an employee orientation program, and safety initiatives.
- b. New hire orientation is conducted twice a month for new hires. New hires are provided information on benefits and policies. New hire orientation is conducted by HR staff personnel.
- c. HP uses national databases and virtual communities such as the International Association of Chiefs of Police to remain up-to-date on highway safety trends and additional law enforcement training needs. Effectiveness of training is determined by the success of enforcement initiatives, retention rates, competitiveness of promotions, and on-going comparisons with other states' police and patrol programs. HP has a five-week session with newly hired trooper trainees to acclimate them to the organization and the field of law enforcement, and to prepare them for success during the South Carolina Criminal Justice Academy's twelve-week basic law enforcement certification program. This follows a 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. DPS provides continuous training for troopers after graduation.
- d. STP officers attend annual in-service training to address frequent federal regulation changes.
- e. BPS uses feedback from supervisors and officers to take a proactive approach to training and monitoring effectiveness.
- f. OFS attends SCEIS training and User Group Meetings.
- g. Training effectiveness is measured by use of new skills, training evaluation forms, and web assessments.
- h. OHR participates in B&CB initiatives, Advisory Council, and SCEIS User Group meetings which aid in training. The DPS Affirmative Action Plan addresses underutilized groups.
- i. Additional training opportunities are offered through internal and external training, links on the HR web site, and partnerships with other agencies.
- j. OHSJP staff attends required and voluntary trainings offered by their respective federal funding authorities. These trainings include conferences, webinars and training from on-site federal grant monitors and technical service providers.

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

- a. Training programs are selected based on employee needs, interests, abilities, usefulness of the training, and level of employee motivation. Daily use of technology reinforces new skills. HP uses After-Action reports to outline lessons learned during Emergency Management exercises and disasters.
- b. OHSJP staff is encouraged to share all training with peers and clients in an ongoing basis, thereby reinforcing the knowledge and applicable use.

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

- a. Workforce planning has been implemented to address training needs. Internal and external training, online courses, mentoring, coaching, and cross-training to aid in meeting DPS goals by adding needed employee knowledge, skills, and abilities.

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

- a. Successful leadership development is evidenced by an increased number of qualified, competitive internal candidates prepared for promotional opportunities. Employees are 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 assigned to Divisions, and managers/supervisors, provide input in identifying programs that promote leadership and job skills. Participants evaluate training programs to ensure they meet individual goals. Effectiveness of these programs is measured by successful career progression of employees. HP command staff monitors the level and nature of complaints from the public as these are indicators of workforce and management effectiveness. In-car video cameras allow management to assess the leadership abilities of various supervisors.

11. How do you motivate your workforce to develop and utilize their full potential?

- a. 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, casual dress day (Friday's), training to improve job skills, and feedback avenues. Strategic planning promotes involvement at all levels, which enhances growth and prepares employees for progressive roles. Employee recognition has positive effects, and efforts are made to encourage career enhancement.
- b. On September 11, 2012, DPS and DMV held a memorial service to honor those first responders and civilians who died as a result of the terrorist attack on 9-11-2001.
- c. Along with officer recognition programs, STP uses a hands-on approach in 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.
- d. HP has a career path for non-supervisory ranks and a competitive promotional process for supervisory vacancies. Trooper and Telecommunications Officer of the Year awards recognize employee service. HP core values promote uniformity and commitment to the mission. Employees are recognized for their performance through the HP Colonel's Blog and HP newsletter. Awards are applied for annually and some nominate employees for excellence.
- e. Assignments and training opportunities are offered to promote employee growth. OHSJP employees are encouraged to seek challenging opportunities that improve skill levels. OHSJP employees are encouraged to find innovative ways to address tasks and offer new strategies to address DPS challenges, and are given assignments that provide cross-training.
- f. The agency conducted a special Employee Recognition service to honor those employees with 10, 20, 25, 30 and 40 years of service to the state.

- g. Agency employees received donated tickets to two local baseball games. The event was attended by state employees and their families.

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?

- a. Exit interview forms are reviewed to identify retention concerns and satisfaction. The numbers of grievances, EEO complaints, and root problems are monitored to ensure appropriate action is taken.
- b. Informal and formal reviews, absenteeism, turnover, and job performance reflect satisfaction and motivation to some degree.
- c. The Intranet enhances communication and encourages employee input.
- d. The Benefits Administrator, in conjunction with the B&CB EIP, provides regular updates and training regarding health and wellness.
- e. The Office of Human Resources hosted three worksite health screenings for agency employees. A total of 95 employees participated in those events.
- f. The SC Law Enforcement Assistance Program (SCLEAP) offers free counseling and is 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.
- g. The agency, along with DMV, held eight “Directors Walks” at the Blythewood campus to encourage employees to be more active.
- h. SCDMV and SCDPS also hosted several blood drives during the fiscal year. Team DPS had 31 employees to donate blood.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

- a. Succession planning and career progressions are addressed by each division. Law enforcement officers follow a carefully outlined career path. Divisions are encouraged to assess their workforce and implement a plan to address workforce planning needs.
- b. Deputy Directors and department heads were given reports of employees who are eligible for retirement within the next five years based on age and years of service. Managers should use the reports to mentor and develop their employees for future opportunities with the agency.

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

- a. The DMV/DPS Safety Manager located at Blythewood is responsible for a safety/health program for facilities statewide; assisting in creating, planning, overseeing activities related to occupational safety and health; and ensuring compliance with OSHA, ADA and other safety regulations and labor laws. Facilities are monitored to ensure appropriate safety measures are taken and safety initiatives are coordinated with DMV, including inspections, implementing life safety programs, monitoring support systems (such as fire alarms). The Safety Manager ensures operational readiness and directs system support during a life safety event. BPS is responsible for monitoring security at headquarters. HP’s

Emergency Traffic Management Unit (ETMU) monitors the environment and is proactive in handling crises or potential disasters. Regular building evacuations are conducted with a safety team review afterwards.

Category 6 - Process Management

- 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?**
 - a. HP's mission is to serve the public by upholding the laws of the state and the 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.
 - b. STP is responsible for enforcing commercial motor vehicle laws. The objectives are to protect the motoring public by: a) preventing collisions; 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.
 - c. BPS determines its core competencies largely through feedback from supervisors, staff, and customer complaints/appreciation. 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. BPS ensures that a safe environment is afforded to all that visit or work in and around state facilities.
- 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?**
 - a. 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 SC more attractive to economic and community development, and provide a return on liability insurance coverage.
 - b. 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.
 - c. Program funding for highway safety, criminal justice initiatives and victim service provision are established and reviewed by the Public Safety Coordinating Council. Funding is provided to eligible recipients, and this process is monitored by DPS personnel. Job responsibilities and staffing are regularly evaluated to ensure challenges are met and systems are strengthened.
 - d. STP partners with other government agencies and private sector organizations to address problems and concerns with commercial motor vehicles and drivers.
 - e. HP identifies and focuses on key factors that cause fatal collisions and creates initiatives that result in fewer fatalities. The HP ETMU coordinates safe and orderly evacuations for South Carolinians and

visitors in the event of a natural or man-made disaster.

- f. HP often partners with OHSJP, DOT, DMV and other agencies to address public safety concerns.
- g. The HP Victim Services Office offers resources and support to victims/families of collision victims.

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?

- a. DPS continuously explores new ways to enhance efficiency/effectiveness. Assessing organizational structure, policies/procedures, and goals ensures the best use of resources.
- b. 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 and 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.
- c. The Colonel uses a comprehensive program within STP to ensure components are working together to meet goals, which are disseminated to all levels. STP focuses on how best to achieve its mission, partly by being willing to adapt to an ever-changing environment. Activity is reported in plans and reports aligned with strategic planning.
- d. BPS is working on innovative ways to allocate its current limited resources to patrol state properties and to increase visibility and reduce response times by having response units already in the field.
- e. OHSJP works with federal, state and local authorities to address critical highway safety, criminal justice, juvenile justice and victims of crime service needs. This includes the development of strategies, establishing partnerships, and identifying resources. Action plans, with built-in reviews, are implemented pending availability of funding.

4. How does day-to-day operation of these processes ensure meeting key performance requirements?

- a. OGC, HR, and OFS collaborate to ensure new policies/initiatives are implemented according to legal/regulatory requirements. Divisions follow operational plans, guidelines, and schedules required by state/federal regulatory agencies, and funding authorities. Managers are responsible for ensuring employees comply with policies and that performance requirements are met.
- b. HP's troop structure allows for a more effective and efficient implementation of processes and allows for better accountability.
- c. STP collaborates with state, federal and local partners, and the industry to improve processes keeping performance goals in the forefront of accomplishments.
- d. Consistent operational processes have allowed BPS to reduce response time for service calls.
- e. Online GMIS integrating with SCEIS has improved grant reimbursement time to customers exponentially.

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

- a. The DPS Strategic Plan identifies partnerships as a way to maximize benefits to the public. DPS partners with DOT, 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.
- b. HP's R&D, Procurement, and OIT ensure that quality equipment is purchased at the lowest cost. Data analysis is used in determining troopers' effectiveness in collision and fatality reduction. The ETMU focuses on emergency response improvement. HP uses After Action Reports to identify problems and implement changes. Feedback from stakeholders and staff is used to evaluate/improve service-related processes.
- c. STP submits a CVSP annually to the Federal Motor Carrier Safety Administration to address CMV safety concerns by providing a framework for improvement through annual goals. The Size and Weight Unit Plan, including established goals, is submitted to DOT annually.
- d. 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, feedback, and security contract renewals.
- e. OHSJP seeks input from highway safety stakeholders and DPS 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. The SC Law Enforcement Network (SCLN) is a key partnership involving the sixteen judicial circuits, each represented by local and state law enforcement. The SCLN works proactively to address highway safety issues, coordinate joint enforcement efforts, and develop safety campaigns. Quarterly SCLN Coordinator meetings are held to disseminate information and secure feedback and input regarding campaign efforts and mini-grant processes/budgets. Law enforcement liaisons attend regularly scheduled SCLN 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. OHSJP's justice staff annually evaluates grant funding priorities in law enforcement, victims of crime direct services and juvenile justice initiatives through workshops where key partners provide assessments of program priorities and offer suggestions for improvement. Significant information is gathered from the field by OHSJP 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 Public Safety Coordinating Council (PSCC). The funded projects provide enhanced public safety in communities throughout SC as measured by the quantifiable objectives in each grant project.
- f. 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 procurement specifications and proposals to ensure satisfaction with the end results; and conducts training in areas where repeated errors occur.
- g. OIT monitors problems/solutions, solicits input, and initiates involvement in project planning.

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
Human Resources (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		
Financial Services (Financial Reporting, Procurement & Supply)	Knowledge	Cycle Time	Industry, State and Federal Regulations	Feedback
	Accuracy	Accuracy		Audits
	Timeliness	Employee / customer complaints		State laws/ Regulations
Information Technology (Providing technical assistance)	Knowledge	Downtime	Industry	Certified Technicians
	Timeliness	Calls Handled		Feedback
	Technical skills	Response time		
Communications Office (Communicating with media)	Knowledge	Number of Contacts	Professional Industry Standards	Feedback
	Timeliness	Response Time	Policies and Procedures	
	Professionalism			
General Counsel (Agency representation and interpretation of law)	Knowledge of law	Cases Handled	State/Fed Law	Certified Technicians
	Professionalism	Judgments	Policy/Procedures	Feedback
			Professional Canons	

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

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

- c. BPS needs are based on the number of posts for each division location. The number of personnel (officer) hours needed for posts is factored in to assess the number of officers needed to staff that post.

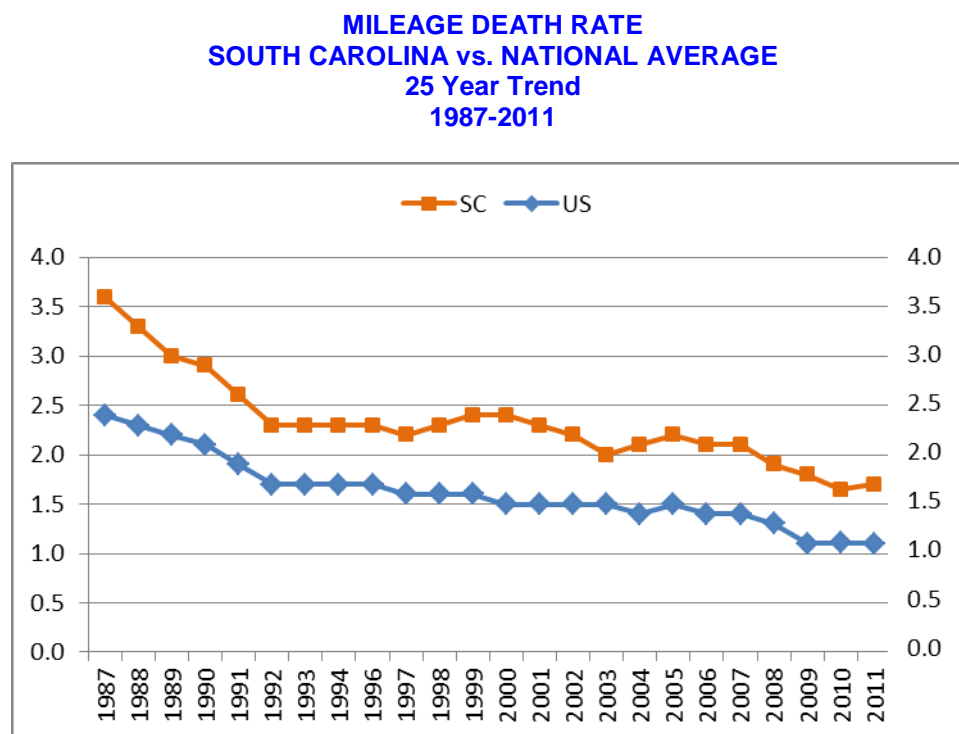
Category 7 – Key Results

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 enables DPS to target law enforcement, highway safety, training, public information, and other initiatives based on the greatest need for improvement.

1. Performance levels/trends for key measures of mission accomplishment and organizational effectiveness?

- a. 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, CAD and data tracked by OHSJP to determine its impact on highway safety. Impact Analysis Reports are used to assess enforcement initiatives and ensure activities are concentrated in problem locations. OHSJP plays a critical role in tracking crash data, DUI statistics, and location of traffic-related incidents as well as tracking crime and victimization statistics for use by customers and peers. Efforts result in identifying patterns, problems, and improvements in the highway safety and justice systems. For examples relating to highway safety, reference Charts 7.1A - 7.1I. 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)), demonstrated a slight increase during 2011 while the national rate remained unchanged

Chart 7.1B

SOUTH CAROLINA TRAFFIC COLLISION QUICK FACTS 2012

PRELIMINARY DATA

	2008	2009	2010	2011	2012	% Change 2008- 2012	% Change 2011 - 2012
Fatal Collisions	841	817	750	767	807	-4.0%	5.2%
Injury Collisions	31,053	31,086	31,152	29,739	32,292	4.0%	8.6%
Property Damage Only Collisions	75,358	74,961	75,771	71,313	75,112	-0.3%	5.3%
Total Collisions	107,252	106,864	107,673	101,819	108,211	0.9%	6.3%
Fatalities	921	894	809	828	863	-6.3%	4.2%
Non-fatal Injuries	46,925	48,303	48,707	46,020	50,005	6.6%	8.7%
Fatalities From Collisions Involving*:							
Truck Tractors	55	71	52	74	65	18.2%	-12.2%
Motorcycles	112	95	84	105	110	-1.8%	4.8%
Pedalcycles	15	13	14	15	14	-6.7%	-6.7%
Pedestrians	101	90	95	113	123	21.8%	8.8%
Trains	4	5	3	4	0	-100.0%	-100.0%
Motorized Bikes	13	18	31	24	39	200.0%	62.5%
School Buses	3	4	3	0	3	0.0%	300.0%
SUV's	197	214	207	207	199	1.0%	-3.9%
Vans	71	59	58	56	47	-33.8%	-16.1%
Pick Up Trucks	215	244	199	199	187	-13.0%	-6.0%
Economic Loss (billions)	2.71	2.67	2.74	2.71	Not available		
Vehicle Miles Traveled (billions)	49.06	48.60	49.12	48.73	48.90	-0.3%	0.3%
Roadway Miles	66,261	66,262	66,023	65,997	66,244	0.0%	0.4%
Motor Vehicle Registrations	3,882,780	3,906,300	3,950,498	3,998,948	4,050,858	4.3%	1.3%
Licensed Drivers	3,211,119	3,343,014	3,409,412	3,471,654	3,532,421	10.0%	1.8%
Mileage Injury Rate**	96	99	99	94	102	6.9%	8.3%
Mileage Death Rate***	1.88	1.84	1.65	1.70	1.76	-6.0%	3.9%
Registration Fatality Rate****	237.2	228.9	204.8	207.1	213.0	-10.2%	2.9%

*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

2012*

INJURY SEVERITY BY OCCUPANT RESTRAINT USAGE**

RESTRAINT USAGE	INJURY TYPE					
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
NO RESTRAINT USED	2,069	1,182	956	646	321	5,174
RESTRAINT USED						
Shoulder Belt Only	724	137	25	15	1	902
Lap Belt Only	1,067	277	59	12	1	1,366
Shoulder & Lap Belt Used	193,490	29,019	8,074	1,614	217	232,414
Child Safety Seat Used	8,376	1,225	149	13	5	9,768
Other Restraint Used	668	102	26	4	0	800
TOTAL - RESTRAINT USED	204,325	30,710	8,33	1,658	224	245,250
UNKNOWN RESTRAINT USAGE	10,797	1,397	403	148	39	12,785
GRAND TOTAL	217,192	33,289	9,692	2,452	584	263,209

*2012 data are preliminary and subject to change

**Includes occupants of automakers, trucks, SUVs and vans only

2012*

INJURY SEVERITY BY AIR BAG DEPLOYMENT**

AIR BAG	INJURY TYPE					
	Not Injured	Possible Injury	Non-Incapacitating	Incapacitating	Fatal	TOTALS
Deployed - Front	10,144	5,521	2,628	830	197	19,320
Deployed - Side	1,302	468	174	40	6	1,990
Deployed - Both	3,966	1,950	960	302	95	6,703
Not Deployed	181,445	21,820	4,884	989	184	197,038
Not Applicable	17,296	3,156	913	255	77	21,697
Deployment Unknown	3,515	357	132	39	27	4,070
GRAND TOTAL	217,098	33,272	9,691	2,448	584	263,093

*2013 data are preliminary and subject to change

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

Chart 7.1D

**2012 PRELIMINARY DATA
PRIMARY CONTRIBUTING FACTOR IN TRAFFIC COLLISIONS**

	COLLISION TYPE			TOTAL COLLISIONS		PERSONS	
	FATAL	INJURY	PROPERTY DAMAGE ONLY	Number	Percent	KILLED	INJURED
Driver Subtotal	687	30,013	69,815	100,515	93%	737	46,902
Disregarded Signs/Signals/Etc.	25	1,906	2,847	4,778	4%	25	3,331
Distracted/Inattention	11	2,229	6,223	8,463	8%	12	3,324
Driving Too Fast for Conditions	145	8,792	20,599	29,536	27%	155	13,221
Exceeded Authorized Speed Limit	17	169	217	403	0%	17	243
Failed To Yield Right of Way	91	7,005	14,134	21,230	20%	95	12,109
Ran Off Road	40	568	974	1,582	1%	43	791
Fatigued/Asleep	4	242	386	632	1%	4	341
Followed Too Closely	1	1,993	6,413	8,407	8%	1	2,973
Made an Improper Turn	4	408	1,831	2,243	2%	4	636
Medical Related	9	563	224	796	1%	9	718
Aggressive Operation of Vehicle	31	414	653	1,098	1%	36	658
Over-Correcting/Over-Steering	6	131	247	384	0%	7	191
Swerving To Avoid Object		135	274	409	0%	0	207
Wrong Side/Wrong Way	34	591	958	1,583	1%	38	1,169
Driver Under Influence	220	2,626	2,653	5,499	5%	239	3,726
Vision Obscured (Within Unit)		22	132	154	0%	0	35
Improper Lane Usage/Change	10	957	5,678	6,645	6%	11	1,399
On Cell Phone		41	75	116	0%	0	58
Texting		3	16	19	0%	0	7
Other Improper Action (Driver)	39	1,218	5,281	6,538	6%	41	1,765
Roadway Subtotal	3	176	673	852	1%	3	236
Debris	2	56	345	403	0%	2	76
Non-Highway Work			1	1	0%	0	0
Obstruction In Roadway	1	42	168	211	0%	1	61
Road Surface Condition (ie. Wet)		44	97	141	0%	0	47
Rut, Holes, Bumps		16	14	30	0%	0	20
Shoulders (None, Low, Soft, High)		2	3	5	0%	0	2
Traffic Control Device (ie. Missing)		4	12	16	0%	0	11
Work Zone (Constr/Maintenance/Util)		3	8	11	0%	0	3
Worn, Travel-Polished Surface			1	1	0%	0	0
Other Roadway Factor		9	24	33	0%	0	16
Non-Motorist Subtotal	97	668	249	1,014	1%	100	763
Non-Motorist Inattentive	3	64	84	151	0%	3	85
Lying &/Or Illegally In Roadway	48	142	10	200	0%	49	155
Non-Motorist Failed To Yield ROW	12	84	40	136	0%	12	94
Not Visible (Dark Clothing)	3	32	1	36	0%	4	36
Non-Motorist Disregarded Signs/Signals/Etc	2	33	22	57	0%	2	48
Improper Crossing	14	111	7	132	0%	14	117
Darting		55	2	57	0%	0	62
Non-Motorist Wrong Side Of Road	1	52	11	64	0%	1	57
Other Non-Motorist Factor	5	51	48	104	0%	5	56
Non-Motorist Under Influence	9	41	21	71	0%	10	50
Other Person Under Influence		3	3	6	0%	0	3
Environmental Subtotal	10	938	2,951	3,899	4%	10	1,329
Animal In Road	7	805	2,661	3,473	3%	7	1,137
Glare		30	43	73	0%	0	42
Obstruction		44	113	157	0%	0	72
Weather Condition	2	36	97	135	0%	2	47
Other Environmental Factor	1	23	37	61	0%	1	31
Vehicle Defect Subtotal	10	456	1,288	1,754	2%	13	719
Brakes		109	235	344	0%	0	176
Steering		24	76	100	0%	0	38
Power Plant		10	25	35	0%	0	12
Tires/Wheels	5	190	544	739	1%	6	308
Lights	4	31	23	58	0%	5	54
Signals		1	2	3	0%	0	1
Windows/Windshield		2	1	3	0%	0	6
Restraint Systems			5	5	0%	0	0
Truck Coupling		5	27	32	0%	0	7
Cargo		26	177	203	0%	0	35
Fuel System		7	24	31	0%	0	8
Other Vehicle Defect	1	51	149	201	0%	2	74
Unknown/Not Reported	0	41	136	177	0%	0	56
TOTAL	807	32,292	75,112	108,211	100%	863	50,005

**2012 (PRELIMINARY DATA)
MOTOR VEHICLE TRAFFIC COLLISIONS BY COUNTY**

COLLISION COUNTY	COLLISION TYPE				PERSONS	
	FATAL	INJURY	PROPERTY DAMAGE ONLY	TOTAL COLLISIONS	KILLED	INJURED
ABBEVILLE	3	134	184	321	4	203
AIKEN	19	1030	2,327	3,376	20	1,557
ALLENDALE	3	50	57	110	3	83
ANDERSON	45	1217	2,961	4,223	48	1,848
BAMBERG	2	93	111	206	2	151
BARNWELL	4	127	164	295	4	220
BEARFORT	22	801	1,841	2,664	23	1,215
BERKELEY	30	1079	2,195	3,304	35	1,665
CALHOUN	10	130	316	456	12	194
CHARLESTON	41	3407	8,584	12,032	46	4,918
CHEROKEE	7	471	782	1,260	9	796
CHESTER	6	251	336	593	6	444
CHESTERFIELD	10	238	301	549	9	405
CLARENDON	12	200	349	561	12	333
COLLETON	17	343	569	929	18	533
DARLINGTON	13	454	861	1,328	16	764
DILLON	13	277	474	764	13	527
DORCHESTER	19	803	1,854	2,677	19	1,184
EDGEFIELD	4	135	194	333	5	194
FAIRFIELD	8	215	284	507	9	378
FLORENCE	27	1,135	2,584	3,746	32	1,874
GEORGETOWN	12	398	793	1,203	14	619
GREENVILLE	67	2,937	9,919	12,923	68	4,306
GREENWOOD	10	558	847	1,415	10	940
HAMPTON	5	91	169	265	6	166
HORRY	53	2,190	5,358	7,603	51	3,328
JASPER	13	249	547	809	15	411
KERSHAW	11	385	807	1,203	13	576
LANCASTER	9	501	882	1,392	9	828
LAURENS	22	461	866	1,349	22	697
LEE	4	125	187	316	4	208
LEXINGTON	44	1,839	4,249	6,133	48	2,788
MCCORMICK	2	55	60	117	3	86
MARION	9	235	354	598	9	433
MARLBORO	3	168	276	447	2	330
NEWBERRY	13	232	537	782	13	369
OCONEE	21	355	884	1,260	22	524
ORANGEBURG	25	750	1,471	2,246	26	1,204
PICKENS	15	649	1,698	2,362	16	966
RICHLAND	43	2,965	7,709	10,718	51	4,684
SALUDA	6	136	148	290	8	219
SPARTANBURG	48	1,746	4,815	6,609	50	2,600
SUMTER	17	868	1,392	2,277	17	1,537
UNION	1	189	277	467	1	301
WILLIAMSBURG	13	220	321	554	13	369
YORK	26	1,400	3,218	4,644	27	2,030
TOTAL	807	32,292	75,112	108,216	863	50,005

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

- b. STP relies on data tracked by OHSJP and CMV inspection activity, including alcohol/controlled substance checks, drug interdiction searches, drug interdiction arrests, 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

	<u>2010</u>	<u>2011</u>	<u>% CHANGE</u>
FATAL COLLISIONS	69	74	7.2%
INJURY COLLISIONS	1,217	1,076	-11.6%
PROPERTY DAMAGE ONLY COLLISIONS	1,293	1,115	-13.8%
TOTAL COLLISIONS	2,579	2,265	-12.2%
FATALITIES	77	86	11.7%
NON-FATAL INJURIES	2,038	1,709	-16.1%
ECONOMIC LOSS*	\$161,974,900	\$165,486,100	2.2%

*Economic Loss is calculated using the latest information from the National Safety Council, Estimating the Costs of Unintentional Injuries, 2010.

Economic Loss for CMV Collisions, Top Ten Counties for 2011

County	Fatal Collisions	Injury Collisions	PDO* Collisions	Total Collisions 2011	Persons Killed	Persons Injured	Total Economic Loss	Rank in Economic Loss	Rank in Fatalities	Rank in Collisions
Anderson	6	44	42	92	10	69	\$16,243,100	1	1	7
Greenville	8	71	113	192	8	103	\$14,314,400	2	2	1
Richland	6	91	91	188	6	155	\$11,779,100	3	3	2
Jasper	5	23	24	52	6	32	\$9,551,400	4	4	14
Lexington	3	78	82	163	4	112	\$8,645,800	5	7	4
Charleston	4	74	57	135	4	127	\$8,578,600	6	6	5
Florence	4	31	47	82	5	55	\$8,418,400	9	5	8
Spartanburg	3	72	98	173	3	132	\$7,396,000	7	10	3
Cherokee	2	20	29	51	4	26	\$6,368,000	8	8	15
Colleton	4	10	21	35	4	18	\$6,356,100	10	9	18

PDO* - Property Damage Only collision

Chart 7.1G

- c. 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 Incidents on State Property					
Fiscal Year	2010	2011	2012	% Change 2010-11	%Change 2011-2012
<u>Crimes Against Property</u>					
Larceny	9	13	5	44%	-61%
Theft From Vehicle	14	7	8	-50%	14%
Theft From Bldg.	6	6	8	0%	33%
Destruction/Damage/Vandalism	32	32	18	0%	44%
Burglary	5	5	5	0%	0%
Robbery	0	0	0	0%	0%
Motor Vehicle Theft	4	1	1	-75%	0%
<u>Crimes Against Persons</u>					
Intimidation/Harassing Telephone calls	5	3	4	-40%	33%
Simple Assault/ASB	1	1	0	0%	-100%
Disorderly Conduct/Public Drunkenness	8	16	25	100%	56%
Murder	0	0	0	0%	0%
Suspicious Death	0	0	0	0%	0%
Suicide	0	0	1	0%	100%
Rape/Sexual Assault	1	0	0	-100%	0%
Aggravated Assault	1	0	0	-100%	0%
<u>Crimes Against Society</u>					
DUI	4	2	1	-50%	-50%
Liquor Law Violations	0	0	0	0%	0%
Drug/Narcotics Violations	3	1	2	-67%	100%
Pornography/Obscene Material	1	1	0	0%	-100%
<u>All other Criminal Offenses</u>	25	42	22	68%	-48%
<u>Non-Criminal Incidents</u>					
	341	376	315	10%	-16%
<u>Arrest Reports</u>					
On View	13	19	6	46%	-68%
Taken Into Custody	12	14	14	17%	0%
Summoned/Cited	1	5	14	400%	180%

Chart 7.1H

Highway Patrol Grant Projects Results July 1, 2012 – June 30, 2013			
Project	Effect on Performance, Safety and/or Service	Funding	Timeframe
HP Horry/Florence Counties DUI Enforcement Team	Grant funds provided three troopers for DUI enforcement in Horry and Florence counties.	\$170,034	October 1, 2012 – September 30, 2013
HP Spartanburg DUI Enforcement Team	Grant funds provided two troopers for DUI enforcement in Spartanburg County.	\$170,034	October 1, 2012 – September 30, 2013
Bullet Proof Vest Funding	Funds provide vests for DPS officers.	\$5,431	April 1, 2011 – September 30, 2012
HP Victim Advocate	Grant funds to pay the salary for a victim advocate providing required services to crime victims.	\$38,894	July 1, 2011 - June 30, 2012
DPS Communications Upgrade	Replace radios for P25 compliance.	\$60,000	November 1, 2011 – October 31, 2012
Occupant Protection Education and Outreach	To provide 2 rollover simulators to educate about seatbelt usage.	\$87,935	October 1, 2011 – September 30, 2012
CRO Equipment Enhancement	To use fatal vision goggles and golf carts to educate youth about dangers of DUI.	\$52,000	October 1, 2011 – September 30, 2012
HP Spartanburg County DUI Team	Grant funds provide two troopers for DUI enforcement in Spartanburg County.	\$218,783	October 1, 2011 – September 30, 2012

Chart 7.1I

Highway Patrol Activity			
Activity	2011	2012	2013
Calls for Service	351,923	328,386	392,968
Traffic Cases	490,618	497,708	482,563
Warnings Issued	397,018	410,648	379,609
Collisions Investigated	73,861	70,517	75,168
Motorists Assisted	125,383	118,886	135,300
Agencies Assisted	5,940	6,214	7,415

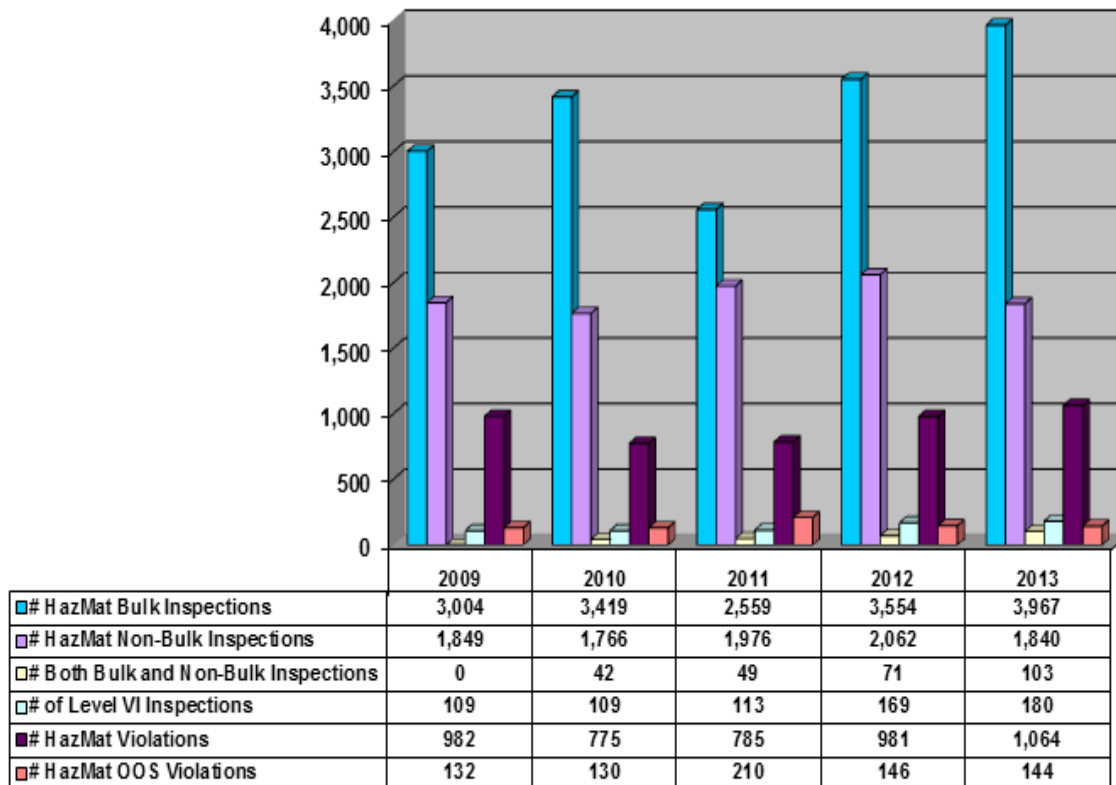
Chart 7.1J - Results of Highway Patrol Research and Development Projects

Project	Activity
Testing new Patrol vehicles	With the end of the Ford Crown Victoria vehicles, DPS is testing a variety of vehicles to determine which vehicle offers Troopers a safer, more fuel efficient and more ergonomic vehicle.
Troop 4 Facility Consolidation	DPS consolidated six (6) HP and STP facilities in the Troop 4 Chester/Rock Hill into one centralized cite providing the consolidation of offices and space for a regional training facility.
Tele-Communication Center Upgrade	DPS has upgraded all communication consoles in all five (5) Tele-Communication Centers across the state. The upgrades allow each center to comply with the required P25 standards.
Finalization of Taser Program	HP completed deployment of Tasers to all Troopers. Taser use has increased Trooper safety and allows for less lethal option when encountering uncooperative individuals.
Digital Video System Program	DPS continues to upgrade all fleet law enforcement vehicles with digital video systems. Currently 50 percent (50%) of the DPS fleet has been converted. Digital systems offer better video and audio quality as well as longer recording time.

Chart 7.1K

- d. 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.

HazMat Inspection Activity



FY 2009 - 2013

Chart 7.1L

- e. CMV Inspections - STP conducted 48,422 CMV/Driver Inspections during FY13.

	2009	2010	2011	2012	2013
Total Vehicle Inspections	32,970	31,819	28,054	26,776	26,080
Total Vehicles Placed OOS	6,093	6,155	6,950	3,938	7,149
Percent Vehicles Placed OOS	18.48%	19.34%	24.77%	14.71%	27.41%
Total Driver Inspections	19,454	19,578	23,606	21,073	22,342
Total Drivers Placed OOS	1,816	1,608	2,228	2,013	2,228
Percent Drivers Placed OOS	9.33%	8.21%	9.44%	9.55%	9.97%

Chart 7.1M

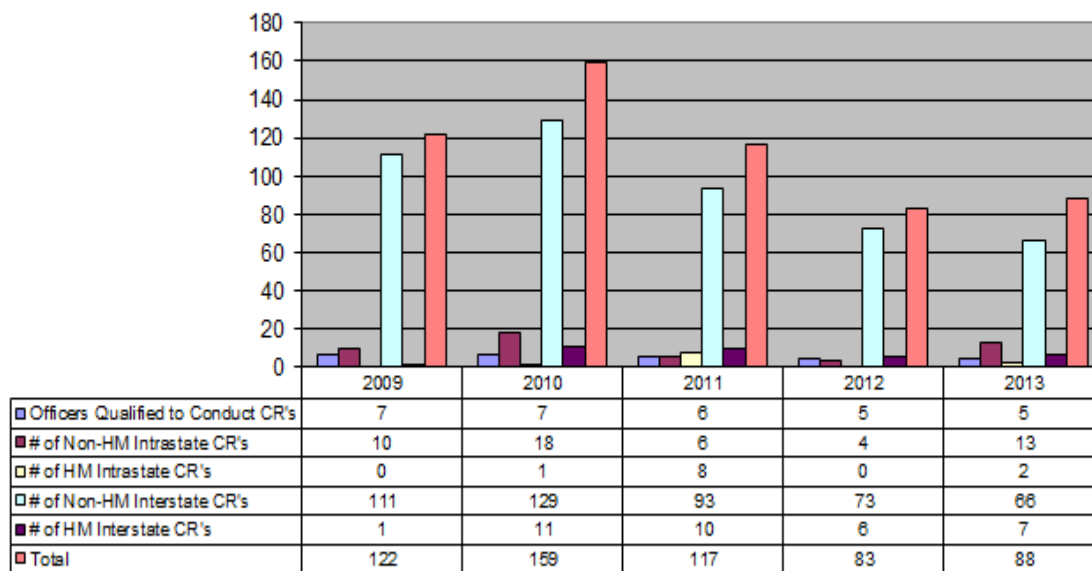
- f. Passenger Vehicle Inspections - STP conducted 1,400 Bus/Motor Coach inspections during FY13.

Year	Total inspections	Vehicle OOS	Vehicle OOS Viol	Driver OOS	Driver OOS Viol
FY 2013	965	41	49	20	24
FY 2012	1400	66	80	27	31
FY 2011	1298	30	37	33	42
FY 2010	1189	44	47	21	22
FY 2009	1177	38	41	20	23

Chart 7.1N

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

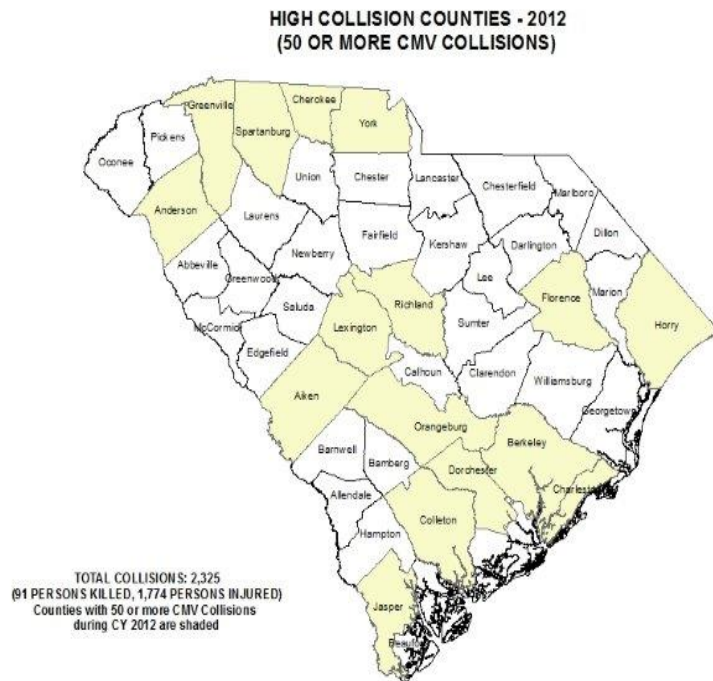
Compliance Reviews Conducted



FY 2009 - 2013

Chart 7.10

- h. STP concentrates on high collision areas to reduce fatal crashes through the use of radar and special enforcement projects. High collision counties and counties with a high economic loss are STP's focus in reducing CMV collisions, monitoring both CMV and non-CMV traffic behavior.



Routes	Total Collisions, Calendar Year (CY)				
	2008	2009	2010	2011	2012
I-26	225	190	240	213	217
I-85	184	175	208	193	184
I-95	141	173	154	122	146
I-20	124	100	101	111	105
US-17	86	99	71	76	94
Total	760	737	774	715	0746

Routes	Inspection Activity				
	2009	2010	2011	2012	2013
I-26	1,290	2,104	1,709	1407	1833
I-85	2,128	2,459	2,650	2739	3755
I-95	1,293	633	1,900	1824	1246
I-20	641	1,072	654	595	863
US-17	586	681	1193	986	1066
Total	5,938	6949	8106	7551	8763

Routes	Total Injuries by Calendar Year (CY)				
	2008	2009	2010	2011	2012
I-26	150	120	138	134	122
I-85	99	88	114	106	97
I-85	4	8	4	11	6
I-95	9	4	3	9	7
I-20	8	2	3	1	2
US-17	3	6	3	2	3
Total	40	27	32	24	19

Chart 7.1Q Public Safety

Chart 7.1Q – 7.1S list Public Safety activities, partnerships, and grants related to DPS Strategic Goals

Public Safety - HP	
Participated in “Hand Across the Border” enforcement campaigns with both North Carolina and Georgia patrols. This is an effort to show that traffic enforcement will be conducted around bordering states during holiday periods.	
The Highway Patrol Safety Improvement Team conducts traffic enforcement in construction zones statewide.	
Participated in DPS’ “100 Deadly Days of Summer” campaign, partnering with other law enforcement agencies and conducting special enforcement efforts focused on DUI, speeding and seatbelts. During the campaign, HP made 57,827 speeding cases, 4,374 DUI cases, 52,678 seatbelt cases and 1,649 child restraint cases.	
The Highway Patrol and DNR conducted the DUI/BUI campaign through the summer months. This campaign uses media and DUI enforcement efforts on area roadways and surrounding waterways to deter alcohol related incidents.	
The Highway Patrol had three DUI Teams funded through a grant to conduct DUI enforcement for a total of six officers in the following counties: Horry/Florence, Spartanburg and Anderson Counties.	
Participated in DPS’ “Sober or Slammer” campaign implementing DUI enforcement during designated holiday periods.	
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) 139 Marijuana cases with 392.4 lbs. seized. 2) 17 Cocaine cases – 36.1 kilos seized. 3) Four Crack Cocaine cases- 176 grams seized. 4) Three Heroin cases - 5.45 lbs. seized. 5) Eight Methamphetamine cases – 66.1 lbs. seized. 6) Two Ecstasy cases – 34 tablets seized. 7) Ten Mushroom cases – 34grams, 8) Two cases of Other Drugs – 18 grams seized. 9) Three counterfeit items cases – 1,730 items seized. 10) 69 Felony Arrests made. 11) 32 Fugitive Arrests made.	
The Highway Patrol continued its partnership with Subway on the W82TXT campaign. This program educates teenagers about the dangers of texting and driving. Several safety presentations were conducted and Subway provided wrist bracelets for teenagers to wear to remind them not to text and drive.	
The Highway Patrol partnered with DOT and the Palmetto Cycling Coalition to enhance the Patrol’s SEE (Stop, Educate, and Enforce) program. This program is to educate the public about pedestrian and cycling safety.	
The Highway Patrol participated in the Florence County Sheriff’s Office Operation Strikeforce. The Highway Patrol, along with 20 other law enforcement agencies, spent a week cracking down on drug trafficking.	
The Occupant Protection Education and Outreach program educates the public about the importance of seatbelt use. Demonstrations were conducted using a rollover simulator funded through a grant.	
The Community Relations Officers Equipment Enhancement program used grant funds for fatal vision goggles and golf carts that were used to educate teenage drivers about driving under the influence.	
Public Safety - STP	
Performance Registration Information Systems Management (PRISM) - There were 46 Out of Service Orders requiring sanction actions for SC during FY 2013.	
WIPP (Waste Isolation Pilot Project) – WIPP shipments (from Savannah River Site to Carlsbad, NM) began in the first quarter of 2003. There were 180 level-six inspections conducted and of these 175 were conducted on WIPP shipments during FY 2013. STP uses radiological survey equipment to include Dosimeters, Ludlum meters and Radiation detectors to detect release of and/or exposure to radiation.	

<u>Roadcheck 2012</u> – SC participated in the national Roadcheck 2013 special interest program June 4-6, 2013 conducting 849 driver/vehicle inspections with 375 vehicle and 75 driver out-of-service violations cited.
<u>Operation Air Brake</u> – SC participated in two (2) Operation Air Brake specials during FY 2013. STP conducted 1,549 Level one inspections, found 1,579 brakes to be out of adjustment and cited 535 out of service brake violations.
<u>Operation Safe Driver</u> – SC participated in Operation Safe Driver 2012 conducting 1,250 Level 1, 2 and 3 inspections placing 99 vehicles and 92 drivers' out-of-service. CMV traffic enforcement contacts totaled 499. STP officers wrote 741 citations.
<u>Challenge 2013</u> – SC Challenge 2013 is an annual event held at Midlands Technical College. STP and the SC Trucking Association's Safety Management Council sponsor the event. 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 SC 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 SC Trucking Association (SCTA) Safety Management Council Road Team. The Grand Champion of Challenge 2012 representing STP conducted 14 activities with the Road Team to include presentation to schools, colleges, SCTA activities and driver seminars.
<u>CVIEW</u> – The I-26 West and I-95 North Dorchester West Weight Stations capture 100% of Prism related non-compliance and Size and Weight Permits. South Carolina's CVIEW database captures vehicle and motor carriers compliance information status to include: IRP, IFTA, UCR, OS/OW Permits (for both interstate and intrastate vehicles), all safety ratings, driver information, CDLIS information and vehicle information. STP will also have a License Plate Reader operational at I-26 East and I-85 North weigh station in the next few months.
Public Safety - BPS
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, and Governor's Mansion events.
Coordinated security with DMV, Lottery Commission, Department of Revenue and B&CB Division of State Information (DSIT). BPS also deployed officers to sit in on hearings and proceedings at DOT and State Grand Jury.
Participated in 5 th Circuit SCLEN, including SCLEN checkpoints and assisting HP at DUI checkpoints.
Public Safety - OHSJP
Managed 42 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, OHSJP maintained the hire of 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 SC 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. Premiered a new occupant protection ad featuring good and bad choices a driver could make relative to safety belt use.
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. Used SCDOT variable message boards around the state with a variety of campaign messages for occupant protection, anti-DUI efforts and motorcycle safety.
Continued advertising strategies for the dissemination of highway safety messaging to include billboard campaigns, a high school event ticket campaign, and the continued use of the newly implemented "Target Zero" campaign 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 carrying safety messages associated with occupant protection, DUI and school zone safety.

Continued the development and maintenance of the SCLen comprised of 209 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 2012, the SCLen had 209 of the 263 local law enforcement agencies statewide participating in the 2011-2012 Law Enforcement DUI Challenge. The 209 participating agencies represent a 79.4% participation rate.
The agencies participating in the State's Law Enforcement DUI Challenge agreed to conduct monthly specialized DUI enforcement activities such as 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 and expanded to a statewide motorcycle safety emphasis for 2012 to include safety messaging and advertising primarily in the 12 counties which experienced the majority of motorcyclist deaths in 2011.
Continued the work of the SC Impaired Driving Prevention Council to address DUI issues in the state. Reinstated the Motorcycle Safety Task Force in 2012 to attempt to impact the increasing number of motorcyclist fatalities in the State.
Maintained a display booth at the SC State Fair with an emphasis on impaired driving and distracted driving issues and featuring a driving simulator.
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. OHSJP 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.
Provided technical assistance and monitored more than 375 subgrants totaling more than \$17 million.
Continued the work of the SC Victim Services Coordinating Council to address collaboration and partnership of key players in the pursuit of criminal justice equity across SC.

7.1R Partnerships

DPS Partnerships
Subway International partnership, W82TXT program. Subway provided wrist bands that were available in Subway restaurants, and CROs went in to schools and held other events to educate teenagers about the dangers of driving and texting.
DPS partnered with DNR in a media campaign and DUI/Boating Under the Influence enforcement efforts on roadways and waterways around the state during the summer months.
Partnered with the Georgia State Patrol and the North Carolina State Patrol with Hands Across the Border to conduct enforcement initiatives during certain periods of the year.
Continued partnership with DOT and the Patrol's Safety Improvement Team (SIT) to conduct traffic enforcement in construction zones around the state.
Partnered with metropolitan cities for Operation Downtown to conduct enforcement through road checks and special enforcement efforts.
The Highway Patrol participated in the Florence County Sheriff's Office Operation Strikeforce. The Highway Patrol, along with 20 other law enforcement agencies, spent a week cracking down on drug trafficking.
The SCHP Employment Unit developed a partnership with the South Carolina National Guard to help Guard members returning from deployment find employment.

7.1S Funding and Grants

Funding and Grants - HP	
HP was awarded a \$170,034 OHSJP grant for a two trooper DUI Team to enforce the DUI laws in Horry/Florence Counties.	
HP was awarded a \$170,034 OHSJP grant for a two trooper DUI Team to enforce the DUI laws in Spartanburg County.	
HP was awarded a \$231,689 OHSJP grant for a two trooper DUI Team to enforce the DUI laws in Anderson County.	
HP was awarded a \$35,444 VOCA grant to continue its Victim Service program to provide certain services for victims of motor vehicle collisions.	
HP was awarded a \$27,526 OHSJP grant to purchase a portable electronic fingerprint scanner to be used to fingerprint officer candidates and certain employees.	
Funding and Grants - STP	
STP was awarded a \$109,272 grant to acquire a Performance Based Brake Testing (PBBT) system. The PBBT has been purchased, officers trained and it is currently being used throughout the state for commercial vehicle brake inspections.	
STP was awarded a \$40,000 DHS grant from SLED to purchase a trailer mounted Automated License Plate Reader to enforce commercial vehicle laws throughout the state.	
STP was awarded a \$295,362 High Priority grant to work with the College of Charleston on developing a real-time, interagency risk assessment and incident management system to monitor the transportation of HAZMAT issues statewide.	
STP was awarded a \$1,657,888 "Targeting Aggressive and Distracted Drivers (TADD) high priority grant from FMCSA. STP is currently using this grant to change aggressive and distracted driving behaviors by using communication, education and enforcement activities.	
Funding and Grants - OHSJP	
OHSJP successfully managed more than 300 justice grant projects awarded to non-profit agencies, towns, counties and state agencies. OHSJP also managed 42 external highway safety grant projects.	
OHSJP successfully applied for approximately \$15 million grant funds from the US Department of Justice for sub awards to SC law enforcement agencies, local victims of crime programs and juvenile justice programs. Highway safety grant funding from the National Highway Traffic Safety Administration totaled \$8,669,383.	
OHSJP co-sponsored the statewide Ninth Annual Drugs of Abuse Conference. Attended by 320 practitioners, the conference remains the most important venue in the state to address solutions to substance abuse. The conference brought together law enforcement, the medical community, and social service personnel to work on these important common problems.	

2. What are your performance levels and trends for the key measures of customer satisfaction?

- a. 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.
- b. HP CRO maintains a consistent level of HP-initiated community education and outreach activities (Chart 7.2A). HP uses CAD 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.
- c. STP relies on statistical data to analyze trends and identify problems. Partnerships, including advisory councils and feedback, are vital to assessing customer satisfaction.
- d. BPS strives to provide professional, prompt feedback on all incidents and complaints to maintain customer satisfaction.

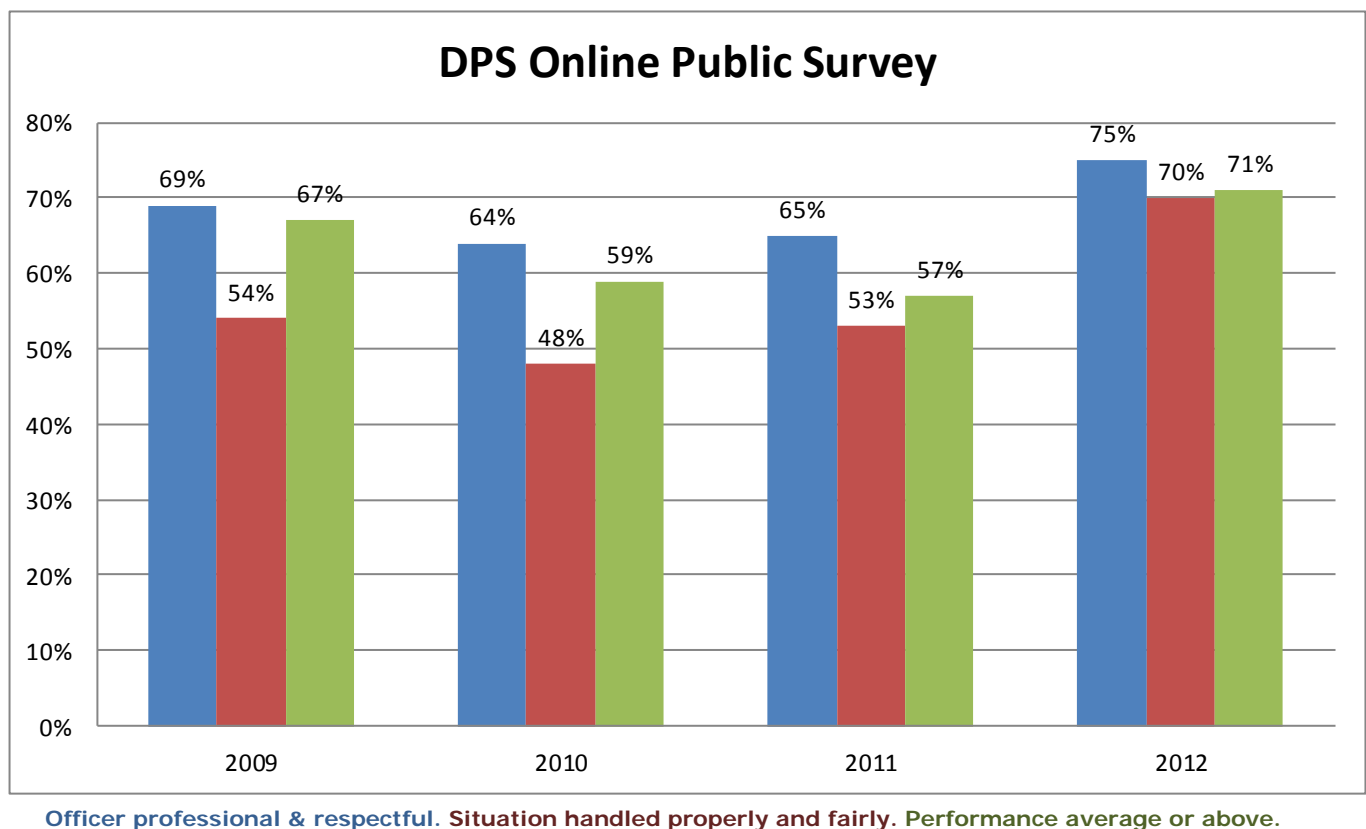
Chart 7.2A

Community Relations Officers (CRO) Activities July 1, 2011 - June 30, 2012	
Activity	Overview
Law Enforcement	100 Days of Summer H.E.A.T; Sober or Slammer; Ride Smart Motorcycle Enforcement; Buckle Up South Carolina (BUSC) seatbelt campaign.
Memorial Services	Assisted Traffic Victim's Memorial Service; HP Service of Remembrance and regional fallen law enforcement services.
Hurricanes	Deployment Exercise-June 4; media campaign in Lower and Upper Conglomerates.
Cadet Camp (at CJA)	Participated in the Nathan Wolfe Cadet Academy at the Criminal Justice Academy.
African American Events	Participated in 130 various fairs, civic and church groups statewide to promote traffic safety.
Hispanic Events	HP Minority coordinator serves on the Midlands Hispanic Council. Participated in 20 Hispanic events to promote traffic safety.
Child Seat Checks	Checked and instructed on 172 child passenger seat installations.
Media Contacts	5,064 media interviews were conducted, (Television, radio, newsprint and PSAs).
Presentations	730 safety presentations were conducted.
Fairs	Participated in 201 fairs (displays, materials, talks with visitors). Fairs include local school fairs, state and county fairs, corporate fairs and regional festivals.
Significant Events	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, roadway closures and detours.
	Attended South Carolina Law Enforcement Networks (SCLEN) meetings.
	Darlington Raceway events.
	Torch Run-Law Enforcement Officers; law enforcement at awareness and fundraising events; Polar Plunge; Cop on Top – Building Sits; golf tournaments; fishing tournaments (all in support of the over 21,000 special needs Special

	Olympic Athletes in South Carolina).
	Presented monthly victim's talks with CROs to pre-trial intervention programs (PTI) and Alcohol Education Programs (AEP) in Richland, Anderson, and Horry Counties.
	Blood Drives held at River Dog Stadium in Charleston and Fuddruckers in Columbia, and Myrtle Beach, in honor of traffic victims.
	Subway International partnership, W82TXT program, partnership went into more than 100 high schools, reaching thousands of teenagers about the dangers of texting and driving.

Chart 7.2B

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



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

- a. DPS uses an activity-driven, zero-based budgeting process. The challenge remains to allocate resources according to urgency and priority as deemed by the Director, his staff, and the Governor's Office. Organizational restructuring, and technology changes, 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 and support law enforcement in education, prevention, and enforcement. OFS has streamlined 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.

- b. HP's R&D researches, tests, and analyzes projects and equipment needs for the DPS and prepares annually for the upcoming budget cycle. The HP Executive Services assesses the costs, performance, and timeframes associated with grant initiatives.
 - c. OHSJP 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.) Regarding grant funding from the U.S. Department of Justice, OHSJP has multiple measures of financial performance. All funds are subject to audit and monitoring by the appropriate federal funding authority within the U.S. Department of Justice, Comptroller's Office, and Inspector General's Office. This is achieved through on-site visits to SCDPS, on-site visits to DPS subgrantees, on-site and desk audits, and electronic monitoring via the federal grants management systems. Further, financial performance is monitored by accounting offices within DPS, outside firms, and the State Auditor's Office. Because virtually all the OHSJP justice 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.
4. **What are your performance levels/trends for key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, and workforce climate including workplace health, safety, and security?**
- a. Work system performance - Emphasis is being placed on improving work flow, consolidating resources, ensuring knowledge and skills are retained and enhancing training opportunities for all employees. Organizational development is a key element of addressing work system performance and includes restructuring and redesign of IT functions throughout DPS.
 - b. Employee learning and development - DPS 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 and the DPS 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. Learning management software and PowerDMS allows development of online courses. 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 fostering a healthy work environment. Employees are encouraged to discuss their career goals and interests with their supervisors. 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, establishes recruitment and retention initiatives to maintain a well-trained, professional workforce. The HR administrator represents DPS on committees and teams to collect data and provide input to formulate the statewide workforce plan.

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

- a. The ETMU focuses its efforts on constant improvement in its response to emergencies. HP uses After Action Reports to identify problems and implement the necessary changes.
- b. Feedback and performance reviews are used as feedback for 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, and the Service of Remembrance for Fallen Troopers and CRO initiatives demonstrates HP command staff commitment to organizational values.
- c. 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. Use-of-Force Reports are also studied to determine trends for future training and for officer safety.
- d. STP provides an annual CVSP and District Enforcement Plan, including required performance levels for enforcement personnel, along with the required headquarters support personnel.
- e. BPS performance levels are measured largely by security contract renewals. A renewed contract agreement is one measure that determines customer satisfaction. The contract renewal time period is often a good opportunity to receive feedback on customer satisfaction.

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)?

- a. 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, the medical community and the Hospital Association to expand service and enhance performance through joint initiatives. DPS participates in the PSCC by partnering with state and local law enforcement, victims of crime organizations, and juvenile delinquency prevention groups to enhance service to the public.
- b. DPS is heavily regulated in law enforcement, highway safety, and grants administration. DPS meets 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, timely information, and compliance with state procurement regulations.

7.6A Community Service

Community Service - SCDPS
DPS Director and DPS law enforcement officers participated in "Honor Flight" events. DPS officers lined the Columbia Airport terminal hallway to welcome WWII veterans back home to the state.
Community Service - HP
CROs conducted over 700 highway safety presentations and made more than 5,064 media contacts.
Held annual <i>Service of Remembrance</i> to honor troopers who have died in the line-of-duty and their families.
Provides victim assistance through its Victim Advocate and Families of Highway Fatality program.
Partnered with OHSJP in conducting several highway safety public service announcements such as Safety booths at state and county fairs and at motorcycle rallies.
Community Service - BPS
Participated in the Cops on Top of the Donut Shop fundraiser to benefit Special Olympics and the World's largest truck convoy. Participated in the "Bovines and Badges" Chick-fil-A campaign to raise money for Special Olympics. This event was coordinated with the USCPD fun run.
Participated in the annual Law Enforcement Torch Run in Charleston and Columbia.
Community Service - OHSJP
Conducted the Annual Memorial Service for 2012 highway fatality victims. Conducted the 2012 Annual Induction Ceremony for South Carolina law enforcement officers killed in the line of duty.
Community Service - STP
SC Truck Show; 8th Annual Truck Driving Safety Rodeo; Big Truck Day Foundation Inn; National Truck Driver Appreciation Week; Traffic Incident Management DOT Summer Transportation Institute; 2013 Memorial Day Safety Break.
STP conducted its initial Commercial Vehicle Safety Fair at the SC Farmers' Market in April 2013. This was done in association with the SC Trucking Association, DOT, DMV, the Federal Motor Carrier Administration and the SC Farm Bureau.
Career Fairs; Greenville Tech Charter High School; Trident Technical College; Fort Jackson Job Fair, Veterans Enrichment Fair.
Zero Tolerance for Litter Campaign in 2012 - In May of 2013, STP was presented with an award from Palmetto Pride for being the top performing state agency during the Zero Tolerance for Litter Campaign in 2012.
Operation: Rolling Thunder Interstate Enforcement, Spartanburg; Southern Heat 2013; Strike Force 2013; NC State Hwy Patrol Operation Road WATCH Media Event.
SC DOT Darlington County and Conway County DOT Regulatory Training Request.
Safety Meetings/Talks - Farm Safety Day Safety Booth, Celebrate My Drive Safety Booth.