

# Legislative Oversight Committee

## Staff Study of the Department of Public Safety

*April 15, 2016*

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# Department of Public Safety

## History

Created in 1993 as part of restructuring; confirmed Directors since creation; DMV and Criminal Justice Academy were under it for numerous years

## Highway Safety & Justice Programs

Administers highway safety, criminal justice, juvenile justice, and victims grants to law enforcement agencies, private non-profits, state agencies, and tribal and local governments

## Highway Patrol

Basic Class = 50 recruits  
Training = 21-week training at SC Criminal Justice Academy + 8 weeks of field training  
Provided over 520 safety presentations in 2015

## Immigration Enforcement

Enforce immigration laws pursuant to Federal and State statutes; develop illegal immigration training programs, including training on human trafficking

## State Transport Police

Enforce state and federal laws governing commercial motor vehicles including size and weight enforcement

## Bureau of Protective Services

Provide safety and security to Statehouse Complex, Governor's Mansion and other State grounds

## SUCCESSES

- Consolidated 6 offices in the Upstate since 2012 resulting in tens of thousands of dollars in savings per year
- Increase in statewide safety belt usage from 74.5% in 2007 to 90% or higher in 2012, 2013, 2014, and 2015
- 22% decrease in average number traffic fatalities per year from 2003-2007 to 2010-2014
- Creation of Community Advisory Council in each of the 7 Highway Patrol geographic Troops to connect with citizens
- Fallen Trooper Memorial Wall dedicated in 2012
- Maintained status as internationally accredited by Commission on Accreditation for Law Enforcement Agencies

## ISSUES

- Competitive Salary for Troopers/Officers
  - Work with the legislature on a comprehensive law enforcement salary study to help with recruitment and retention of Troopers/Officers
- Managing Civil Unrest and Terrorist Events
  - Increase training in Civil Emergency Response, Mobile Field Force and Active Shooter
- Combating Growing Problem with Drugged Drivers (legal and/or illegal)
  - Better training for all enforcement Troopers/Officers
  - Working with General Assembly on new laws to combat this problem

Visual Summary Figure 1. Snapshot of the agency's history, services, highlights, and issues.<sup>1</sup>

Visual Summary Table 1. Summary of the agency’s mission, vision, goals, and spending.<sup>2</sup>

## How Agency Uses Taxpayer Money

The agency’s goals, which should be in line with the agency’s mission and assist it in accomplishing its vision, are presented below. The goals are in order from largest to smallest, based on the percentage of total money the agency spent and budgeted toward accomplishment of each. The data in this table **highlight how the agency is investing the money it receives from the people of the state** and nation. Further details about the amounts spent on the individual objectives within each goal as well as the **performance measures, which should show the return the state is receiving on its investment**, are provided on later pages.

Mission: The Department of Public Safety’s mission is “to protect and serve the public with the highest standard of conduct and professionalism; to save lives through educating its citizens on highway safety and diligent enforcement of laws governing traffic, motor vehicles, and commercial carriers; and to ensure a safe, secure environment for the citizens of the state of South Carolina and its visitors.”<sup>3</sup>

Vision: The vision of the Department of Public Safety is “setting the standard for public safety excellence as a cohesive team by making South Carolina a safer place to live, work, and visit through protection, education, and service.”<sup>4</sup>

Goal	Description	2014-15		2015-16	
		% of total	Amount Spent	% of total	Amount Budgeted
Goal 1	Enhance Public/Officer Safety	73.05%	\$113,317,291	81.14%	\$137,493,840
Unknown	<b>Budget not associated with specified objectives</b>	5.28%	\$8,191,384 Includes unspent funds plus BPS, Hall of Fame and Administration expenses not represented in the Goals	9.74%	\$16,497,100
Goal 2	Professional Development and Workforce Planning	1.85%	\$2,864,136	4.30%	\$7,294,500
Goal 3	The Appropriate Use of Technology	2.19%	\$3,395,513	3.09%	\$5,244,200
Goal 4	Quality Customer Service Delivery	1.75%	\$2,707,612	1.73%	\$2,930,855
Not Spent		15.88%	\$24,656,724		
<b>TOTAL</b>		100%	\$155,132,663	100%	\$169,460,495

*Note: For 2014-15 expenditures, the agency stated in the Program Evaluation Report, “Expenditures are not tracked at the objective level at DPS. Expenditures were arrived at using actual expense and allocation methods.”*

Visual Summary Table 2. Summary of recommendations.<sup>5</sup>

## Summary of Recommendations: Opportunities to Continuously Improve

### Agency’s Recommendations to the Committee

<u>Major Internal Changes</u>
→ None
<u>Legislative Changes to improve efficiency and outcomes</u>
→ None
<u>Legislative Changes to remove archaic language and/or ensure language matches with agency practices</u>
→ None

In the 2015 Annual Restructuring and Seven Year Plan Report, submitted March 2015, the agency stated it did “not have any recommendations for restructuring at this time. Our organization always works to operate efficiently and effectively in accordance with our mandate established by the General Assembly. One of the main priorities of our agency is to function at peak efficiency while fulfilling our mission.”<sup>6</sup> The agency director noted some of the initiatives which have been implemented since he was appointed in 2011 are outlined in the Agency Recommendations to Improve Efficiencies and Outcomes section of this report.<sup>7</sup>

In the Program Evaluation Report, submitted August 2015, the agency did not indicate any laws it would recommend the committee further evaluate. While the agency included it in response to how the General Assembly could help the agency avoid potential negative impacts, the agency’s comment to “Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution” could be viewed as a recommendation from the agency.

In the 2016 Annual Restructuring Report, submitted January 2016, the agency did not include any recommendations for restructuring, minor or major, at the agency.

# LEGISLATIVE OVERSIGHT - OVERVIEW

## Foundation

The **South Carolina State Constitution** requires the General Assembly to provide for appropriate agencies in the areas of health, welfare, and safety and to determine their activities, powers, and duties.<sup>8</sup> Stated **public policy** provides that this “continuing and ongoing obligation of the General Assembly that is best addressed by periodic review of the programs of the agencies and their responsiveness to the needs of the state's citizens. . . .”<sup>9</sup> The periodic reviews are accomplished through the legislative oversight process.<sup>10</sup> Specific statutes relating to legislative oversight are included in South Carolina Code of Laws Section 2-2-5 *et seq.*

## Purpose and Schedule

The stated **purpose of legislative oversight** is to determine if agency laws and programs are being implemented and carried out in accordance with the intent of the South Carolina General Assembly and whether or not they should be continued, curtailed, or even eliminated.<sup>11</sup> The South Carolina House of Representatives’ Legislative Oversight Committee (“House Oversight Committee,” “Committee,” or “LOC”) recognizes that a legislative oversight study informs the public about an agency.<sup>12</sup> To accomplish legislative oversight, the specific task of the Committee is to conduct a study on each agency at least once every seven years.<sup>13</sup> To guide the work of the Committee in completing its task, a **seven-year study schedule** is published in the House Journal the first day of each legislative session.<sup>14</sup>

## Information Considered

Oversight **studies must consider**: (1) the application, administration, execution, and effectiveness of **laws and programs**; (2) the **organization and operation of agencies**; and (3) any conditions or circumstances that may indicate the **necessity or desirability of enacting new or additional legislation**.<sup>15</sup> **Evidence or information relating to a study may be acquired by any lawful means**, including: serving a request for information on an agency; deposing witnesses; issuing subpoenas that require the production of documents; and, with certain exceptions, requiring the agency to prepare and submit a program evaluation report by a specified date.<sup>16</sup> Testimony given to the investigating committee must be under oath.<sup>17</sup> All witnesses are entitled to counsel, and they shall be given the benefit of any privilege which they may claim in court as a party to a civil action.<sup>18</sup> Certain criminal provisions are applicable during the legislative oversight process, including contempt of the General Assembly.<sup>19</sup> Joint investigations with the South Carolina Senate (“Senate”) or with other committees in the South Carolina House of Representatives (“House”) are authorized.<sup>20</sup>

# AGENCY STUDY - ACTIONS

## House Legislative Oversight Committee's Actions

On April 14, 2015, the Committee **approved additional agencies for study.**<sup>21</sup> At this meeting, the Committee approved the Department of Public Safety (“agency,” “DPS,” or “Department”) as one of the state agencies to be studied.<sup>22</sup>

The **Committee notified the agency** about the study in April 2015.<sup>23</sup> As the Committee encourages **collaboration in its legislative oversight process**, the Speaker, standing committee chairs in the House, members of the House, Clerk of the Senate, and the Governor were also notified about the agency study.<sup>24</sup>

## Subcommittee's Actions

The **Law Enforcement and Criminal Justice Subcommittee** (“Subcommittee”) of the House Oversight Committee is studying the agency. The Chair of the Subcommittee is the Honorable Kirkman Finlay III.<sup>25</sup> Other members include: the Honorable William K. (Bill) Bowers, the Honorable Raye Felder, and the Honorable Edward R. Tallon Sr.<sup>26</sup>

### *Information from the Public*

From September 1, 2015, until September 30, 2015, the Committee posted an **online survey to solicit comments from the public about the Department** and other agencies. These comments are not considered testimony.<sup>27</sup> As noted in the survey, “input and observations from those citizens who [chose] to provide responses are very important . . . because they may help direct the Committee to potential areas for improvement with these agencies.”<sup>28</sup> The **public may continue to submit written comments about agencies online.**<sup>29</sup>

### *Information from the Agency*

The **Committee asked the agency to conduct a self-analysis** by requiring it to complete and submit a restructuring report and program evaluation report. The agency submitted its 2015 Annual Restructuring and Seven-Year Plan Report on April 2, 2015. The agency submitted its Program Evaluation Report on August 28, 2015. The agency submitted its 2016 Annual Restructuring Report on January 11, 2016. These reports are available on the Committee's website.<sup>30</sup>

## Committee Staff's Actions

**In the staff study, committee staff obtain, review, and provide highlights of relevant information.**<sup>31</sup> Relevant information may include: an agency restructuring report; an agency seven-year plan for cost savings and increased efficiencies; an agency program evaluation report; another submission to a legislative or executive entity, such as an agency accountability report; comments from the public concerning the agency; any information submitted by a legislative standing committee in the House of Representatives; and any information submitted by individual Members of the House.



The **staff study is intended for the internal use and benefit of Members of the House, and it does not reflect the views of the House, House Oversight Committee, or any subcommittees.**<sup>32</sup> The staff study is shared **with the agency.**<sup>33</sup> The agency has the option to provide a written response within ten business days for inclusion in the study.<sup>34</sup>

## Next Steps

This **staff study, and any agency response, will be shared with the Subcommittee** and legislative standing committees in the House of Representatives that share subject matter jurisdiction.<sup>35</sup>

The **Subcommittee may review the staff study and, if one has been submitted, the agency's written response, in order to determine what other tools of legislative oversight should be used** to evaluate (1) the application, administration, execution, and effectiveness of the agency's laws and programs, (2) the organization and operation of the agency, and (3) any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation pertaining to the agency.<sup>36</sup>

# AGENCY STUDY - INFORMATION HIGHLIGHTS

## Part I. Agency History, Legal Responsibilities and Strategic Plan

### History

The following is a summary of the history of the Department of Public Safety and the South Carolina Highway Patrol, which was provided by the Department of Public Safety in March 2016.

#### *Leadership*

In the little over two decades of its existence, the Department of Public Safety has had four directors (confirmed by the Senate), and one Interim Director.

Table 3. Agency directors and their years of service.

DIRECTOR	YEARS OF SERVICE
B. Boykin Rose	1993-1996 1999-2004
William E. Gunn <i>(Interim Director)</i>	1997-1998
James K. Schweitzer	2004-2008
Mark A. Keel <i>(Currently serving as the Director of the State Law Enforcement Division)</i>	2008-2011
Leroy Smith	2011- Present

Table 4. Highway Patrol Commanders and their years of service.

COMMANDER	YEARS OF SERVICE
S. E. Owen	1931-1934
G.L. Young	1934-1938
E. F. Mason	1938-1942
T.P. Brown	1942-1950
E.J. Poore, Jr.	1950-1951
Tee Hutto	1951-1956
P. F. Thompson	1956-1977
W.J. Seaborn	1977-1980
P.L. Meek	1980-1987
J.H. Lanier, Jr.	1987-1990
R.N. Alford	1990-1993
A.T. Morris	1993-1994
James Caulder	1994-1998
R.W. Luther	1998-1999
R.L. Mobley	1999-2001
M.W. Kelley	2001-2003
R.F. Roark, III	2003-2008
F.K. Lancaster Jr.	2009-2011
M.R. Oliver	2011-Present

### ***1993-1996***

The modern Department of Public Safety was first established as a part of the comprehensive state government restructuring enacted in 1993. During its first few years of existence, the Department consisted of various divisions: SC Highway Patrol; SC State Transport Police; Division of Motor Vehicles (DMV); SC Criminal Justice Academy; SC Law Enforcement Officers Hall of Fame; Office of Safety and Grants, and Bureau of Protective Services. Notably, in 1995 the Multi-disciplinary Accident Investigation Team or MAIT Unit was created to conduct in-depth investigations of traffic collisions involving fatalities and/or severe injuries.

### ***1996-1999***

In 1998, the Department first obtained CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation. The Department has maintained this status to the present time.

### ***1999-2004***

In 2003, there were several changes of significance at the agency. The DMV became a separate agency. This was the first year all agency divisions were headquartered in one location, Blythewood, South Carolina. Also in 2003, there was a consolidation of telecommunication centers, and the Highway Patrol converted from districts to a troop structure consisting of seven geographic areas. Of interest, the Highway Patrol began the practice of holding a Service of Remembrance recognizing troopers who have given their lives in service to the State of South Carolina. Additionally, a new basic law enforcement student manual was developed, and the physical abilities test procedure was implemented at the Criminal Justice Academy.

### ***2005-2008***

The Law Enforcement Training Council and Criminal Justice Academy became a separate stand-alone agency in 2007.

### ***2009-2010***

With two of its original components now stand alone agencies, during this time period the Department of Public Safety consisted of the following divisions: SC Highway Patrol; SC State Transport Police; SC Law Enforcement Officers Hall of Fame; Office of Highway Safety; Office of Justice Programs; and Bureau of Protective Services.

### ***2011-Present***

The current structure of the agency remains essentially the same as it did in 2009 with one addition in 2011, the Immigration Enforcement Unit. This new unit was created and tasked with targeting criminal activity by persons in the country illegally. In recent history, the State Transport Police opened a “weigh-in-motion” weigh station on I-95. Several changes of significance in recent history relating to the Highway Patrol include: dedication of a Fallen Trooper Memorial Wall; establishment of the Today’s Youth...Tomorrow’s Leaders mentoring program; and implementation of a vehicle change from the Ford Crown Victoria Police Interceptor to the Dodge Charger. Also, this time period saw the merging of the Office of Justice Programs and the Office of Highway Safety to the Office of Highway Safety and Justice Programs; creation of the “Target Zero” Program focusing on the elimination of highway fatality; as well as the creation of the Community Advisory Councils to solicit input from the community and to discuss important safety initiatives, policies and programs. Additionally, there were changes to the administration of the agency in recent history including: (1) addition of the Office of Strategic Services, Accreditation, Policy and Inspections; and (2) significant changes to the Office of Professional Responsibility protocol, including the training of captains, lieutenants, and first sergeants in DI investigations.

# Part I. Agency History, Legal Responsibilities and Strategic Plan

## Mission, Vision and Goals

### *Governing Body (i.e. director, commissioners, trustees, etc.)*

The Department of Public Safety is a cabinet agency. As a cabinet agency, it reports directly to the Governor.

### *Mission*

The mission of the South Carolina Department of Public Safety is “to protect and serve the public with the highest standard of conduct and professionalism; to save lives through educating its citizens on highway safety and diligent enforcement of laws governing traffic, motor vehicles, and commercial carriers; and to ensure a safe, secure environment for the citizens of the state of South Carolina and its visitors.”<sup>37</sup>

DPS cites South Carolina Code of Laws Section 23-6-20 as the basis for its mission.<sup>38</sup> Section 23-6-20 states:

(A) The Department of Public Safety is established as an administrative agency of state government which is comprised of a South Carolina Highway Patrol Division, a South Carolina State Police Division, and a Division of Training and Continuing Education.

(B) The functions, powers, duties, responsibilities, and authority statutorily exercised by the following offices, sections, departments, or divisions of the following state agencies as existing on the effective date of this act are transferred to and devolved on the department to include the South Carolina Highway Patrol and the Safety Office Section of the Division of Finance and Administration of the South Carolina Department of Highways and Public Transportation; the Safety Enforcement Officers of the Office of Enforcement within the Transportation Division of the South Carolina Public Service Commission and the Governor's Office of Public Safety, together with all assets, liabilities, records, property, personnel, unexpended appropriations, and other funds shall be transferred to the control of the department. All rules, regulations, standards, orders, or other actions of these entities shall remain in effect unless specifically changed or voided by the department in accordance with the Administrative Procedures Act, or otherwise provided.

### *Vision*

The vision of the Department of Public Safety is “setting the standard for public safety excellence as a cohesive team by making South Carolina a safer place to live, work, and visit through protection, education, and service.”<sup>39</sup>

As for the legal standards which serve as the basis for the vision, DPS provided the same legal standard it did as the basis for its mission.<sup>40</sup>

# Part I. Agency History, Legal Responsibilities and Strategic Plan

## Mission, Vision and Goals

### Goals<sup>41</sup>

*Note: The information below is current as of January 12, 2016, when the agency submitted its 2016 Annual Restructuring Report. Also, S.M.A.R.T. criteria are utilized in the Accountability Report the agency submits annually and is an acronym for specific, measurable, attainable, relevant, and time bound.*

#### Goal 1 - Enhance Public/Officer Safety

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30; Section 23-6-60; Section 23-6-90; Section 23-6-140; Section 23-6-500 through 530; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities)
- How the Goal is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Protect the public through enforcement and education and protect DPS officers through training and resource commitment. DPS will ensure effective outcomes by annually reviewing departmental data (i.e., fatality numbers, officer assaults, etc.) to national data.
- Public Benefit/Intended Outcome: Works to ensure the safety of the public through enforcement of laws, public education, and awarding of grants.
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)
  - Office Address: 10311 Wilson Boulevard Blythewood, SC 29016
  - Department or Division Summary: The Department of Public Safety works to ensure the safety of the public through enforcement of laws, public education, and awarding of grants.

#### Goal 2 - Professional Development and Workforce Planning

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-40; Section 23-6-170; Section 23-6-191
- How the Goal is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Recruit and retain a professional workforce and enhance employee and leadership development. DPS will ensure effective outcomes by reporting and reviewing quarterly trends in hiring and retention and annually reviewing training requirements and needs.
- Public Benefit/Intended Outcome: Professional development and workforce planning maximizes the productivity of DPS employees and reduces turnover.
- Responsible Person: Tosha Autry, Human Resources Director (Responsible for more than 1 year)
  - Office Address: 10311 Wilson Boulevard Blythewood, SC 29016
  - Department or Division Summary: The Office of Human Resources provides human resources services to DPS employees.

#### Goal 3 - The Appropriate Use of Technology

- Legal Responsibilities Satisfied: Section 23-6-30; 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); Section 23-6-195
- How the Goal is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Heighten information technology security by maintaining compliance with federal, state, and other regulatory

requirements annually as mandated. Utilize technology sufficiently to support the DPS mission through timely and efficient dissemination of public information.

- Public Benefit/Intended Outcome: Department works to ensure that DPS operates within established guidelines and protocols to protect agency data.
- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)
  - Office Address: 10311 Wilson Boulevard Blythewood, SC 29016
  - Department or Division Summary: The Office of Information Technology will develop and implement policies, guidelines, and procedures regarding information technology.

#### **Goal 4 - Quality Customer Service Delivery**

- Legal Responsibilities Satisfied: Section 23-1-240; Section 23-6-20; Section 23-6-30; Section 23-6-40; Section 23-6-60; Section 23-6-100; Section 23-6-140; Section 23-6-145; Section 23-6-150; Section 23-6-195; Section 23-6-500; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25
- How the Goal is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Ensure continuous improvement of customer service by delivering fair efficient enforcement of traffic laws, providing thorough collision investigation, responding to information needs of the public, offering public education, replying to Freedom of Information requests, and disseminating grant funding among law enforcement partners.
- Public Benefit/Intended Outcome: Works to ensure the safety of the public through enforcement of laws, public education, and awarding of grants.
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)
  - Office Address: 10311 Wilson Boulevard Blythewood, SC 29016
  - Department or Division Summary: The Department of Public Safety works to ensure the safety of the public through enforcement of laws, public education, and awarding of grants.

## Part I. Agency History, Legal Responsibilities and Strategic Plan

### Strategies, Objectives & Potential Negative Impacts<sup>42</sup>

*Note: In its 2016 Annual Restructuring Report, the agency was asked to list what it considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing each objective. In addition, the agency was asked to provide information on the level at which it believes it needs outside help, the entities to whom the agency would reach out if the potential negative impact rises to that level, when the agency thinks the General Assembly should be put on notice, and options for the General Assembly to consider to help resolve the issue before it became a crisis.*

#### Goal 1 - Enhance Public/Officer Safety

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30; Section 23-6-60; Section 23-6-90; Section 23-6-140; Section 23-6-500 through 530; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities)
- Public Benefit/Intended Outcome: DPS seeks to utilize the latest technology and training to increase law enforcement officer safety which reduces the financial and emotional factors that occur when officers are injured and unable to work.
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)

#### Strategy 1.1 - Protect the Public through Enforcement and Education

##### **Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce fatalities through enforcement and education of motorists based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing traffic fatalities lowers the emotional and financial impact that traffic fatalities have on the citizens of South Carolina.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic fatalities result in loss of life, emotional pain, lost income, higher insurance rates, and other economic loss. Reducing traffic fatalities reduces these burdens on the state.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution. Changes to the Implied Consent Law to allow roadside breath testing to enhance Driving Under the Influence enforcement.

## Goal 1 - Enhance Public/Officer Safety

Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment

### **Objective 1.1.2 - Decrease serious traffic injuries**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce injuries through enforcement and education of motorists based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing serious traffic injuries allows our state to be safer, reduces medical and insurance costs, and reduces the emotional toll on families.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic Injuries result in physical pain, emotional pain, lost work, lost income, higher insurance rates, and other economic loss. Reducing traffic injuries reduces these burdens on the state.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution. Changes to the Implied Consent Law to allow roadside breath testing to enhance Driving Under the Influence enforcement.

### **Objective 1.1.3 - Decrease the number of traffic collisions**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce collisions through enforcement and education of motorists based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing traffic collisions lowers insurance costs, reduces injuries, and makes the roadways safer.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic Collisions result in fatalities, injuries, property damage and economic loss. By not reducing the number of traffic collisions, the public is subjected to these negative incidents.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution. Changes to the Implied Consent Law to allow roadside breath testing to enhance Driving Under the Influence enforcement.



**Goal 1 - Enhance Public/Officer Safety**

**Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment**

**Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-50; Section 23-6-100; Section 23-6-140; Section 23-6-185; Section 23-6-187; Section 23-6-193; Section 23-6-500-530; Section 23-1-240
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to ensure the federal and state grants are directed to local agencies to improve public safety.
- Public Benefit/Intended Outcome: Efficiently awarding grants and resources to local agencies allows those agencies to better serve their local communities.
- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)
- Most Potential Negative Impact: By not efficiently administering grants and safety programs, agencies and service providers are less able to accomplish their missions of serving the public.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution. Changes to the Implied Consent Law to allow roadside breath testing to enhance Driving Under the Influence enforcement.

**Objective 1.1.5 - Annually decrease commercial motor vehicle fatality collisions per 100 million vehicle miles traveled**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce fatalities through enforcement of federal and state motor carrier laws and regulations, and education of CMV operators based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing commercial motor vehicle traffic fatalities lowers the emotional and financial impact that traffic fatalities have on the citizens of South Carolina.
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic collisions result in fatalities, injuries, property damage and economic loss. By not reducing the number of traffic collisions, the public is subjected to these negative incidents.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Goal 1 - Enhance Public/Officer Safety**

**Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment**

**Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce fatalities through enforcement of federal and state motor carrier laws and regulations, and education of commercial motor vehicle operators based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing commercial motor vehicle traffic fatalities lowers the emotional and financial impact that traffic fatalities have on the citizens of South Carolina.
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Most Potential Negative Impact: Commercial traffic collisions result in loss of life, emotional pain, lost income, higher insurance rates, and other economic loss. Reducing traffic fatalities reduces these burdens on the state.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 1.1.7 - Annually decrease commercial motor vehicle collisions in top ten high collision corridors**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140; Section 23-6-285
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce collisions through enforcement of federal and state motor carrier laws and regulations, and education of commercial motor vehicle operators based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Decreasing commercial motor vehicle traffic fatalities lowers the emotional and financial impact that traffic fatalities have on the citizens of South Carolina.
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic fatalities result in loss of life, emotional pain, lost income, higher insurance rates, and other economic loss.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Goal 1 - Enhance Public/Officer Safety**

**Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment**

**Objective 1.1.8 - Increase law enforcement officer safety**

- Legal Responsibilities Satisfied: Section 23-6-500-530; Section 23-1-240;
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to reduce injuries and deaths among law enforcement officers through training and education at the basic and in-service levels. Training programs are reviewed and updated annually to ensure up-to-date and state-of-the-art methodology.
- Public Benefit/Intended Outcome: DPS seeks to utilize the latest technology and training to increase law enforcement officer safety which reduces the financial and emotional factors that occur when officers are injured and unable to work.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Reductions in officer safety place DPS officers in danger, inflict emotional and physical pain, and induce financial inefficiencies through turnover.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities**

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30; Section 23-6-40
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to increase seat belt use through enforcement and education of motorists based on weekly, quarterly and annual assessment of traffic collision trends.
- Public Benefit/Intended Outcome: Increasing seat belt usage among drivers and passengers has a positive effect on reducing traffic collisions, injuries, and fatalities.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic fatalities result in loss of life, emotional pain, lost income, higher insurance rates, and other economic loss. Increasing seat belt usage has proven to reduce traffic fatalities.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

## Goal 1 - Enhance Public/Officer Safety

Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment

### **Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging**

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30; Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department makes extensive use of all current social media outlets to inform the public of highway safety issues. The effect of social media is measured on a quarterly basis.
- Public Benefit/Intended Outcome: DPS utilizes social media and traditional media to better inform and serve the public by making them more aware and safer.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### **Strategy 1.2 - Protect DPS Officers through Training and Resource Commitment**

#### **Objective 1.2.1 - Increase law enforcement officer safety**

- Legal Responsibilities Satisfied: Section 23-6-500 through 530; Section 23-1-240
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to reduce injuries and deaths among law enforcement officers through training and education at the basic and in-service levels. Training programs are reviewed and updated annually to ensure up-to-date and state-of-the-art methodology.
- Public Benefit/Intended Outcome: DPS seeks to utilize the latest technology and training to increase law enforcement officer safety which reduces the financial and emotional factors that occur when officers are injured and unable to work.
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: Reductions in officer safety place DPS officers in danger, inflict emotional and physical pain, and induce financial inefficiencies through turnover.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Goal 1 - Enhance Public/Officer Safety**

**Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment**

**Objective 1.2.2 - Improve the quality of Tele-Communications Office applicants**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Through a comprehensive recruiting, employment, and training program, the department works to maintain tele-communication centers that efficiently serve the public and the agency's employees. Department conducts annual reviews of employment trends and training methods.
- Public Benefit/Intended Outcome: Improving Tele-Communications Operator Applicants allows the agency to hire well trained employees who will provide better service to citizens when calling the agency with emergency situations.
- Responsible Person: Richard Ray, Captain, Tele-Communications Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Not improving the quality of Tele-Communications Office applicants results in poor service to the public in emergency situations and higher costs for the state.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 1.2.3 - Assist South Carolina law enforcement and governmental agencies obtain a broader understanding of immigration laws and application**

- Legal Responsibilities Satisfied: Section 23-6-60
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to ensure public safety by annually researching, developing and delivering training programs that address Immigration, Human Trafficking, Fraudulent Document Recognition, and Identity Fraud to be delivered to state and local law enforcement agencies in South Carolina.
- Public Benefit/Intended Outcome: Educate other state and local agencies of the proper procedures in enforcing immigration laws.
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Local agencies will not have a complete understanding of enforcement of immigration laws in their communities.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Goal 1 - Enhance Public/Officer Safety**

**Strategies: 1.1-Protect the Public through Enforcement and Education; 1.2-Protect DPS Officers through Training and Resource Commitment**

**Objective 1.2.4 - Reduce trooper trainee turnover**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to reduce trooper trainee turnover by recruiting and identifying suitable candidates as determined through a comprehensive selection process and by providing pre-academy training that emphasizes proficiency in critical training areas.
- Public Benefit/Intended Outcome: Reducing trooper trainee turnover saves the state money by allowing the agency an efficient return on investment in training new troopers.
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: By not reducing trooper trainee turnover, more state funds are being spent to attract, hire and train troopers.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 1.2.5 - Train BPS officers on current emergency response plans**

- Legal Responsibilities Satisfied: 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); Section 23-6-195
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department ensures the safety of all visitors and employees to the State House Complex and other state facilities by conducting a quarterly comprehensive review of security and operational procedures.
- Public Benefit/Intended Outcome: Ensuring the safety of employees and visitors to the statehouse by ensuring all Bureau of Protective Services employees are proficient on emergency response plans.
- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)
- Most Potential Negative Impact: BPS not being trained on current emergency response plans places employees and visitors to state facilities at risk.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

## Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

### Goal 2 - Professional Development and Workforce Planning

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-40; Section 23-6-170; Section 23-6-191
- Public Benefit/Intended Outcome: Professional development and workforce planning maximizes the productivity of DPS employees and reduces turnover.
- Responsible Person: Tosha Autry, Human Resources Director (Responsible for more than 1 year)

#### Strategy 2.1 - Attract, Recruit and Retain a Professional Workforce

##### **Objective 2.1.1 - Increase the applicant pool of minorities**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to attain a quality workforce that is similar to South Carolina's population by developing and implementing an effective agency-wide Plan for outreach and recruitment that focuses on identifying qualified minority candidates within the higher education system.
- Public Benefit/Intended Outcome: Increasing the applicant pool of minorities allows the agency to hire professional and diverse employees to serve South Carolina.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to increase the applicant pool of minorities could create a workforce that is not reflective of the community in which it serves.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

##### **Objective 2.1.2 - Offer free to low cost health screenings to agency employees**

- Legal Responsibilities Satisfied: Section 23-6-191
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to increase health and wellness by annually providing low to no-cost screening to agency employees.
- Public Benefit/Intended Outcome: Increasing the wellness and health opportunities of DPS employees as well as reducing medical and insurance costs to the state and employees.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to offer free to low cost health screenings causes employees to spend more of their salaries on health care needs which can affect their morale and personal budgets. By offering discounted screenings, the state saves on insurance costs and employees are happier and more productive.
  - Level Requires Outside Help: Agency did not provide response.

## Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

- o Outside Help to Request: Agency did not provide response.
- o Level Requires Inform General Assembly: Agency did not provide response.
- o General Assembly Options: Agency did not provide response.

### **Objective 2.1.3 - Increase college graduate recruits**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department actively recruits at state colleges and universities by participating in career fairs throughout the region.
- Public Benefit/Intended Outcome: Increasing the applicant pool with more college graduates allows the agency to hire more professional employees to serve South Carolina and reduce the costs associated with training and turnover.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to increase an applicant pool to include college graduates limits the amount of qualified applicants to select from when filling positions.
  - o Level Requires Outside Help: Agency did not provide response.
  - o Outside Help to Request: Agency did not provide response.
  - o Level Requires Inform General Assembly: Agency did not provide response.
  - o General Assembly Options: Agency did not provide response.

### **Objective 2.1.4 - Increase law enforcement/civilian applicant pool**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to increase the applicant pool through use of diverse media, recruiting at institutions of higher learning, and educating applicants on the benefits of working for the state's largest law enforcement agency.
- Public Benefit/Intended Outcome: Increasing the applicant pool allows the agency to hire professional employees to serve South Carolina and reduce the costs associated with training and turnover.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to increase an applicant pool limits the amount of qualified applicants to select from when filling positions.
  - o Level Requires Outside Help: Agency did not provide response.
  - o Outside Help to Request: Agency did not provide response.
  - o Level Requires Inform General Assembly: Agency did not provide response.
  - o General Assembly Options: Agency did not provide response.

### **Objective 2.1.5 - Retain current Law Enforcement personnel**



## Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

- Legal Responsibilities Satisfied: Section 23-6-170
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to maintain a successful and productive relationship with applicants and employees. All divisions are required to develop and implement a retention plan.
- Public Benefit/Intended Outcome: Retaining incumbent personnel allows the agency to better serve South Carolina and reduce the costs associated with training and turnover.
- Responsible Person: Michael Oliver, Colonel, SC Highway Patrol (Responsible for more than 1 year)
- Most Potential Negative Impact: By not increasing retention the number of troopers on the road will continue to decline and the agency will spend more funds trying to attract, hire and retain troopers.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### Strategy 2.2 - Enhance Employee Development

#### **Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-60
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department responds to local, state, and federal law enforcement agencies' needs associated with immigration or foreign national issues.
- Public Benefit/Intended Outcome: Immigration Enforcement Unit assists state and local agencies by teaching related classes. This allows these agencies to become more efficient in the process and allows the state to save money by combining resources.
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Local agencies will not have a complete understanding of enforcement of immigration laws in their communities.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Goal 2 - Professional Development and Workforce Planning**

**Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development**

**Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-60
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department utilizes PowerDMS for the delivery of annual in-service training and partners with South Carolina Criminal Justice Academy in the delivery of both basic and in-service training.
- Public Benefit/Intended Outcome: Utilizing training programs by PowerDMS saves the state money by allowing online training and increasing productivity.
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Agency did not provide response.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-187
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department delivers advanced collision investigation training to law enforcement officers and evaluates officers according to accreditation standards. Department hosts and proctors accredited reconstruction examinations.
- Public Benefit/Intended Outcome: Enhancing the Multi-Disciplinary Accident Investigation Team product ensures that the public is serviced through and accurate investigations of complex collisions.
- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)
- Most Potential Negative Impact: Complex collision investigations do not receive the proper investigation that could be conducted.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

## Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

### **Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department, in coordination with the Victim's Advocate from the Solicitor's office, provides all law enforcement personnel with appropriate training concerning the Victim's Bill of Rights and appropriate requirements.
- Public Benefit/Intended Outcome: Ensures that crime victims are properly serviced and receive all victim services required by law.
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Victims of crime will not receive the proper services that they need.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### **Objective 2.2.5 - Conduct training for civilian employees**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to offer free to low cost training opportunities to employees for career development and self-improvement. Managers and supervisors seek out training opportunities for their employees year round. The Department partners with the State Division of Human Resources and other agencies for training opportunities.
- Public Benefit/Intended Outcome: Training improves DPS employees to provide better public service and make their interactions more efficient.
- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)
- Most Potential Negative Impact: BPS not being trained on current emergency response plans places employees and visitors to state facilities at risk.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

## Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

### **Objective 2.2.6 - Conduct training on police tactics and protocols**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to ensure the delivery of professional law enforcement services through training and education at the basic and in-service levels. Training programs are reviewed and updated annually to ensure up-to-date and state-of-the-art methodology.
- Public Benefit/Intended Outcome: Training improves DPS officer interactions with the public increasing safety for the officer and the public.
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to provide training to employees makes it harder for employees to learn and perform their job duties which could affect the mission of the department.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### **Strategy 2.3 - Enhance Leadership Development**

#### **Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department provides professional training opportunities for supervisors and management through DPS and State Office of Human Resources (OHR).
- Public Benefit/Intended Outcome: Increasing training for managers creates a better work environment where DPS employees are more productive and efficient.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to provide proper training to managers and supervisors can cause morale issues and put them in a position to not be successful and prepared for higher level positions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

Goal 2 - Professional Development and Workforce Planning

Strategies: 2.1-Attract, Recruit and Retain a Professional Workforce; 2.2-Enhance Employee Development; 2.3-Enhance Leadership Development

**Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department provides annual training opportunities regarding the proper application of state and federal employment laws for supervisors and management through DPS and State Office of Human Resources (OHR).
- Public Benefit/Intended Outcome: Increasing training for managers on employment matters creates a better work environment where DPS employees are more productive and efficient. It also allows DPS managers to perform their job functions within established state and federal guidelines.
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Most Potential Negative Impact: Failing to provide proper training to managers and supervisors on employment law matters can put them in a position to face litigation in the event employment laws are violated.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### Goal 3 - The Appropriate Use of Technology

Strategies: 3.1-Achieve and maintain documented/assessed compliance with known information security requirements;

3.2-Utilize Technology Sufficiently to Support DPS's Mission

### Goal 3 - The Appropriate Use of Technology

- Legal Responsibilities Satisfied: Section 23-6-30; 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); Section 23-6-195
- Public Benefit/Intended Outcome: Department works to ensure that DPS operates within established guidelines and protocols to protect agency data.
- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)

### Strategy 3.1 - Heighten Information Technology Security

#### **Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements**

- Legal Responsibilities Satisfied: 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): The ISO continually conducts assessments of the agency's information security posture to identify and implement security policies, standards, guidelines, processes, and procedures.
- Public Benefit/Intended Outcome: Ensure that all information used by DPS employees is protected and the public's data is not compromised.
- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)
- Most Potential Negative Impact: DPS increased dependence on computerized information systems to carry out its operations and to process, maintain, and report essential information. DPS relies on computer systems to transmit proprietary and other sensitive information, develop and maintain intellectual capital, conduct operations, process business transactions, transfer funds, and deliver services. In addition, the Internet has grown increasingly important, developing into an extended information and communications infrastructure that supports the DPS services to the public. Ineffective protection of these information systems and networks can result in a failure to deliver these vital services, and result in loss or theft of computer resources, assets, and funds; inappropriate access to and disclosure, modification, or destruction of sensitive information, such as Criminal Justice Information (CJI), PII, and proprietary business information; disruption of essential operations supporting critical infrastructure and emergency services; undermining of agency missions due to embarrassing incidents that erode the public's confidence in DPS; use of computer resources for unauthorized purposes or to launch attacks on other systems; damage to networks and equipment; and high costs.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### Goal 3 - The Appropriate Use of Technology

Strategies: 3.1-Achieve and maintain documented/assessed compliance with known information security requirements;

3.2-Utilize Technology Sufficiently to Support DPS's Mission

#### **Objective 3.1.2 - Compliance with federal, state, and other requirements for information security**

- Legal Responsibilities Satisfied: 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): The ISO implements the necessary security policies, standards, guidelines, processes, procedures, and training to ensure compliance with applicable federal, state, and other information security requirements.
- Public Benefit/Intended Outcome: Ensure that all information used by DPS employees is protected and the public's data is not compromised.
- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)
- Most Potential Negative Impact: Noncompliance with federal, state, and other requirements for information security negatively impacts operations with the introduction of sanctions which can result in the loss of certification and authorization to access and manage information necessary to carry out the DPS mission.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### **Strategy 3.2 - Utilize Technology Sufficiently to Support DPS's Mission**

##### **Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to more aggressively market use of social media to inform the public of highway safety issues and continuously monitors public use of these sources.
- Public Benefit/Intended Outcome: DPS utilizes social media to better inform and serve the public.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### Goal 3 - The Appropriate Use of Technology

Strategies: 3.1-Achieve and maintain documented/assessed compliance with known information security requirements;

3.2-Utilize Technology Sufficiently to Support DPS's Mission

#### **Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to more aggressively market use of social media to inform the public of highway safety issues and continuously monitors public use of these sources.
- Public Benefit/Intended Outcome: DPS utilizes social media to better inform and serve the public.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### **Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to make more aggressive use of its website to inform the public of highway safety issues by making consistent improvements to the site and by continuously monitoring public use of the site.
- Public Benefit/Intended Outcome: DPS utilizes website to better inform and serve the public.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.



### Goal 3 - The Appropriate Use of Technology

Strategies: 3.1-Achieve and maintain documented/assessed compliance with known information security requirements;

3.2-Utilize Technology Sufficiently to Support DPS's Mission

#### **Objective 3.2.4 - Delivery of efficient technology solutions and services**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to ensure the effective use of information technology solutions to improve the delivery of services to its employees and to the public by consistently assessing its current processes and examining new and innovative solutions.
- Public Benefit/Intended Outcome: DPS utilizes technology to make processes as efficient as possible for employees and the public.
- Responsible Person: Michael Orecchio, Chief Information Officer, Office of Information Technology (Responsible for less than 1 year)
- Most Potential Negative Impact: DPS employees and services are inefficient. This results in poor service and higher cost to conduct business.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### **Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department continuously evaluates its various operating systems to ensure maximum efficiency and to assess the currency of the respective systems.
- Public Benefit/Intended Outcome: DPS ensures that our technology systems are updated and operating cost efficiently.
- Responsible Person: Michael Orecchio, Chief Information Officer, Office of Information Technology (Responsible for less than 1 year)
- Most Potential Negative Impact: Agency expenditures on technology equipment is not efficient and services may suffer.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

### Goal 3 - The Appropriate Use of Technology

Strategies: 3.1-Achieve and maintain documented/assessed compliance with known information security requirements;

3.2-Utilize Technology Sufficiently to Support DPS's Mission

#### **Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes**

- Legal Responsibilities Satisfied: 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); Section 23-6-195
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department conducts annual reviews and updates of its emergency operations plans and conducts annual planning and exercises with local, state, and federal partners to ensure necessary levels of preparedness.
- Public Benefit/Intended Outcome: DPS works to ensure efficiency in emergency evacuations. Evacuations are conducted in the most efficient and safest manner. This minimizes the burden on the public and ensures their safety.
- Responsible Person: Robert Woods, Captain, Emergency Traffic Management Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Efficiency in emergency evacuation to ensure accurate information is provided for public safety.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### **Objective 3.2.7 - Support collision analysis and trends**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-140
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department assesses weekly, quarterly and annual traffic collision trends through the examination of crash data.
- Public Benefit/Intended Outcome: DPS utilizes crash data to maximize the availability of resources and to reduce collisions and their financial and emotional impact.
- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)
- Most Potential Negative Impact: Agency resources are not properly directed to areas that are most beneficial to the public. Collision reports are not transmitted properly.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

#### Goal 4 - Quality Customer Service Delivery

- Legal Responsibilities Satisfied: Section 23-1-240; Section 23-6-20; Section 23-6-30; Section 23-6-40; Section 23-6-60; Section 23-6-100; Section 23-6-140; Section 23-6-145; Section 23-6-150; Section 23-6-195; Section 23-6-500; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities); 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25
- Public Benefit/Intended Outcome: Works to ensure the safety of the public through enforcement of laws, public education, and awarding of grants.
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)

#### Strategy 4.1 - Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public

##### **Objective 4.1.1 - Decrease the number of criminal related offenses involving illegal foreign nationals**

- Legal Responsibilities Satisfied: Section 23-6-60
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to deter criminal enterprises involving foreign nationals by identifying these offenses, initiating investigations, and prosecuting involved foreign nationals. In addition, the department researches, develops and delivers foreign national training programs to state and local law enforcement agencies.
- Public Benefit/Intended Outcome: Agency works to target crimes committed by illegal foreign nationals to make the state safer.
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Local agencies will not have a complete understanding of enforcement of immigration laws in their communities.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

##### **Objective 4.1.2 - Enhance working relationships associated with victim services**

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department conducts training for law enforcement personnel on victims' services and victims' rights and coordinates with the Solicitor's office and other law enforcement victims' advocates for the delivery of victim services.
- Public Benefit/Intended Outcome: Ensures that crime victims are properly serviced and receive all victim services required by law.
- Responsible Person: Jones Gamble, Major, Victim Services Unit (Responsible for more than 1 year)
- Most Potential Negative Impact: Victims of crime will not receive the proper services that they need.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

##### **Objective 4.1.3 - An increase in the use of DPS's social media (traffic and safety information)**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to more aggressively market use of social media to inform the public of highway safety issues and continuously monitors public use of these sources.
- Public Benefit/Intended Outcome: Ensure that the information DPS utilizes in social media to better inform and serve the public is accurate and relevant.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

##### **Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to make more aggressive use of its website to inform the public of highway safety issues by making consistent improvements to the site and by continuously monitoring public use of the site.
- Public Benefit/Intended Outcome: DPS utilizes website to better inform and serve the public.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

##### **Objective 4.1.5 - Enhance Multi-disciplinary Accident Investigation Team's (MAIT's) product quality and delivery**

- Legal Responsibilities Satisfied: Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to provide a higher level of collision reconstruction services by maintaining national accreditation standards (ACTAR), offering semi-annual advanced collision investigation training to law enforcement officers, and evaluating officers according to accreditation standards. Department hosts and proctors accredited reconstruction examinations.
- Public Benefit/Intended Outcome: Enhancing the Multi-Disciplinary Accident Investigation Team product ensures that the public is serviced through accurate investigations of complex collisions.
- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)
- Most Potential Negative Impact: Complex collision investigations do not receive the proper investigation that could be conducted.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

#### Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

#### Strategy 4.2 - Responsive to Information Needs of the Public

##### **Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner**

- Legal Responsibilities Satisfied: Section 23-6-20
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department responds to all FOIA requests in a judicious manner to ensure compliance with all applicable state and federal laws regarding the release of requested information.
- Public Benefit/Intended Outcome: Ensures trust, accountability, and transparency within the agency for the purpose of enhancing public trust and confidence.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Requested information will not be distributed in the specified timeframe.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

##### **Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"**

- Legal Responsibilities Satisfied: Section 23-6-30; Section 23-6-100; Section 23-6-140;
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to ensure a high level of compliance regarding Data Q inquiries for size-and-weight citations and federal and state non-compliance findings of motor vehicle carriers.
- Public Benefit/Intended Outcome: Enhances highway safety by ensuring unsafe commercial motor vehicles are removed from service, which reduces commercial motor vehicle collisions and fatalities.
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Most Potential Negative Impact: The department will not be able to respond to Data Q inquiries as quickly which could lead to unsafe commercial motor vehicles not being removed from service.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

**Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department works to more aggressively market use of social media to inform the public of highway safety issues and continuously monitors public use of these sources.
- Public Benefit/Intended Outcome: DPS utilizes social media to disseminate information regarding highway safety and traffic issues, thus improving highway safety.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. Communication Resource Officers (CRO's) also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (*Specific, Measurable, Attainable, Relevant, and Time Bound*): Department participates in these events to enhance awareness of highway safety issues and uses innovative technology to simulate real-world driving experiences that reinforce the negative effects of common driving violations (i.e. seatbelt and driving under the influence).
- Public Benefit/Intended Outcome: DPS participates in these events to educate the public regarding traffic safety issues and utilizes these technologies to deter driving under the influence and encourage seat belt usage.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Traffic fatalities result in loss of life, emotional pain, lost income, higher insurance rates, and other economic loss. Increasing seat belt usage has proven to reduce traffic fatalities.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

Goal 4 - Quality Customer Service Delivery

Strategies: 4.1-Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public;

4.2-Responsive to Information Needs of the Public

**Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues**

- Legal Responsibilities Satisfied: Section 23-6-30
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department partners with and actively utilizes media outlets to create awareness regarding highway safety issues and concerns.
- Public Benefit/Intended Outcome: Department disseminates information to media outlets to enhance highway safety.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.

**Objective 4.2.6 - Utilize the DPS web page to disseminate important traffic and safety information to the media and public**

- Legal Responsibilities Satisfied: Section 23-6-20; Section 23-6-30; Section 23-6-40
- How it is S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time Bound): Department works to make more aggressive use of its website to inform the public of highway safety issues by making consistent improvements to the site and by continuously monitoring public use of the site.
- Public Benefit/Intended Outcome: DPS utilizes social media to better inform and serve the public.
- Responsible Person: Sherri Iacobelli, Communications Director, Communications and Media Office (Responsible for more than 1 year)
- Most Potential Negative Impact: Public is not informed of traffic safety initiatives and is unable to make prudent decisions.
  - Level Requires Outside Help: Agency did not provide response.
  - Outside Help to Request: Agency did not provide response.
  - Level Requires Inform General Assembly: Agency did not provide response.
  - General Assembly Options: Agency did not provide response.



## Part II. Agency Relationships and Public Input

### Relationships

*Note: In the agency's reports to the Committee, it has provided information about its partners, customers and stakeholders.<sup>43</sup> Notably, the agency may have more than one relationship with an entity.*

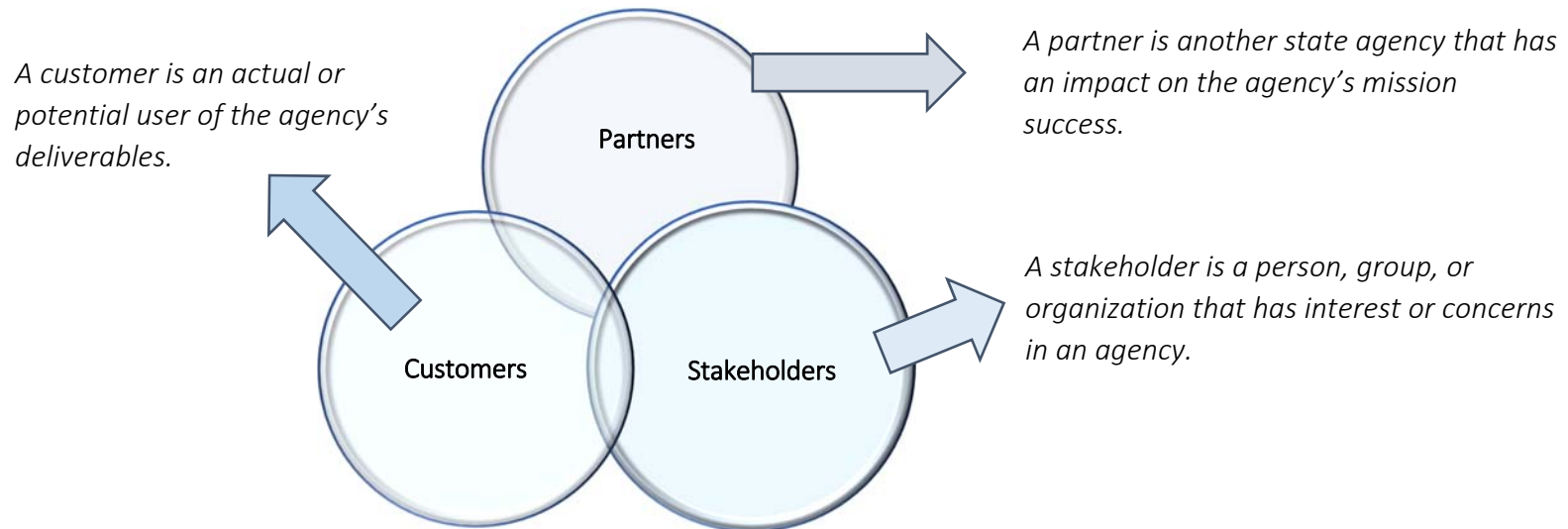


Figure 2. Partners, customers, and stakeholders defined.<sup>44</sup>

### Stakeholders and Customers<sup>45</sup>

- Stakeholder and Stakeholder Requirements/Expectations
  - **Drivers and Passengers traveling within and through South Carolina** - Drivers expect fair and impartial enforcement of traffic laws and prompt, professional response for calls to service. Expect to be safe when traveling on South Carolina roads.
  - **Commercial Vehicle Drivers/Operators** - Commercial drivers and operators expect professional enforcement of all commercial vehicle regulations and laws
  - **Employees and Visitors to State Offices** - Employees and visitors expect a safe and secure place to conduct the state's business with minimal intrusion.

- **State and Local Law Enforcement Agencies** - Other law enforcement agencies expect to receive the support they need from DPS. This support may be from the awarding of a grant, the assistance of the Highway Patrol, or the expertise of the Illegal Immigration Unit.
  - **Families of Law Enforcement Officers killed in the line of duty** - Families and visitors expect the agency to maintain the Hall of Fame as a place of reverence to honor the ultimate sacrifice made by the officer.
  - **DPS Employees** - DPS needs employees who are competent, motivated and eager to implement the agency's mission. The employees expect to work at an agency that promotes positive experiences while allowing them to accomplish many things.
- Customer Segments and Customer Segment Requirements/Expectations
    - **Drivers, motorists, and travelers in South Carolina** - To create a highway system that is safe for drivers and passengers by reducing collisions, injuries, and fatalities through traffic law enforcement and education
    - **Commercial vehicle drivers and operators** - To enforce commercial vehicle laws to ensure vehicle safety and reduce damage to South Carolina's roads
    - **Employees and visitors to South Carolina's Capital Complex, Governor's Mansion and other state offices** - To create a safe environment for employees and visitors to conduct business in state offices
    - **Local law enforcement agencies and other agencies involved in highway safety or criminal justice programs** - To receive and disperse both state and federal funds to other agencies and groups involved in highway safety and law enforcement programs with the goal of making South Carolina safer
    - **Local, state, and federal law enforcement agencies** - To work with local, state, and federal law enforcement agencies on the education and enforcement of immigration laws
    - **Visitors to the Criminal Justice Hall of Fame** - To provide a facility to honor law enforcement officers who are killed in the line of duty in South Carolina

#### Partners<sup>46</sup>

Below is information the agency provided about the entities the agency is currently working with that help the agency accomplish its objectives. There is a list of all the partners as well as a strategic plan with the partners that help each portion of it on the next page.

- **S.C. DOT**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 4.2.2, 4.2.4)
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2, 4.2.5)
  - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
  - Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)

- Collects collision data, develops information technology programs, analyzes data, funds programs. (Objective 3.2.7)
- **Federal Motor Carrier Safety Administration**
  - Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle (CMV) law enforcement, and fund CMV traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10)
- **Commercial Vehicle Safety Alliance**
  - Promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers. CVSA brings agencies together to address commercial motor vehicle safety. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10)
- **National Highway Traffic Safety Administration**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 4.2.2, 4.2.4)
- **Federal Highway Administration**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives and enhance public educational efforts. (Objective 1.1.1)
- **S.C. Department of Alcohol and Other Drug Abuse Services**
  - Increase traffic safety through the reduction of drunk and drugged driving. (Objective 1.1.1)
- **S.C. Commission on Prosecution Coordination**
  - Increase traffic safety through enhanced and more effective prosecutorial strategies as they relate to motor vehicle violations. (Objective 1.1.1)
- **Impaired Driving Prevention Council**
  - Increase traffic safety through the reduction of drunk and drugged driving. (Objective 1.1.1)
- **Underage Drinking Action Group**
  - Increase traffic safety through the reduction of drunk and drugged driving and other high-risk behavior engaged in by under aged youth. (Objective 1.1.1)
- **Mothers Against Drunk Driving**
  - Increase traffic safety through the reduction of drunk and drugged driving. (Objective 1.1.1)
- **Operation Life Saver**
  - Increase traffic safety through the reduction of crashes between motor vehicles and trains. (Objective 1.1.1)
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to railroad crossing and railway safety. (Objective 3.2.1, 3.2.2, 4.2.5)
- **National Safety Council**
  - Increase traffic safety through the reduction of motor vehicle crashes involving youthful, elderly, inexperienced and other categories of motor vehicle operators. (Objective 1.1.1)

- Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to teen driving. (Objective 3.2.1, 3.2.2, 4.2.5)
- **American Automobile Association**
  - Increase traffic safety through reductions in motor vehicle crashes. (Objective 1.1.1)
- **S.C. Law Enforcement Officers Assoc.**
  - Coordinate/collaborate on training/ policy issues common to law enforcement agencies.
- **S.C. Sheriff's Association**
  - Coordinate and collaborate on training and policy issues common to law enforcement agencies. (Objective 1.1.1)
- **S.C. Judicial Department**
  - Coordinate and collaborate on training, policy and programmatic issues for the enhancement of justice, the more efficient and rapid administration of judicial matters initiated by law enforcement and for the promotion of public education regarding the criminal justice system. (Objective 1.1.1)
- **S.C. Trucking Association**
  - Coordinate and collaborate on training, policy and programmatic matters as they relate to reductions in injuries and fatalities involving commercial motor vehicles. (Objective 1.1.1)
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 4.2.2)
- **S.C. Law Enforcement Networks**
  - A multi-jurisdictional collaborative initiative to educate the public on sound highway safety practices and a coordinated enforcement effort to identify offenders. (Objective 1.1.1)
- **S.C. DMV**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives and enhance public educational efforts. (Objective 1.1.1)
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2, 4.2.5)
  - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
  - Collects collision data, develops information technology programs, analyzes data, funds programs. (Objective 3.2.7)
- **Local Law Enforcement Agencies**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 4.2.2, 4.2.4)
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1, 4.1.2)
  - Coordinates resources during emergency (Objective 1.2.5, 2.2.5)

- Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
- Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
- Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
- Collects collision data, develops information technology programs, analyzes data, funds programs. (Objective 3.2.7)
- **Local law enforcement and first responders**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and law enforcement issues. (Objective 3.2.1, 3.2.2)
- **Solicitors' Offices**
  - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives. (Objective 1.1.1, 1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.1.6, 1.1.7, 1.1.8, 1.1.9, 1.1.10, 4.2.2, 4.2.4)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
  - Coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 4.1.1, 4.1.2)
- **S.C. Criminal Justice Academy**
  - Provides resources and facilities for training. (Objective 1.2.1, 1.2.4, 2.1.5, 2.2.3, 2.2.6, 4.1.5)
- **US Homeland Security**
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
- **S.C. Law Enforcement Division**
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
  - Coordinates resources during emergency (Objective 1.2.5, 2.2.5)
  - Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
- **SLED/CJIS**
  - DPS is a "user agency" having access to the SLED/CJIS network which provides DPS access to criminal justice information. SLED/CJIS is the local governing authority of the CJIS Security Policy. (Objective 3.1.1, 3.1.2)
- **S.C. Department of Probation, Pardon, and Parole**
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
  - Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
- **S.C. Department of Natural Resources**
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)

- Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2)
- Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
- **US Department of Justice**
  - Help coordinates resources to address immigration issues and offenses, conduct training, funds programs. (Objective 1.2.3, 4.1.1)
  - Instruct courses for immigration enforcement and coordinate enforcement activities. (Objective 2.2.1)
- **US Department of Justice, Office of Justice Programs to include the Bureau of Justice Assistance, the Office of Victims of Crime, the Office of Juvenile Justice and Delinquency Prevention and the Office on Violence Against Women**
  - Provides guidance and recommendations for criminal justice system improvement as well as federal grant funding to the S.C. DPS Office of Highway Safety and Justice Programs for the allocation of sub grants to state agencies, units of local government and non-profit agencies. (Objective 1.1.1, 1.1.4)
- **House/Senate Sergeant at Arms**
  - Coordinates resources during emergency (Objective 1.2.5, 2.2.5)
- **S.C. Department of Administration**
  - Instructs courses for employees and offers certifications to employees. (Objective 2.2.1)
  - Manages purchase and implementation of equipment, provides guidance and management of technology projects. (Objective 3.2.4, 3.2.5)
- **S.C. Department of Administration/State Division of Human Resources**
  - Attends career fairs, posts and sends job postings to various entities and social media sites, and participates in outreach activities. In addition, the Division of State Human Resources provides resources and guidance on professional development opportunities and workforce planning. (Objective 2.1.1, 2.1.3, 2.1.4)
  - Offers courses and alerts staff of opportunities to participate in training sessions. (Objective 2.3.1, 2.3.2)
- **State Division of Human Resources**
  - Offers courses or links on their website to training opportunities. (Objective 2.2.2)
- **Colleges and universities**
  - Attends career fairs, sends job postings to various entities and social media sites, and participates in outreach activities. (Objective 2.1.1, 2.1.3, 2.1.4)
- **Military installations**
  - Attends career fairs, sends job postings to various entities and social media sites, and participates in outreach activities. (Objective 2.1.1, 2.1.3, 2.1.4)
- **S.C. Public Employee Benefit Authority (PEBA)**
  - Invites PEBA staff to agency to encourage and motivate employees to become healthier. (Objective 2.1.2)
- **S.C. Human Affairs Commission**
  - Offers courses and alerts staff of opportunities to participate in training sessions. (Objective 2.3.1, 2.3.2)

- **S.C. Division of Information Security (DIS)**
  - DIS operates under the Dept. of Administration, and they are responsible for statewide policies, standards, programs and services relating to cyber security and information systems. (Objective 3.1.1, 3.1.2)
  - DPS is responsible for being in compliance with State Information Security requirements provided by DIS. (Objective 3.2.1, 3.2.2)
- **News Media Outlets**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2, 3.2.3, 4.1.4, 4.2.5, 4.2.6)
  - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 4.1.3, 4.2.3)
- **Safe Kids**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety. (Objective 3.2.1, 3.2.2, 4.2.5)
- **First Steps**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety. (Objective 3.2.1, 3.2.2, 4.2.5)
- **Buckle Buddies**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety. (Objective 3.2.1, 3.2.2, 4.2.5)
- **S.C. Emergency Management Division**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and traffic issues related to weather and other natural disasters. (Objective 3.2.1, 3.2.2, 4.2.5)
  - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
- **S.C. Department of Insurance**
  - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives. (Objective 3.2.1, 3.2.2)
- **S.C. National Guard**
  - Coordinates services in emergency situations, develops plans to utilize available resources without duplication. (Objective 3.2.6)
- **S.C. gov**
  - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues. (Objective 3.2.3, 4.1.3, 4.1.4, 4.2.3, 4.2.6)
- **The motoring public**
  - Distribute important safety information regarding traffic safety issues as well as crimes such as hit- and-runs; we ask the public to partner with us by sharing this important information. One post can be seen by tens of thousands as people share and re-post. (Objective 4.1.3, 4.2.3)

## Goal 1 - Enhance Public/Officer Safety

### Strategy 1.1 - Protect the Public through Enforcement and Education

**Objective 1.1.1** - Annually decrease traffic fatalities toward Target Zero

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. DOT** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Federal Motor Carrier Safety Administration** – Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle (CMV) law enforcement, and fund CMV traffic safety initiatives.
  - **Commercial Vehicle Safety Alliance** – promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers. CVSA brings agencies together to address commercial motor vehicle safety.
  - **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives and enhance public educational efforts.
  - **Federal Highway Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives and enhance public educational efforts.
  - **S.C. Department of Alcohol and Other Drug Abuse Services** - Increase traffic safety through the reduction of drunk and drugged driving.
  - **S.C. Commission on Prosecution Coordination** - Increase traffic safety through enhanced and more effective prosecutorial strategies as they relate to motor vehicle violations.
  - **Impaired Driving Prevention Council** - Increase traffic safety through the reduction of drunk and drugged driving.
  - **Underage Drinking Action Group** - Increase traffic safety through the reduction of drunk and drugged driving and other high-risk behavior engaged in by under aged youth.
  - **Mothers Against Drunk Driving** - Increase traffic safety through the reduction of drunk and drugged driving.
  - **Operation Lifesaver** - Increase traffic safety through the reduction of crashes between motor vehicles and trains.
  - **National Safety Council** - Increase traffic safety through the reduction of motor vehicle crashes involving youthful, elderly, inexperienced and other categories of motor vehicle operators.
  - **American Automobile Association** - Increase traffic safety through reductions in motor vehicle crashes.
  - **S.C. Law Enforcement Officers Assoc.** - Coordinate/collaborate on training/ policy issues common to law enforcement agencies.
  - **S.C. Sheriff's Association** - Coordinate and collaborate on training and policy issues common to law enforcement agencies.
  - **S.C. Judicial Department** - Coordinate and collaborate on training, policy and programmatic issues for the enhancement of justice, the more efficient and rapid administration of judicial matters initiated by law enforcement and for the promotion of public education regarding the criminal justice system.



- **S.C. Trucking Association** - Coordinate and collaborate on training, policy and programmatic matters as they relate to reductions in injuries and fatalities involving commercial motor vehicles.
- **US Department of Justice, Office of Justice Programs to include the Bureau of Justice Assistance, the Office of Victims of Crime, the Office of Juvenile Justice and Delinquency Prevention and the Office on Violence Against Women** - Provides guidance and recommendations for criminal justice system improvement as well as federal grant funding to the S.C. DPS Office of Highway Safety and Justice Programs for the allocation of sub grants to state agencies, units of local government and non-profit agencies.
- **S.C. Law Enforcement Networks** - A multi-jurisdictional collaborative initiative to educate the public on sound highway safety practices and a coordinated enforcement effort to identify offenders.
- **S.C. DMV** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives and enhance public educational efforts.
- **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
- **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.

***Objective 1.1.2 - Decrease serious traffic injuries***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **Federal Motor Carrier Safety Administration** - Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle law enforcement (CMV), and fund CMV traffic safety initiatives.
  - **Commercial Vehicle Safety Alliance** – Promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers. CVSA brings agencies together to address commercial motor vehicle safety.
  - **S.C. DOT, National Highway Traffic Safety Administration, Local Law Enforcement Agencies, Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, coordinate traffic law enforcement, fund traffic safety initiatives.
  - **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
  - **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives

***Objective 1.1.3 - Decrease the number of traffic collisions***

- Current Partner Entities and Ways Agency Works with Current Partners:

- **Federal Motor Carrier Safety Administration** - Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle law enforcement (CMV), and fund CMV traffic safety initiatives.
- **Commercial Vehicle Safety Alliance** – Promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers. CVSA brings agencies together to address commercial motor vehicle safety.
- **S.C. DOT** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
- **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
- **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
- **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.

***Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **Federal Motor Carrier Safety Administration** - Increase commercial vehicle traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate commercial motor vehicle law enforcement (CMV), and fund CMV traffic safety initiatives.
  - **Commercial Vehicle Safety Alliance** – Promote commercial motor vehicle safety and security by providing leadership to enforcement, industry and policy makers. CVSA brings agencies together to address commercial motor vehicle safety.
  - **US Department of Justice, Office of Justice Programs to include the Bureau of Justice Assistance, the Office of Victims of Crime, the Office of Juvenile Justice and Delinquency Prevention and the Office on Violence Against Women** - Provides guidance and recommendations for criminal justice system improvement as well as federal grant funding to the S.C. DPS Office of Highway Safety and Justice Programs for the allocation of sub grants to state agencies, units of local government and non-profit agencies.
  - **S.C. DOT** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
  - **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.

***Objective 1.1.5 - Annually decrease commercial motor vehicle fatality collisions per 100 million vehicle miles traveled***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

**Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

**Objective 1.1.7 - Annually decrease commercial motor vehicle collisions in top ten high collision corridors**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

**Objective 1.1.8 - Increase law enforcement officer safety**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

**Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

**Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 1.1.3

## Strategy 1.2 - Protect S.C. DPS Officers through Training and Resource Commitment

**Objective 1.2.1 - Increase law enforcement officer safety**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

**Objective 1.2.2 - Improve the quality of Tele-Communications Office applicants**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - N/A

**Objective 1.2.3 - Assist S.C. law enforcement and governmental agencies obtain a broader understanding of immigration laws and application**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - All the entities below help coordinates resources to address immigration issues and offenses, conduct training, funds programs.
    - US Homeland Security
    - S.C. Law Enforcement Division
    - Probation, Pardon, and Parole
    - Department of Natural Resources
    - Local law enforcement agencies
    - US Department of Justice
    - Solicitor's Offices

*Objective 1.2.4 - Reduce trooper trainee turnover*

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

*Objective 1.2.5 - Train BPS officers on current emergency response plans*

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **House/Senate Sergeant at Arms** - Coordinates resources during emergency
  - **S.C. Law Enforcement Division** - Coordinates resources during emergency
  - **Local Law Enforcement Agencies** - Coordinates resources during emergency

**Goal 2 - Professional Development and Workforce Planning**

**Strategy 2.1 - Attract, Recruit and Retain a Professional Workforce**

*Objective 2.1.1 - Increase the applicant pool of minorities*

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Department of Administration/State Division of Human Resources** - Attends career fairs, posts and sends job postings to various entities and social media sites, and participates in outreach activities. In addition, the Division of State Human Resources provides resources and guidance on professional development opportunities and workforce planning.
  - **Colleges and universities** - Attends career fairs, sends job postings to various entities and social media sites, and participates in outreach activities.
  - **Military installations** - Attends career fairs, sends job postings to various entities and social media sites, and participates in outreach activities.

**Objective 2.1.2 - Offer free to low cost health screenings to agency employees**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Public Employee Benefit Authority (PEBA)** - Invites PEBA staff to agency to encourage and motivate employees to become healthier.

**Objective 2.1.3 - Increase college graduate recruits**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 2.1.1

**Objective 2.1.4 - Increase law enforcement/civilian applicant pool**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 2.1.1

**Objective 2.1.5 - Retain current Law Enforcement personnel**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

**Strategy 2.2 - Enhance Employee Development**

**Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Department of Administration** - Instructs courses for employees and offers certifications to employees.
  - **US Homeland Security** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **S.C. Law Enforcement Division** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **S.C. Probation, Parole, and Pardon** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **S.C. Department of Natural Resources** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **Local law enforcement agencies** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **US Department of Justice** - Instruct courses for immigration enforcement and coordinate enforcement activities.
  - **Solicitors' Offices** - Instruct courses for immigration enforcement and coordinate enforcement activities.

**Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **State Division of Human Resources** – Offers courses or links on their website to training opportunities.

**Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

**Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Agency did not provide a response

**Objective 2.2.5 - Conduct training for civilian employees**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **House/Senate Sergeant at Arms** - Coordinates resources during emergency
  - **S.C. Law Enforcement Division** - Coordinates resources during emergency
  - **Local Law Enforcement Agencies** - Coordinates resources during emergency

**Objective 2.2.6 - Conduct training on police tactics and protocols**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

**Strategy 2.3 - Enhance Leadership Development**

**Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Department of Administration/Division of State Human Resources** - Offers courses and alerts staff of opportunities to participate in training sessions.
  - **S.C. Human Affairs Commission** - Offers courses and alerts staff of opportunities to participate in training sessions.

**Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 2.3.1

## Goal 3 - The Appropriate Use of Technology

### Strategy 3.1 - Heighten Information Technology Security

#### ***Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **SLED/CJIS** - DPS is a "user agency" having access to the SLED/CJIS network which provides DPS access to criminal justice information. SLED/CJIS is the local governing authority of the CJIS Security Policy.
  - **S.C. Division of Information Security (DIS)** - DIS operates under the Dept. of Administration, and they are responsible for statewide policies, standards, programs and services relating to cyber security and information systems.

#### ***Objective 3.1.2 - Compliance with federal, state, and other requirements for information security***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 3.1.1

### Strategy 3.2 - Utilize Technology Sufficiently to Support S.C. DPS' Mission

#### ***Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Division of Information Security (DIS)** - DPS is responsible for being in compliance with State Information Security requirements provided by DIS.
  - **News Media Outlets** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
  - **Operation Life Saver** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to railroad crossing and railway safety.
  - **Safe Kids** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.
  - **National Safety Council** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to teen driving.
  - **First Steps** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.
  - **Buckle Buddies** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.

- **S.C. DOT** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **S.C. DMV** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **S.C. Emergency Management Division** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and traffic issues related to weather and other natural disasters.
- **S.C. Department of Natural Resources** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **S.C. Department of Insurance** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **Local law enforcement and first responders** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and law enforcement issues.

***Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 3.2.1

***Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **News Media Outlets** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
  - **S.C. DOT** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DMV** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. Emergency Management Division** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **Local law enforcement agencies** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. gov** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.

***Objective 3.2.4 - Delivery of efficient technology solutions and services***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Department of Administration** - Manages purchase and implementation of equipment, provides guidance and management of technology projects



**Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Same as Objective 3.2.4

**Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. DOT** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.
  - **S.C. Law Enforcement Division** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.
  - **S.C. Probation, Parole, and Pardon** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication,
  - **S.C. Department of Natural Resources** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.
  - **S.C. National Guard** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.
  - **S.C. Emergency Management Division** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.
  - **Local Law Enforcement Agencies** - Coordinates services in emergency situations, develops plans to utilize available resources without duplication.

**Objective 3.2.7 - Support collision analysis and trends**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. DOT** - Collects collision data, develops information technology programs, analyzes data, funds programs
  - **S.C. DMV** - Collects collision data, develops information technology programs, analyzes data, funds programs
  - **National Highway Traffic Safety Administration** - Collects collision data, develops information technology programs, analyzes data, funds programs
  - **Local Law Enforcement agencies** - Collects collision data, develops information technology programs, analyzes data, funds programs

## Goal 4 - Quality Customer Service Delivery

### Strategy 4.1 - Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public

**Objective 4.1.1** - Decrease the number of criminal related offenses involving illegal foreign nationals

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **US Homeland Security** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **S.C. Law Enforcement Division** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **Probation, Pardon, and Parole** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **Department of Natural Resources** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **Local law enforcement agencies** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **US Department of Justice** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **Solicitors' Offices** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.

**Objective 4.1.2** - Enhance working relationships associated with victim services

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **Solicitors' Offices** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.
  - **Local law enforcement agencies** - Coordinates resources to address immigration issues and offenses, conduct training, funds programs.

**Objective 4.1.3** - An increase in the use of DPS' social media (traffic and safety information)

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **The motoring public** - Distribute important safety information regarding traffic safety issues as well as crimes such as hit- and-runs; we ask the public to partner with us by sharing this important information. One post can be seen by tens of thousands as people share and re-post.
  - **News media outlets** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DOT** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DMV** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. Emergency Management Division** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **Local law enforcement agencies** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. gov** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.

**Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **News Media Outlets** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
  - **S.C. DOT** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DMV** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. Emergency Management Division** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **Local law enforcement agencies** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. gov** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.

**Objective 4.1.5 - Enhance Multi-disciplinary Accident Investigation Team's (MAIT's) product quality and delivery**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. Criminal Justice Academy** - Provides resources and facilities for training.

**Strategy 4.2 - Responsive to Information Needs of the Public**

**Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - Agency did not provide a response

**Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. DOT** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
  - **S.C. Trucking Association** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.

**Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **The motoring public** - Distribute important safety information regarding traffic safety issues as well as crimes such as hit- and-runs; we ask the public to partner with us by sharing this important information. One post can be seen by tens of thousands as people share and re-post.
  - **News media outlets** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DOT** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DMV** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. Emergency Management Division** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **Local law enforcement agencies** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. gov** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.

**Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. Communication Resource Officers (CRO's) also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **S.C. DOT** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **National Highway Traffic Safety Administration** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.
  - **Local Law Enforcement Agencies** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, fund traffic safety initiatives.
  - **Solicitors' Offices** - Increase traffic safety awareness, identify traffic safety trends, partner on solutions, coordinate traffic law enforcement, and fund traffic safety initiatives.

**Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues**

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **News Media Outlets** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
  - **Operation Life Saver** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to railroad crossing and railway safety.

- **Safe Kids** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.
- **National Safety Council** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to teen driving.
- **First Steps** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.
- **Buckle Buddies** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives related to child passenger safety.
- **S.C. DOT** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **S.C. DMV** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
- **S.C. Emergency Management Division** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and traffic issues related to weather and other natural disasters.

***Objective 4.2.6 - Utilize the S.C. DPS web page to disseminate important traffic and safety information to the media and public***

- Current Partner Entities and Ways Agency Works with Current Partners:
  - **News Media Outlets** - Information is promoted and shared with others through the use of social media to educate the public on highway safety issues and initiatives.
  - **S.C. DOT** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. DMV** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. Emergency Management Division** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **Local law enforcement agencies** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.
  - **S.C. gov** - Coordinate sharing of DPS.gov web site links that provide pertinent information regarding public safety issues.

## Part II. Agency Relationships and Public Input

### Public Comments about the Agency

In the Committee's September 2015 public survey, the opinions of 411 participants who chose to provide their opinion about the agency were a majority positive.<sup>47</sup> Of those who expressed an opinion, 59.61% had a positive (50.36% - 207) or very positive opinion (9.25% - 38) of the agency, while 36.01% had a negative (22.63% -93) or very negative opinion (13.38% - 55) of the agency, and while a few expressed no opinion (4.38% - 18).<sup>48</sup> Notably, many participants answered that they had personal experience with the agency (203) or that they had heard about the agency from media coverage (103).<sup>49</sup>

Written comments about the agency were provided by 164 survey participants; often, those comments addressed more than one topic. Some of the topics addressed in the written comments are listed in Table 3.<sup>50</sup> The complete verbatim comments can be found online.<sup>51</sup> Responses to online surveys posted on the Committee's webpage are provided verbatim as they were received by the Committee. They are not the comments or expression of the House Legislative Oversight Committee, any of its Subcommittees, or the House of Representatives.

Table 5. Some topics addressed by survey participants in written comments about the agency.<sup>52</sup>

Topic	Number of Comments
Management	44
Morale	29
Pay, Benefits, and Incentives	27
Turnover/Retention	27
Positive Comments	16

## Part III. Resources: Availability and Allocation

### Financial Capital

#### Available - Sources, amount and any restrictions on use

Note: A brief background on the state budget process is included in Appendix A - State Budget.

Historical information about the agency's budget levels over the past five years is provided in Table 6.

Table 6(A). Agency budget levels for the past five years (Recurring).<sup>53</sup>

	Recurring Funding				
	2011-12	2012-13	2013-14	2014-15	2015-16
<b>General</b>	<b>\$66,478,277</b> BB:\$66,411,155 - IP:\$636,570+ BPI:\$703,692	<b>\$70,417,938</b> BB:\$66,478,277 +IP:\$1,376,930 + BPI: \$2,498,762 + AHA: \$63,969	<b>\$72,364,934</b> BB:\$70,353,969 + AHA:\$63,969 + IP:\$1,341,900 + BPI:\$605,096	<b>\$75,651,869</b> BB:\$72,364,934 + IP:\$1,401,500 + BPI:\$1,885,435	<b>\$81,489,262</b> BB:\$75,651,869 + IP:\$5,453,260 + BPI:\$384,133
<b>Other</b>	<b>\$44,757,119</b>	<b>\$48,889,782</b>	<b>\$50,453,310</b>	<b>\$47,188,033</b>	<b>\$49,855,191</b>
<b>Federal</b>	<b>\$40,488,346</b>	<b>\$38,196,131</b>	<b>\$39,529,239</b>	<b>\$30,471,399</b>	<b>\$30,471,399</b>
<b>Carry Forward</b>	From 2010-11, available to spend in 2011-12: <b>\$7,619,161</b>	From 2011-12, available to spend in 2012-13: <b>\$7,523,499</b>	From 2012-13, available to spend in 2013-14: <b>\$4,280,691</b>	From 2013-14, available to spend in 2014-15: <b>\$3,540,889</b>	From 2014-15, available to spend in 2015-16: <b>\$3,890,591</b>
<b>TOTAL</b>	<b>\$159,342,903</b>	<b>\$165,027,350</b>	<b>\$166,628,174</b>	<b>\$156,852,190</b>	<b>\$165,706,443</b>

Note: BB = Beginning Base; IP = Incremental Part 1A; BPI = BPI, Health Allocation, Trans; AHA = Allocations Held in Arrears; O = Other Funds

A visual graph which illustrates the recurring funding for the agency over the past five years is provided in Figure 3 on the next page.

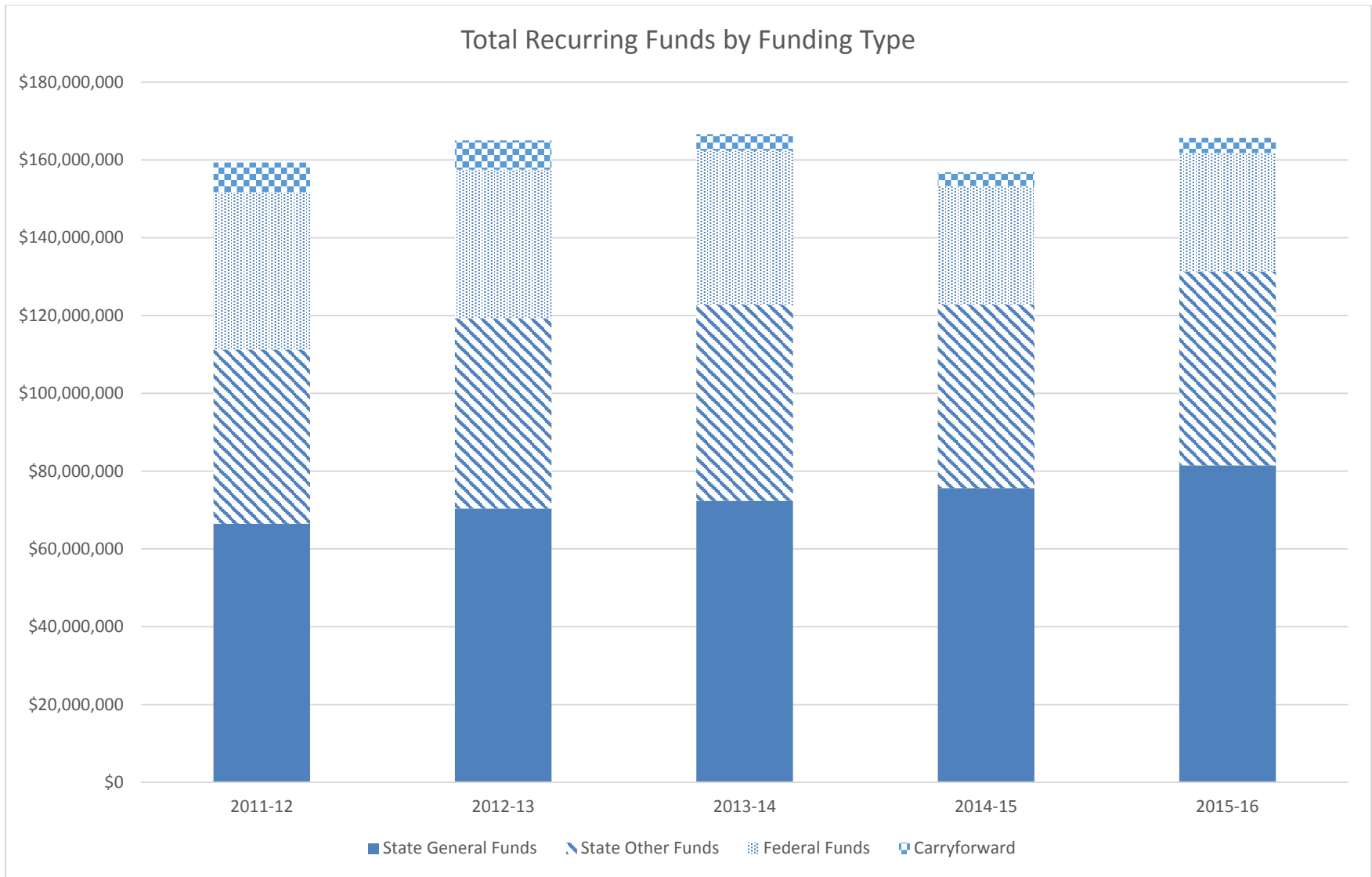


Figure 3. Total recurring funding for the agency by funding type during the past five years.<sup>54</sup>



Table 6(B). Agency budget levels for the past five years (Non-Recurring).<sup>55</sup>

**Non-Recurring Funding<sup>56</sup>**

	2011-12	2012-13	2013-14	2014-15	2015-16
<b>General</b>	<b>\$6,611,766</b>	<b>\$4,294,700</b>	<b>\$800,000</b>	<b>\$3,522,500</b>	<b>\$3,754,052</b>
	Proviso 90.18: \$611,766 + Proviso 90.21: \$5,000,000 + FY 2010-11 CRF H.3701: \$1,000,000	Proviso 90.20: \$4,294,700	Proviso 118.17: \$500,000 + FY2012-13 CRF H.3711: \$300,000	Proviso 118.16: \$3,522,500	Employee Bonuses: \$785,052 + Proviso 118.14: \$1,169,000 + FY 2014-15 CRF H.3702: \$1,800,000
<b>TOTAL</b>	<b>\$6,611,766</b>	<b>\$4,294,700</b>	<b>\$800,000</b>	<b>\$3,522,500</b>	<b>\$3,754,052</b>

The provisos in 2011-12 through 2015-16 all relate to revenue from one or more of the following sources that was distributed to various agencies: contingency reserve fund; unobligated general fund revenue as certified by the Board of Economic Advisors; Budget and Control Board Subfund 4154, Ordinary Sinking Fund; Budget and Control Board Subfund 3197, Motor Pool; general fund revenue; LCD Hitachi settlement; 2003-2012 NPM Adjustments Under the Tobacco Master Settlement Agreement which were transferred to the general fund; capital reserve fund lapse; litigation recovery account; and Fiscal Year 2015-16 non-recurring contribution from the unclaimed property fund. The following amounts were designated for the following purposes each year as it relates to the Department of Public Safety:

- 2011-12 Proviso 90.18. (SR: Nonrecurring Revenue) - Illegal Immigration - \$611,766
- 2012-13 Proviso 90.20 (SR: Non-recurring Revenue)
  - Emergency Communications Equipment - \$3,250,000
  - Bureau of Protective Services Officers Equipment - \$44,700
  - Capitol Complex Garage Security Equipment - \$75,000
- 2013-14 Proviso 118.17 (SR: Non-recurring Revenue) - Vehicle Replacement - \$500,000
- 2014-15 Proviso 118.16 (SR: Non-recurring Revenue)
  - Law Enforcement Vehicle Replacement - \$2,000,000
  - Highway Patrol-Mobile Data Equipment - \$722,500
  - Local Law Enforcement Grants - \$800,000
- 2015-16 Proviso 118.14 (SR: Nonrecurring Revenue)
  - Bike Week Security Overtime Cost - \$169,000
  - \$60,000 placed in the budget for Local Law Enforcement Grants, vetoed by the Governor and sustained by the General Assembly

## Part III. Resources: Availability and Allocation

### Financial Capital

*Strategic Allocation - Amount budgeted to, and spent on, each Objective in the Strategic Plan*

*Note: There is only one year of information available for allocation of funding by objective as this is a new process for state agencies.*

Information on how the agency spent the money available to it by objective and, if applicable, unrelated purpose, is set forth in Table 7.

Table 7. Agency funds available to spend in 2015-16 and where the agency budgeted to spend those funds.<sup>57</sup>

Funds Available to Spend (2015-16)							
Source of Funds:	Total	General Fund	Other Funds (Earmarked & Restricted)	Federal Funds	Capital Reserve	General Fund - Non-Recurring	Other Funds - Non-Recurring
State, other or federal funding?		State	Other	Federal	Other	State	Other Funds
Recurring or one-time?		Recurring	Recurring	Recurring	One-time	One-time	One-time
\$ From Last Year Available to Spend this Year							
Amount available at end of previous fiscal year:	\$27,538,154	\$1,009,161	\$16,631,414	\$7,963,603	\$0	\$1,933,976	\$0
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	\$3,890,591	\$1,009,161	\$947,454	\$0	\$0	\$1,933,976	\$0
If the two amounts above are not the same, explain why :			\$947,454 carried forward for Capital Projects				
\$ Estimated to Receive this Year							
Amount budgeted/estimated to receive in this fiscal year:	\$165,569,904	\$82,274,314	\$49,087,191	\$30,471,399	\$1,800,000	\$1,169,000	\$768,000
Total Available this Year							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	\$169,460,495	\$83,283,475	\$50,034,645	\$30,471,399	\$1,800,000	\$3,102,976	\$768,000
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)		Yes	Yes	Yes	Yes	Yes	Yes

Carryforward from previous year: \$3,890,591 + Estimated to receive this year: \$165,569,904 = \$169,460,495 Available

**Where Agency Budgeted to Spend Money (2015-16)**

<u>Source of Funds:</u>	<u>Total</u>	<u>General Fund</u>	<u>Other Funds</u> (Earmarked & Restricted)	<u>Federal Funds</u>	<u>Capital Reserve</u>	<u>General Non-Recurring</u>	<u>Other Non-Recurring</u>
Goal 1 - Enhance Public/Officer Safety	\$137,493,840	\$68,813,206	\$33,553,161	\$29,822,399	\$1,800,000	\$2,737,074	\$768,000
Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero	\$45,575,083	\$30,781,508	\$10,308,675	\$4,484,900			
Objective 1.1.2 - Decrease serious traffic injuries	\$16,403,118	\$10,558,043	\$4,136,175	\$1,708,900			
Objective 1.1.3 - Decrease the number of traffic collisions	\$16,403,118	\$10,558,043	\$4,136,175	\$1,708,900			
Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community	\$15,183,075	\$128,000	\$765,075	\$14,290,000			
Objective 1.1.5 - Annually decrease CMV fatality collisions per 100 million vehicle miles traveled	\$4,255,673	\$1,105,733	\$2,001,106	\$1,126,353		\$22,481	
Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled	\$211,525	\$55,000	\$93,525	\$63,000			
Objective 1.1.7 - Annually decrease CMV collisions in top ten high collision corridors	\$6,983,659	\$1,656,133	\$3,189,180	\$1,938,346		\$200,000	
Objective 1.1.8 - Increase law enforcement officer safety	\$22,277,543	\$8,254,200	\$6,865,750	\$2,075,000	\$1,800,000	\$2,514,593	\$768,000
Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities	\$8,506,046	\$5,271,546	\$2,057,500	\$1,177,000			
Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging	\$1,570,000	\$320,000		\$1,250,000			
Objective 1.2.1 - Increase law enforcement officer safety	\$0						
Objective 1.2.2 - Improve the quality of TCO applicants	\$0						

<u>Source of Funds:</u>	<u>Total</u>	<u>General Fund</u>	<u>Other Funds</u> (Earmarked & Restricted)	<u>Federal Funds</u>	<u>Capital Reserve</u>	<u>General Non-Recurring</u>	<u>Other Non-Recurring</u>
Objective 1.2.3 - Assist South Carolina law enforcement and governmental agencies obtain a broader understanding of immigration laws and application	\$125,000	\$125,000					
Objective 1.2.4 - Reduce trooper trainee turnover	\$0						
Objective 1.2.5 - Train BPS officers on current emergency response plans	\$0						
Goal 2 - Professional Development and Workforce Planning	\$7,294,500	\$5,940,000	\$1,205,500	\$149,000	\$0	\$0	\$0
Objective 2.1.1 - Increase the applicant pool of minorities	\$0						
Objective 2.1.2 - Offer free to low cost health screenings to agency employees	\$4,000	\$2,500	\$1,500				
Objective 2.1.3 - Increase college graduate recruits	\$46,500	\$45,000	\$1,500				
Objective 2.1.4 - Increase law enforcement/civilian applicant pool	\$357,500	\$355,000	\$2,500				
Objective 2.1.5 - Retain current Law Enforcement personnel	\$4,219,000	\$3,670,000	\$400,000	\$149,000			
Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud	\$2,500	\$2,500					
Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies	\$0						
Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations	\$825,000	\$750,000	\$75,000				
Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights	\$0						
Objective 2.2.5 - Conduct training for civilian employees	\$15,000	\$15,000					

<u>Source of Funds:</u>	<u>Total</u>	<u>General Fund</u>	<u>Other Funds</u> (Earmarked & Restricted)	<u>Federal Funds</u>	<u>Capital Reserve</u>	<u>General Non-Recurring</u>	<u>Other Non-Recurring</u>
Objective 2.2.6 - Conduct training on police tactics and protocols	\$1,825,000	\$1,100,000	\$725,000				
Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices	\$0						
Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency	\$0						
Goal 3 - The Appropriate Use of Technology	\$5,244,200	\$2,867,050	\$1,877,150	\$500,000	\$0	\$0	\$0
Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements	\$75,000	\$75,000					
Objective 3.1.2 - Compliance with federal, state, and other requirements for information security	\$75,000	\$75,000					
Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public	\$110,000	\$110,000					
Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)	\$0						
Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information	\$0						
Objective 3.2.4 - Delivery of efficient technology solutions and services	\$1,843,000	\$1,668,000	\$175,000				
Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management	\$526,000	\$500,000	\$26,000				
Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes	\$339,050	\$339,050					
Objective 3.2.7 - Support collision analysis and trends	\$2,276,150	\$100,000	\$1,676,150	\$500,000			
Goal 4 - Quality Customer Service Delivery	\$2,930,855	\$2,655,855	\$275,000	\$0	\$0	\$0	\$0

<u>Source of Funds:</u>	<u>Total</u>	<u>General Fund</u>	<u>Other Funds</u> (Earmarked & Restricted)	<u>Federal Funds</u>	<u>Capital Reserve</u>	<u>General Non-Recurring</u>	<u>Other Non-Recurring</u>
Objective 4.1.1 - Decrease the number of criminal related offenses involving illegal foreign nationals	\$547,255	\$547,255					
Objective 4.1.2 - Enhance working relationships associated with victim services	\$45,000		\$45,000				
Objective 4.1.3 - An increase in the use of DPS's social media (traffic and safety information)	\$0						
Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information	\$0						
Objective 4.1.5 - Enhance MAIT's product quality and delivery	\$2,250,000	\$2,050,000	\$200,000				
Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner	\$68,600	\$58,600	\$10,000				
Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"	\$20,000		\$20,000				
Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public	\$0						
Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. CRO's distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles	\$0						
Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues	\$0						
Objective 4.2.6 - Utilize the DPS web page to disseminate important traffic and safety information to the media and public	\$0						
Budget not associated with specified objectives	\$16,497,100	\$3,007,364	\$13,123,834	\$0	\$0	\$365,902	\$0

<u>Source of Funds:</u>	<u>Total</u>	<u>General Fund</u>	<u>Other Funds</u> (Earmarked & Restricted)	<u>Federal Funds</u>	<u>Capital Reserve</u>	<u>General Non-Recurring</u>	<u>Other Non-Recurring</u>
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)	\$169,460,495	\$83,283,475	\$50,034,645	\$30,471,399	\$1,800,000	\$3,102,976	\$768,000



Note: Table 6, which was included earlier in this study on page 63, shows the carry forward amount from one year added to the funding received the next year, to demonstrate the total amount of funding the agency had available to budget each year. In Table 8 below, the carry forward is listed under the year it occurred, to demonstrate the amount of funding the agency had available that year, but did not spend.

Table 8. Agency carry forward funds in 2011-12 through 2014-15.<sup>58</sup>

Carry Forward - Recurring Funding				
	2011-12	2012-13	2013-14	2014-15
Carry Forward (amount unspent each year)	\$7,523,499	\$4,280,691	\$3,540,889	\$3,890,591
Total Funds available each year	\$159,342,903	\$165,027,350	\$166,628,174	\$156,852,190
Percentage of total funds available the agency did not spend	4.72%	2.59%	2.13%	2.48%

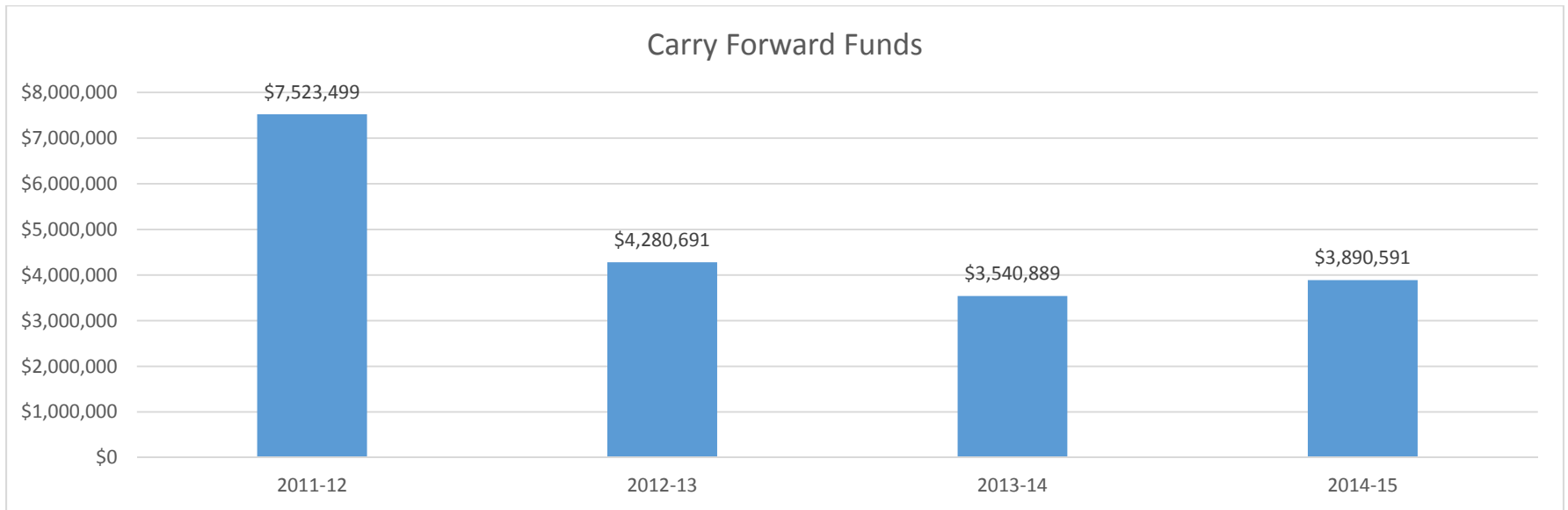


Figure 4. Agency carry forward for the past four years<sup>59</sup>

## Part III. Resources: Availability and Allocation

### Employees

#### *Available - Total number and types*

Note: A brief background on the different types of state employees is included in Appendix B - State Employees.

Historical information about the agency's available and filled full time equivalent (FTE) employee positions over the past five years as well as filled non-FTE employees is provided in Table 7. The numbers for 2009-10 through 2013-14 are as of June each year, the last month in that fiscal year.

Table 9. Agency employee levels for the past five years.<sup>60</sup>

General Fund Full Time Equivalent Positions (FTEs)					
	2009-10	2010-11	2011-12	2012-13	2013-14
Authorized	1416.50	1429.00	1188.19	1188.04	1216.80
Filled	1099.294	1049.104	1012.704	1022.950	1067.643
Unfilled	317.206	379.896	175.486	165.09	149.157

Other Fund FTEs					
	2009-10	2010-11	2011-12	2012-13	2013-14
Authorized	*	*	*	*	*
Filled	194.433	198.106	172.606	157.916	141.416
Unfilled	*	*	*	*	*

Federal FTEs					
	2009-10	2010-11	2011-12	2012-13	2013-14
Authorized	*	*	*	*	*
Filled	65.273	67.790	65.690	64.133	64.941
Unfilled	*	*	*	*	*

Total FTEs (General + Other + Federal Fund) & Non-FTEs				
	Filled FTEs	Unfilled FTEs	Temporary Non-FTEs	Temporary Grant Non-FTEs
2009-10	1359	334.5	78	10
2010-11	1315	409.5	75	10
2011-12	1251	212	84	8
2012-13	1245	219	92	9
2013-14	1274	221	89	9

\*The number of authorized other and federal FTEs is unclear because the General Appropriations Act states the number of authorized General Fund FTEs, but does not state the number of authorized other FTEs or authorized federal FTEs.

## Filled and Unfilled Positions at DPS

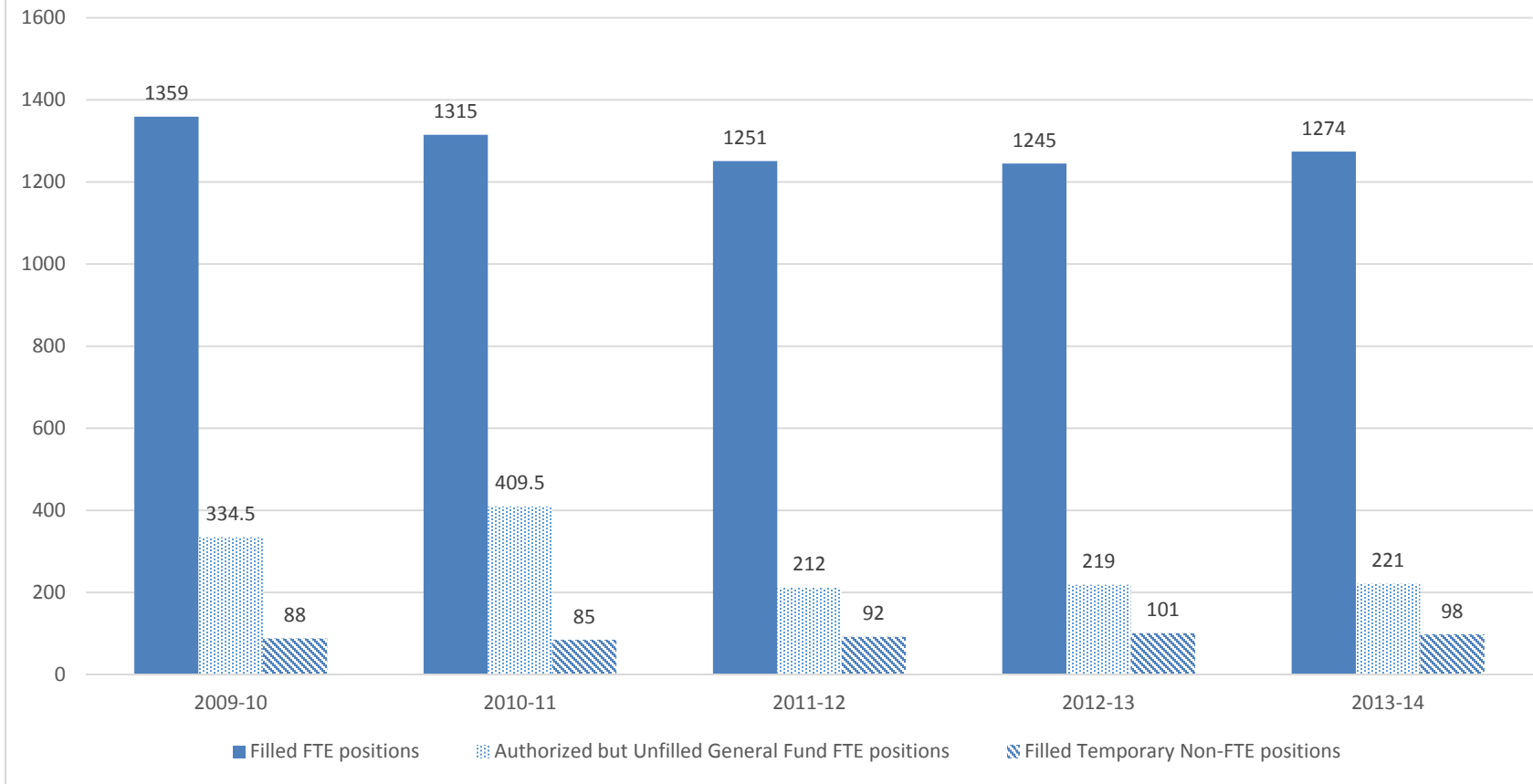


Figure 5. Filled and unfilled positions at the agency during the past five years.<sup>61</sup>

## Part III. Resources: Availability and Allocation

### Employees

#### *Strategic Allocation*<sup>62</sup>

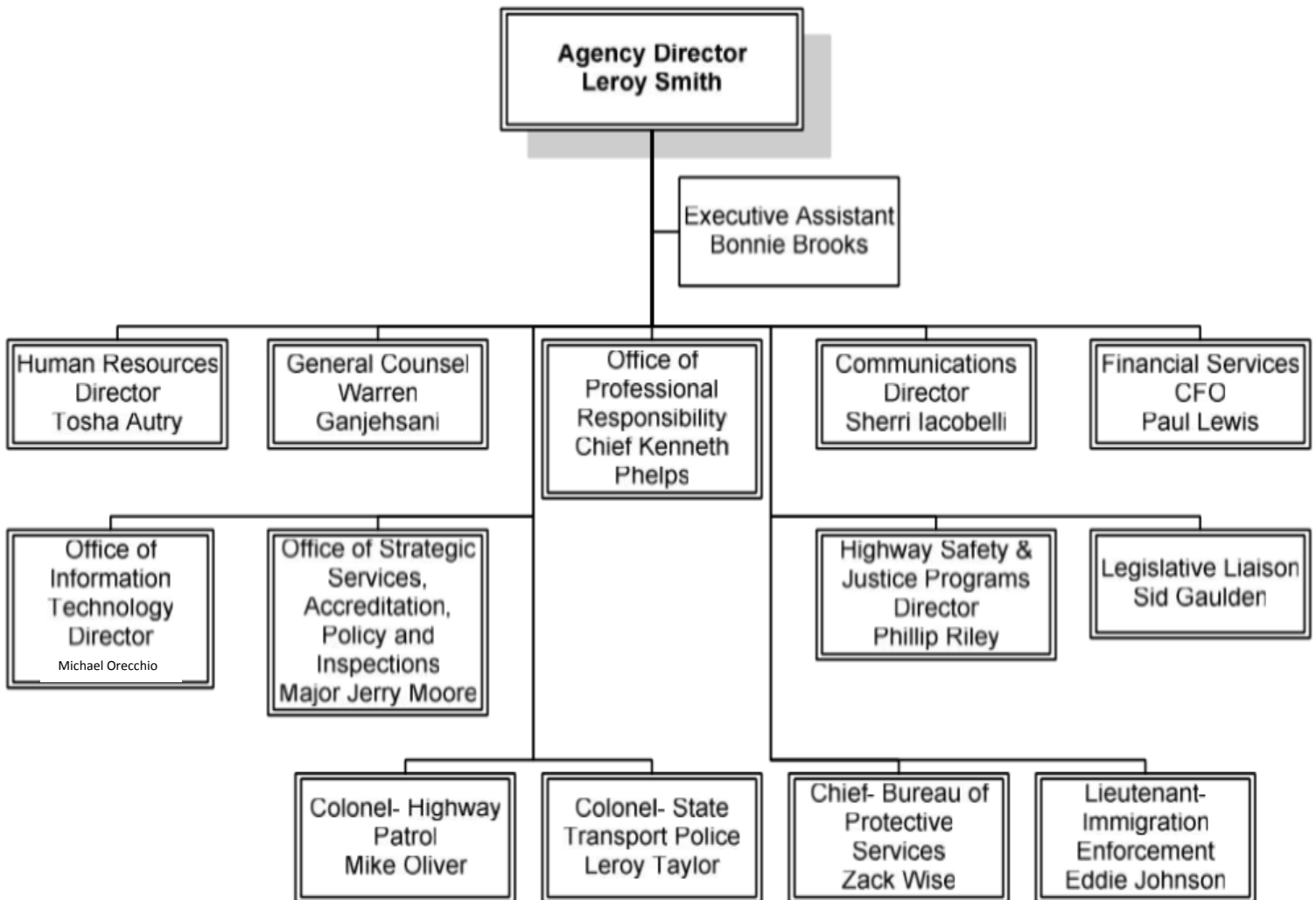


Figure 6. Agency's 2015-16 Organizational Chart.<sup>63</sup>

*Note: The “number of different physical employees working on this goal or objective” is the number of different employees whose job responsibilities include activities that help the agency accomplish the goal or objective. An employee may spend 100% of the employee’s time working on activities related to that goal or objective, but another employee may only spend 25% or 50% of the time working on that goal or objective and the other 75% or 50% of the time working on activities related to other goals. To account for these situations, information on the “Number of employee equivalents working on this goal or objective,” is also included. The agency calculates this number by adding up the percentage of each employee’s time that goes to the goal or objective and divides the total percentage by 100%. This shows how many employees work on the goal or objective if each employee spent 100% of their time on activities related to that goal or objective.*

### **Goal 1 - Enhance Public/Officer Safety**

- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)
- Number of different physical employees working on this Goal: 1,238
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1,238.00

### **Strategy 1.1 - Protect the Public through Enforcement and Education**

#### ***Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero***

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00

#### ***Objective 1.1.2 - Decrease serious traffic injuries***

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00

#### ***Objective 1.1.3 - Decrease the number of traffic collisions***

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00

#### ***Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community***

- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 22
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 17.43

**Objective 1.1.5 - Annually decrease CMV fatality collisions per 100 million vehicle miles traveled**

- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 119.00

**Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled**

- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 23.80

**Objective 1.1.7 - Annually decrease CMV collisions in top ten high collision corridors**

- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 60.80

**Objective 1.1.8 - Increase law enforcement officer safety**

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 13.00

**Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities**

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00

**Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.45

## Strategy 1.2 - Protect DPS Officers through Training and Resource Commitment

### **Objective 1.2.1 - Increase law enforcement officer safety**

- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 13.00

### **Objective 1.2.2 - Improve the quality of Tele-Communication Office applicants**

- Responsible Person: Richard Ray, Captain, Tele-Communications Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00

### **Objective 1.2.3 - Assist South Carolina law enforcement and governmental agencies obtain a broader understanding of immigration laws and application**

- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.35

### **Objective 1.2.4 - Reduce trooper trainee turnover**

- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 11
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 11.00

### **Objective 1.2.5 - Train BPS officers on current emergency response plans**

- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00

## Goal 2 - Professional Development and Workforce Planning

- Responsible Person: Tosha Autry, Human Resources Director (Responsible for more than 1 year)
- Department or Division Summary: The Office of Human Resources provides human resources services to DPS employees.
- Number of different physical employees working on this Goal: 26
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1.15

### Strategy 2.1 - Attract, Recruit and Retain a Professional Workforce

#### **Objective 2.1.1 - Increase the applicant pool of minorities**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35

#### **Objective 2.1.2 - Offer free to low cost health screenings to agency employees**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00

#### **Objective 2.1.3 - Increase college graduate recruits**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35

#### **Objective 2.1.4 - Increase law enforcement/civilian applicant pool**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35

#### **Objective 2.1.5 - Retain current Law Enforcement personnel**

- Responsible Person: Michael Oliver, Colonel, SC Highway Patrol (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 39
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.05



## Strategy 2.2 - Enhance Employee Development

### **Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud**

- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.80

### **Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies**

- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.40

### **Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations**

- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 11
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00

### **Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights**

- Responsible Person: Jones Gamble, Major, Victim Services Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.55

### **Objective 2.2.5 - Conduct training for civilian employees**

- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00

### **Objective 2.2.6 - Conduct training on police tactics and protocols**

- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 53
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 17.00

### Strategy 2.3 - Enhance Leadership Development

#### **Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.60

#### **Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency**

- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 6
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.60

### Goal 3 - The Appropriate Use of Technology

- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)
- Department or Division Summary: The Office of Information Technology will develop and implement policies, guidelines, and procedures regarding information technology.
- Number of different physical employees working on this Goal: 5
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 0.50

### Strategy 3.1 - Heighten Information Technology Security

#### **Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements**

- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)
- Number of different physical employees working on this objective: 9
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.25

#### **Objective 3.1.2 - Compliance with federal, state, and other requirements for information security**

- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)
- Number of different physical employees working on this objective: 8
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.75

## Strategy 3.2 - Utilize Technology Sufficiently to Support DPS' Mission

### **Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.25

### **Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.25

### **Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.90

### **Objective 3.2.4 - Delivery of efficient technology solutions and services**

- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)
- Number of different physical employees working on this objective: 20
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 20.00

### **Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management**

- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)
- Number of different physical employees working on this objective: 8.00
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.95

### **Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes**

- Responsible Person: Robert Woods, Captain, Emergency Traffic Management Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.70

**Objective 3.2.7 - Support collision analysis and trends**

- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 6
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.30

**Goal 4 - Quality Customer Service Delivery**

- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)
- Number of different physical employees working on this Goal: 1,238
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1,238

**Strategy 4.1 - Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public**

**Objective 4.1.1 - Decrease the number of criminal related offenses involving illegal foreign nationals**

- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.90

**Objective 4.1.2 - Enhance working relationships associated with victim services**

- Responsible Person: Jones Gamble, Major, Victim Services Unit (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.55

**Objective 4.1.3 - An increase in the use of DPS' social media (traffic and safety information)**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.25

**Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.90

**Objective 4.1.5 - Enhance Multi-disciplinary Accident Investigation Team's (MAIT's) product quality and delivery**

- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 33
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 33

**Strategy 4.2 - Responsive to Information Needs of the Public**

**Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.40

**Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"**

- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 8
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.67

**Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.45

**Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. CRO's also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.9

**Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.45

**Objective 4.2.6 - Utilize the DPS web page to disseminate important traffic and safety information to the media and public**

- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.30

## Part IV. Agency Performance and Recommendations

### Types of Measures Utilized<sup>64</sup> & Targets and Results of Measures<sup>65</sup>

*Note: There are four types of performance measures, which are explained below. The subcommittee indicated it is looking for efficiency and outcome measures.*

- **Inputs** are human or material resources used, such as number of staff hours or classroom space used to conduct welfare-to-work programs.
- **Outputs** are the amount of service, effort, or activity produced or delivered, such as number of clients receiving job training or number of students in AP courses.
- **Efficiency** measures are the amount of output or outcome achieved in terms of input, such as cost per participant in welfare-to-work programs, or cost per student.
- **Outcomes** are results or the effectiveness of a service or effort, such as the number of clients employed for at least half time within six months of job training or the percentage of students who graduate from high school.

*While the agency may assert a performance measure is a certain type (e.g., efficiency, outcome, etc.), the Subcommittee may or may not agree. Information about the performance measure targets and actual results are also included in this section.*

*Actual results for the performance measures are as of June 30 each year, the end of the fiscal year. In addition, a bold line is drawn to indicate where information for the most current two years begins. Also, the bold line indicates where the information shown for each year goes from only results to targets, results and minimum acceptable results. The targets and minimum acceptable result levels are set by the agency. Lastly, additional performance measures tracked by the agency, which the agency did not associate with a specific objective, are included at the end of this section of the study.*

*Under the description of the performance measure in the “Performance Measure” column, is the type of measure the agency indicated it considered the measure in its 2016 Annual Restructuring Report. An explanation of the type of measures are on the previous page. Also, in the “Why Chosen?” column, there is the one of the following in parenthesis, “State,” “Federal,” or “Agency Selected.” In the 2016 Annual Restructuring Report, for each performance measure, the agency was asked to indicate whether the state or federal government required the agency to track the measure or whether it was a measure the agency selected.*

**Goal 1 - Enhance Public/Officer Safety**

- Total amount budgeted to goal (i.e. sum of the amounts budgeted to each objective under this goal) in 2015-16:
  - \$137,493,840<sup>66</sup>
  - 81.14% of total budgeted spending for the agency
  - When considering the budgeted spending of the agency on 4 goals and 1 unrelated purpose, this goal ranks 1st out of 5 when viewing the budgeted spending amount for each from highest to lowest.
- Number of different physical employees working on this Goal: 1,238
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1,238.00
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)

**Strategy 1.1 - Protect the Public through Enforcement and Education**

**Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero**

- Total amount budgeted to accomplish this objective in 2015-16: \$45,575,083
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Compare past 3 years traffic fatalities state crash data (Outcome)	To measure the success of efforts to save lives (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	680	699	655	Agency stated in 2016 ARR - 577 Agency stated in PER - 637	Agency stated in 2016 ARR - 684 Agency stated in PER - 749 (Target was 644)	650	650



<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Hazardous Materials Fatality Collisions per 100 million Vehicle Miles Traveled (VMT) (Outcome)	To help reduce fatalities and align with goals of FMCSA to improve interstate commerce (Federal)	Annually	Total FARS Hazardous materials Fatality Collisions for Fiscal year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	0.01	0.01	0.002	0.004	0.006 (Target was 0.003)	0.003	0.003

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
State Commercial Vehicle Fatality Reduction Goal (Outcome)	To help reduce commercial motor vehicle fatalities and improve intrastate commerce (Agency selected)	Annually	Total FMSCA A&I Fatalities for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	77	113	101	73	75 (Target was 0)	0	0

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
State Hazardous Material Fatality Reduction Goal (Outcome)	To help reduce commercial motor vehicle fatalities and improve intrastate commerce (Agency selected)	Annually	Total FMSCA A&I Fatalities for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	5	7	1	2	3 (Target was 0)	0	0

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
To decrease traffic fatalities from the 2010 - 2014 calendar base year average by December 31, 2015 (Outcome)	To measure the success of efforts to save lives (Agency selected)	Daily	Arithmetical calculations by OHSJP FARS and statistical staff

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	828	863	767	824	819 (Target was 802)	744	744

**Objective 1.1.2 - Decrease serious traffic injuries**

- Total amount budgeted to accomplish this objective in 2015-16: \$16,403,118
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
To decrease serious traffic injuries from the 2010 - 2014 calendar base year average by December 31, 2015 (Outcome)	Reasonable target base on last 3 years data (Agency selected)	Daily	Compilation of data from the electronic SCCATTS and data entry from crash reports submitted by local law enforcement

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	3,261	3,399	3,263	3,181	3,302 (Target was 3,210)	2,990	2,990

**Objective 1.1.3 - Decrease the number of traffic collisions**

- Total amount budgeted to accomplish this objective in 2015-16: \$16,403,118
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Compare past 3 years traffic collisions state crash data (Outcome)	To measure the success of efforts to save lives (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	73,790	70,517	75,168	69,125	71,960 (Target was 68,022)	68,362	68,362

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
To decrease the number of traffic collisions from the 2010-2015 calendar base year average by December 31, 2015 (Outcome)	Reasonable target base on last 3 years data (Agency selected)	Daily	Compilation of data from the electronic SCCATTS and data entry from crash reports submitted by local law enforcement

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	103,088	107,024	109,846	115,619	111,400 (Target was 111,400)	116,000	116,000

**Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community**

- Total amount budgeted to accomplish this objective in 2015-16: \$15,183,075
- Number of different physical employees working on this objective: 22
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 17.43
- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase crime victims' service activities, as measured by victims served (Outcome)	Administration of justice is fundamental to goals and objectives of OHSJP and in concert with DOJ & NHTSA requirements (Federal requirement)	Bi-annually	Consolidation of sub grantee reports showing numbers of victims of crime served

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	70,304	80,286	71,624	67,498	93,632 (Target was N/A)	65,518	65,518

**Objective 1.1.5 - Annually decrease commercial motor vehicle fatality collisions per 100 million vehicle miles traveled**

- Total amount budgeted to accomplish this objective in 2015-16: \$4,255,673
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 119.00
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Commercial Motor Vehicle (CMV) Fatality Collisions per 100 million Vehicle Miles Traveled (VMT) (Outcome)	To reduce fatalities and align with goals of FMCSA to improve interstate commerce (Federal requirement)	Annually	Total FARS CMV Fatality Collisions for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	0.156	0.231	0.205	0.153	0.15 (Target was 0.145)	0.145	0.145

**Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled**

- Total amount budgeted to accomplish this objective in 2015-16: \$211,525
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 23.80
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Motor Coach/Passenger Carrier Fatality Collisions per 100 million Vehicle Miles Traveled (VMT) (Outcome)	To reduce fatalities and align with goals of FMCSA to improve interstate commerce (Federal requirement)	Annually	Total FARS Motor coach/Passenger Carrier Fatality Collisions for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	0.002	0.012	0.016	0.02	0.002 (Target was 0.018)	0.018	0.018

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
State Motor Coach/Passenger Fatality Reduction Goal (Outcome)	To reduce fatalities and align with goals of FMCSA to improve interstate commerce (Federal)	Annually	Total FMSCA A&I Fatalities for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	5	1	7	10	1 (Target was 0)	0	0

**Objective 1.1.7 - Annually decrease commercial motor vehicle collisions in top ten high collision corridors**

- Total amount budgeted to accomplish this objective in 2015-16: \$6,983,659
- Number of different physical employees working on this objective: 119
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 60.80
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Commercial Motor Vehicle Crash Reduction in Top Ten High Crash Corridors (Outcome)	To reduce fatalities and align with goals of FMCSA to improve interstate commerce (Agency selected)	Annually	Total FMSCA A&I Fatalities for Fiscal Year ending June 30

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	1024	1102	992	996	1104 (Target was 976)	976	976

**Objective 1.1.8 - Increase law enforcement officer safety**

- Total amount budgeted to accomplish this objective in 2015-16: \$22,277,543
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 13.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
The OHSJP will provide, through its federally grant-funded justice program projects, officer protective equipment for at least twenty law enforcement agencies as appropriate throughout the state (Outcome)	Officer safety core objective and goal of DPS/OHSJP (Agency selected)	Bi-annually	Consolidation of sub grantee reports showing numbers of local and state law enforcement agencies served by the receipt of officer protective equipment.

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	29	15	19	4	18 (Target was 18)	20	8

**Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities**

- Total amount budgeted to accomplish this objective in 2015-16: \$8,506,046
- Number of different physical employees working on this objective: 935
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 935.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
In calendar year 2014, increase safety events/fairs/community outreach conducted by the CROs distributing safety materials, using the driving simulator, rollover simulator and golf cart/goggles (Outcome)	To educate the public on top causation for traffic fatalities to prevent them in the future (Agency selected)	Daily	Compilation from internal reports

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	807 (Target was 900)	900	900

**Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging**

- Total amount budgeted to accomplish this objective in 2015-16: \$1,570,000
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.45
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Conduct 600 public safety presentations (Output)	Increase public awareness to enhance traffic safety (Agency selected)	Annually	Compare CRO stats year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	907	700	700	524	Agency stated in 2016 ARR - 524 Agency stated in PER - 620 (Target was 1,000)	600	600

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
In calendar year 2014, increase proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues (Outcome)	To enhance public awareness to reduce traffic fatalities through education (Agency selected)	Daily	Compilation from internal reports

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	6,452 (Target was 5,500)	5,500	5,500



**Strategy 1.2 - Protect DPS Officers through Training and Resource Commitment**

**Objective 1.2.1 - Increase law enforcement officer safety**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 13.00
- Responsible Person: Michael Oliver, Colonel, South Carolina Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
The OHSJP will provide, through its federally grant-funded justice program projects, officer protective equipment for at least twenty law enforcement agencies as appropriate throughout the state (Outcome)	Officer safety core objective and goal of DPS/OHSJP (Agency selected)	Bi-annually	Consolidation of sub grantee reports showing numbers of local and state law enforcement agencies served by the receipt of officer protective equipment.

See Results under Objective 1.1.8

**Objective 1.2.2 - Improve the quality of Tele-Communications Office applicants**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00
- Most Potential Negative Impact if objective is not accomplished:
- Responsible Person: Richard Ray, Captain, Tele-Communications Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Develop a TCO Recruitment Plan (Output)	To improve the quality of candidates and services delivered to the public (Agency selected)	Annually	Compare TCO employment stats from year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	0	0 (Target was 1)	1	1

**Objective 1.2.3 - Assist South Carolina law enforcement and governmental agencies obtain a broader understanding of immigration laws and application**

- Total amount budgeted to accomplish this objective in 2015-16: \$125,000
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.35
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Research and develop an illegal immigration/foreign national training program to be delivered to state and local law enforcement agencies in South Carolina (Outcome)	Based on need of trainings requested by other state agencies and law enforcement agencies (Agency selected)	Annually	Compilation of training data from the Immigration Enforcement Training files

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	15	11 (Target was 20)	20	20

**Objective 1.2.4 - Reduce trooper trainee turnover**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 11
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 11.00
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Track trainee Turnover Reduction (Outcome)	Improve trainee retention, save associated training costs and enhance workforce numbers (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	1	8	8	Agency stated in 2016 ARR - 14 Agency stated in PER - 11	Agency stated in 2016 ARR - 11 (Target was 8) Agency stated in PER - 8 (Target was 0)	0	0

**Objective 1.2.5 - Train BPS officers on current emergency response plans**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00
- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Provide training for BPS officers in emergency response (Outcome)	To make sure we were providing adequate service to the citizens, Governor and Legislative members (Agency selected)	Annually	Calculate successful completion by utilizing training records

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	50%	Agency stated in 2016 ARR - 45% Agency stated in PER - 50%	70% (Target was 80%)	80%	80%

**Goal 2 - Professional Development and Workforce Planning**

- Total amount budgeted to goal (i.e. sum of the amounts budgeted to each objective under this goal) in 2015-16:
  - \$7,294,500<sup>67</sup>
  - 4.30% of total budgeted spending for the agency
  - When considering the budgeted spending of the agency on 4 goals and 1 unrelated purpose, this goal ranks 3rd out of 6 when viewing the budgeted spending amount for each from highest to lowest.
- Number of different physical employees working on this Goal: 26
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1.15
- Responsible Person: Tosha Autry, Human Resources Director (Responsible for more than 1 year)

**Strategy 2.1 - Attract, Recruit and Retain a Professional Workforce**

**Objective 2.1.1 - Increase the applicant pool of minorities**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Utilize current law enforcement minorities' feedback and assistance with recruiting efforts (Input/Activity)	Based on the demographics of the state to diversify our workforce (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	9%	6%	13%	25%	30% (Target was 24%)	24%	24%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Host Recruitment Seminars (Output)	Part of a comprehensive recruiting and hiring plan to attract qualified applicants (Agency selected)	Annually	Total number of Recruitment Seminars held

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	12	6 (Target was 15)	15	15

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Recruit diversified workforce (Output)	To ensure recruiting efforts are increased and successful based on figures from previous years (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	13,870	10,716	9,776	14,919	13,117 (Target was 10,000)	10,000	10,000

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Recruit for a diverse workforce (Output)	Develop a more comprehensive recruiting and hiring process (Agency selected)	Annually	Compilation of data from SC Jobs Portal and social media sites

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	50%	50% (Target was 50%)	50%	50%

**Objective 2.1.2 - Offer free to low cost health screenings to agency employees**

- Total amount budgeted to accomplish this objective in 2015-16: \$4,000
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase health and wellness and workplace initiatives/campaigns (Outcome)	To ensure recruiting efforts are increased and successful based on figures from previous years. (Agency selected)	Annually	Arithmetical calculations by DPS' Human Resources staff

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	17	32	Agency stated in 2016 ARR - Offer to all employees Agency stated in PER - 23 (Target was Offer to all employees)	Increase in the number of programs	Increase in the number of programs

**Objective 2.1.3 - Increase college graduate recruits**

- Total amount budgeted to accomplish this objective in 2015-16: \$46,500
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Track number of college graduate applicants referred through online recruiting and university partnerships to how many actually hired (Outcome)	Anticipated more referrals due to advancements in technology based on comprehensive recruiting and hiring process (Agency selected)	Annually	Compare recruitment stats year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	4%	12% (Target was 25%)	25%	25%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Host Recruitment Seminars (Output)	Part of a comprehensive recruiting and hiring plan to attract qualified applicants (Agency selected)	Annually	Total number of Recruitment Seminars held

See Results under Objective 2.1.1

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Recruit for a diverse workforce (Output)	To provide better service to the public (Agency selected)	Annually	Compilation of data from SC Jobs Portal and social media sites

See Results under Objective 2.1.1

**Objective 2.1.4 - Increase law enforcement/civilian applicant pool**

- Total amount budgeted to accomplish this objective in 2015-16: \$357,500
- Number of different physical employees working on this objective: 23
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.35
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Track referral and how many applicants moved through process, to the number of applicants hired (Outcome)	Anticipated more referrals due to advancements in technology based on comprehensive recruiting and hiring process (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	30%	38% (Target was 50%)	50%	50%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Host Recruitment Seminars (Output)	Part of a comprehensive recruiting and hiring plan to attract qualified applicants (Agency selected)	Annually	Total number of Recruitment Seminars held

See Results under Objective 2.1.1

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Reduce the agencies' "successful by default" ratings for appraisal completion (Outcome)	To ensure employees receive feedback on performance and increase the completion rate based on previous year data. (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	98%	99%	98% (Target was 80%)	80%	80%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Recruit for a diverse workforce (Output)	To provide better service to the public (Agency selected)	Annually	Compilation of data from SC Jobs Portal and social media sites

See Results under Objective 2.1.1

**Objective 2.1.5 - Retain current Law Enforcement personnel**

- Total amount budgeted to accomplish this objective in 2015-16: \$4,219,000
- Number of different physical employees working on this objective: 39
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.05
- Responsible Person: Michael Oliver, Colonel, SC Highway Patrol (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase trooper retention compared to previous calendar year (Outcome)	Agency did not state (Agency did not state)	Annually	Comparison calendar year number of troopers hired to number of troopers separated

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	>1	>1

**Strategy 2.2 - Enhance Employee Development**

**Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud**

- Total amount budgeted to accomplish this objective in 2015-16: \$2,500
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.80
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Identify/host additional training opportunities that will benefit South Carolina agencies in the areas of Human Trafficking, Fraudulent Document Recognition and Identity Fraud (Outcome)	State and local law enforcement education is necessary for employees (Agency selected)	Annually	Complication of training data from the Immigration Enforcement Training files

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	5	3 (Target was 5)	5	5



**Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.40
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Agency stated N/A			

**Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations**

- Total amount budgeted to accomplish this objective in 2015-16: \$825,000
- Number of different physical employees working on this objective: 11
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00
- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Provide semi-annual external collision reconstruction training and host collision reconstruction accreditation examinations (Outcome)	Training is required for accreditation and required to host examinations (Agency selected)	Annually	Compare MAIT Stats year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	8	8	7	7	11 (Target was 10)	10	10

**Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.55
- Responsible Person: Jones Gamble, Major, Victim Services Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Conduct training for troopers on victim services and victim's rights (Output)	Provide victim services and rights training to all Troopers (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	0	10 (Target was 25)	25	25

**Objective 2.2.5 - Conduct training for civilian employees**

- Total amount budgeted to accomplish this objective in 2015-16: \$15,000
- Number of different physical employees working on this objective: 15
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.00
- Responsible Person: Zackary Wise, Chief, Bureau of Protective Services (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Develop, implement, record civilian crisis management training (Outcome)	Based on the number of civilian and first responders to include the House and Senate Sgt. at Arms (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	37	53 (Target was 75)	75	75

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Develop civilian awareness program (Outcome)	Agency did not state (Agency did not state)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	50	50

**Objective 2.2.6 - Conduct training on police tactics and protocols**

- Total amount budgeted to accomplish this objective in 2015-16: \$1,825,000
- Number of different physical employees working on this objective: 53
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 17.00
- Responsible Person: E. J. Talbot, Captain, Highway Patrol Training Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Reinstitute quarterly training program (Outcome)	Enhance employee performance and skill set through advanced and basic law enforcement training (Agency selected)	Annually	Calculate successful completion by utilizing training records

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	60%	60% (Target was 80%)	80%	80%

**Strategy 2.3 - Enhance Leadership Development**

**Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.60
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Educate managers and supervisors on best practice in leadership and professionalism (Outcome)	Increasing training for managers creates a better work environment where DPS employees are more productive and efficient and basing on prior years increased participation rates (Agency selected)	Annually	Compilation of data from Division of State Human Resources and internal/external training instructors

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	120	80 (Target was 60)	60	60

**Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 6
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.60
- Responsible Person: Tosha Autry, Human Resources Director, Office of Human Resources (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Implement online Leadership/Management Academy (Outcome)	DPS wants to create and use online management/leadership training modules (Agency selected)	Annually	Development of On-line Leadership/Management Academy

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	0	0 (Target was 1)	1	1

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Provide training to managers and supervisors on employment law issues (Outcome)	Increasing training for managers creates a better work environment where DPS employees are more productive and efficient (Agency selected)	Annually	Compilation of data from SCHAC and DPS' Human Resources staff

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	40	113 (Target was 20)	20	20

**Goal 3 - The Appropriate Use of Technology**

- Total amount budgeted to goal (i.e. sum of the amounts budgeted to each objective under this goal) in 2015-16:
  - \$5,244,200<sup>68</sup>
  - 3.09% of total budgeted spending for the agency
  - When considering the budgeted spending of the agency on 4 goals and 1 unrelated purpose, this goal ranks 4th out of 6 when viewing the budgeted spending amount for each from highest to lowest.
- Number of different physical employees working on this Goal: 5
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 0.50
- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)

**Strategy 3.1 - Heighten Information Technology Security**

**Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements**

- Total amount budgeted to accomplish this objective in 2015-16: \$75,000
- Number of different physical employees working on this objective: 9
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 5.25
- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Status report delivered indicating status/progress towards external and internal due dates for achieving/maintaining information security requirements compliance (Outcome)	State requirements provided that the agency needed to participate in a statewide mandate for implementing the State InfoSec program (State requirement)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	30% (Target was 100%)	100%	100%

**Objective 3.1.2 - Compliance with federal, state, and other requirements for information security**

- Total amount budgeted to accomplish this objective in 2015-16: \$75,000
- Number of different physical employees working on this objective: 8
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.75
- Responsible Person: Ari Teal, Information Security Officer, Office of Audits and Accreditation (Responsible for less than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Participate in the Office of the Inspector General’s statewide Information Security Initiative (Short Term Remediation Steps, Agency Self-Assessment, and Personal Information Survey) and Deloitte's security risk assessment of DPS. Apply remediation and enhancements as indicated (Outcome)	State requirement to be in compliance (State requirement)	As required; as activities/tasks are completed	Estimated percentage of required that is completed

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	20% (Target was 30%)	100%	100%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Integrate new security systems (Outcome)	Agency did not state (Agency did not state)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	60%	60%

**Strategy 3.2 - Utilize Technology Sufficiently to Support DPS's Mission**

**Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public**

- Total amount budgeted to accomplish this objective in 2015-16: \$110,000
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.25
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
The OHSJP will continue with the rollout of SCCATTS during 2014, in an effort to increase the SCCATTS-participating law enforcement agencies statewide (Outcome)	Based on reports from local law enforcement agencies using SCCATTS (Agency selected)	Daily	A count and compilation of reports from the electronic SCCATTS and data entry from crash reports submitted by local law enforcement.

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	6	6	26	Agency stated in 2016 ARR - 56 Agency stated in PER - 30	67 (Agency did not have a target)	90	90

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase the use by at least three percent of DPS social media (Facebook and Twitter) by the public to obtain valuable traffic and safety information (Outcome)	To enhance public awareness to reduce traffic fatalities through social media outlets (Agency selected)	Quarterly	Compilation of number of "likes" from the DPS Facebook page

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	3,089	Agency stated in 2016 ARR - 6,452 Agency stated in PER - 4,262 (Target was 5,500)	5,500	5,500



**Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.25
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase the use by at least three percent of DPS social media (Facebook and Twitter) by the public to obtain valuable traffic and safety information (Outcome)	To enhance public awareness to reduce traffic fatalities through social media outlets (Agency selected)	Quarterly	Compilation of number of "likes" from the DPS Facebook page

See Results under Objective 3.2.1

**Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.90
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase by five percent visits to the DPS web page by the media and the public to gain important traffic and safety information. The number of visits to the DPS web page shows growth since the re-design in January 2014 (Outcome)	To enhance public awareness to reduce traffic fatalities through the website (Agency selected)	Quarterly	Report from Google Analytics web site

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	1,959,239 (Target was 2,100,000)	2,100,000	2,100,000

**Objective 3.2.4 - Delivery of efficient technology solutions and services**

- Total amount budgeted to accomplish this objective in 2015-16: \$1,843,000
- Number of different physical employees working on this objective: 20
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 20.00
- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Use of technology such as mainline weigh-in-motion to increase efficiencies for both the motoring public and law enforcement at all weigh stations (Output)	To upfit 100% of the weigh stations with screening technology (Agency selected)	Annually	The number of weigh stations that have mainline weigh in motion screening technology

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	0	0	1	2	2 (Target was 9)	9	9

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Maintain customer feedback mechanisms (Output)	To improve customer service to employees (Agency selected)	As required	Percentage of feedback or project completion against schedule

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	99%	99%	98%	98%	97% (Target was 97%)	97%	97%

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Deployment of case management system for the Office of Professional Responsibility (Output)	Agency did not state (Agency did not state)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	100%	100%

**Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management**

- Total amount budgeted to accomplish this objective in 2015-16: \$526,000
- Number of different physical employees working on this objective: 8.00
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.95
- Responsible Person: Michael Orecchio, Chief Information Officer (Responsible for less than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Replacement equipment is planned, budgeted, purchased and installed before end-of-life for existing equipment (Outcome)	Ensure that our technology systems are updated and operating cost-efficiently (Agency selected)	Annually	Percentage of equipment within acceptable lifecycle parameters

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	60%	60%	60%	60%	80% (Target was 80%)	100%	100%

**Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes**

- Total amount budgeted to accomplish this objective in 2015-16: \$339,050
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.70
- Responsible Person: Robert Woods, Captain, Emergency Traffic Management Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Completion, accuracy, timeliness of hurricane traffic control point updates (Outcome)	Efficiency in emergency evacuation to ensure accurate information is provided for public safety (State requirement)	Annually	Percentage of required that is completed

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	100%	100%	100%	100%	100% (Target was 100%)	100%	100%

**Objective 3.2.7 - Support collision analysis and trends**

- Total amount budgeted to accomplish this objective in 2015-16: \$2,276,150
- Number of different physical employees working on this objective: 6
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.30
- Responsible Person: Phil Riley, Director, Office of Highway Safety and Justice Programs (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Completion of collision application project (Output)	Project is necessary to transmit data to DOT to perform analysis (State requirement)	As required; as activities/tasks are completed	Estimated percentage of required that is completed

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	75%	100% (Target was 100%)	100%	100%

**Goal 4 - Quality Customer Service Delivery**

- Total amount budgeted to goal (i.e. sum of the amounts budgeted to each objective under this goal) in 2015-16:
  - \$2,930,855<sup>69</sup>
  - 1.73% of total budgeted spending for the agency
  - When considering the budgeted spending of the agency on 4 goals and 1 unrelated purpose, this goal ranks 5th out of 6 when viewing the budgeted spending amount for each from highest to lowest.
- Number of different physical employees working on this Goal: 1,238
- Number of employee equivalents working on this Goal (if % of time spent by all employees is added together): 1,238
- Responsible Person: Leroy Smith, Agency Director (Responsible for more than 1 year)

**Strategy 4.1 - Ensure Continuous Improvement of Customer Service/Respond to Information Needs of the Public**

**Objective 4.1.1 - Decrease the number of criminal related offenses involving illegal foreign nationals**

- Total amount budgeted to accomplish this objective in 2015-16: \$547,255
- Number of different physical employees working on this objective: 7
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.90
- Responsible Person: Eddie Johnson, Lieutenant, Illegal Immigration Enforcement Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Respond to local and state law enforcement agencies' needs associated with illegal immigration/foreign national violations (Outcome)	Agency did not state (Federal requirement)	Monthly	Compilation of data from DPS incident reports completed by investigating/responding officers

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	290	302 (Target was 300)	300	300

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Initiate investigation into criminal activities associated with illegal immigration/foreign nationals in South Carolina (Outcome)	Based on criminal statistics (Agency selected)	Monthly	Compilation of data from the SLED Police Central Reporting System

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	50	33 (Target was 80)	80	80

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Initiate criminal charges against and prosecute illegal criminal aliens/foreign involved in criminal activity in South Carolina (Outcome)	Based on criminal statistics (Agency selected)	Monthly	Compilation of data from the Immigration Enforcement Unit Warrant Tracking files/SC Judicial Warrant System

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	Agency left blank	Agency left blank	Agency left blank	127	103 (Target was 200)	200	200

**Objective 4.1.2 - Enhance working relationships associated with victim services**

- Total amount budgeted to accomplish this objective in 2015-16: \$45,000
- Number of different physical employees working on this objective: 2
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 0.55
- Responsible Person: Jones Gamble, Major, Victim Services Unit (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Visit solicitor's offices and other law enforcement victim advocates (Output)	Enhance working relationships with victim advocates (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	216	159	Agency left blank	Agency stated in 2016 ARR - Agency did not use PM Agency stated in PER - 0	47 (Target was 62)	62	62

**Objective 4.1.3 - An increase in the use of DPS's social media (traffic and safety information)**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.25
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase the use by at least three percent of DPS social media (Facebook and Twitter) by the public to obtain valuable traffic and safety information (Outcome)	To enhance public awareness to reduce traffic fatalities through social media outlets (Agency selected)	Quarterly	Compilation of number of "likes" from the DPS Facebook page

See Results under Objective 3.2.1

**Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.90
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase by five percent visits to the DPS web page by the media and the public to gain important traffic and safety information. The number of visits to the DPS web page shows growth since the re-design in January 2014 (Outcome)	To enhance public awareness to reduce traffic fatalities through the website (Agency selected)	Quarterly	Report from Google Analytics web site

See Results under Objective 3.2.3

**Objective 4.1.5 - Enhance Multi-disciplinary Accident Investigation Team’s (MAIT's) product quality and delivery**

- Total amount budgeted to accomplish this objective in 2015-16: \$2,250,000
- Number of different physical employees working on this objective: 33
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 33
- Responsible Person: Michael Dangerfield, Captain, Multi-Disciplinary Accident Investigation Team (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Bi-weekly review of MAIT investigations to determine compliance with established and delivery protocols and delivery deadlines (Output)	To ensure all investigations were in compliance with established reconstruction principles (Agency selected)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency left blank	75%	79%	66%	92%	100% (Target was 100%)	100%	100%

**Strategy 4.2 - Responsive to Information Needs of the Public**

**Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner**

- Total amount budgeted to accomplish this objective in 2015-16: \$68,600
- Number of different physical employees working on this objective: 4
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 2.40
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Respond to information needs of the public via Freedom of Information Act requests (Outcome)	Agency did not state (State requirement)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	100%	100%

**Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"**

- Total amount budgeted to accomplish this objective in 2015-16: \$20,000
- Number of different physical employees working on this objective: 8
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.67
- Responsible Person: Leroy Taylor, Colonel, State Transport Police (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Motor Carriers use Data Q's to challenge any citation findings of non-compliance (known as Request for Data Review). STP has a goal of responding to 100% of Dataq's (Outcome)	Agency did not state (Federal requirement)	Annually	Comparison year to year

<u>2009-10 Results</u>	<u>2010-11 Results</u>	<u>2011-12 Results</u>	<u>2012-13 Results</u>	<u>2013-14 Results</u>	<u>2014-15 Results:</u>	<u>2015-16 Minimum Acceptable Results:</u>	<u>2015-16 Targets:</u>
Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	Agency did not use PM	100%	100%



**Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.45
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase the use by at least three percent of DPS social media (Facebook and Twitter) by the public to obtain valuable traffic and safety information (Outcome)	To enhance public awareness to reduce traffic fatalities through social media outlets (Agency selected)	Quarterly	Compilation of number of "likes" from the DPS Facebook page

See Results under Objective 3.2.1

**Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. Communication Resource Officers (CRO's) also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 12
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 4.9
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Conduct 600 public safety presentations (Output)	Increase public awareness to enhance traffic safety (Agency selected)	Annually	Compare CRO stats year to year

See Results under Objective 1.1.10

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
In calendar year 2014, increase safety events/fairs/community outreach conducted by the CROs distributing safety materials, using the driving simulator, rollover simulator and golf cart/goggles (Outcome)	To educate the public on top causation for traffic fatalities to prevent them in the future (Agency selected)	Daily	Compilation from internal reports

See Results under Objective 1.1.9

**Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 13
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 3.45
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
In calendar year 2014, increase proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues (Outcome)	To educate the public on top causation for traffic fatalities to prevent them in the future (Agency selected)	Daily	Compilation from internal reports

See Results under Objective 1.1.10

**Objective 4.2.6 - Utilize the DPS web page to disseminate important traffic and safety information to the media and public**

- Total amount budgeted to accomplish this objective in 2015-16: \$0
- Number of different physical employees working on this objective: 5
- Number of employee equivalents working on this objective (if % of time spent by all employees is added together): 1.30
- Responsible Person: Sherri Iacobelli, Communications Director, DPS Communications and Media Office (Responsible for more than 1 year)

<u>Performance Measure</u>	<u>Why Chosen?</u>	<u>Reporting Frequency</u>	<u>Calculation Method</u>
Increase by five percent visits to the DPS web page by the media and the public to gain important traffic and safety information. The number of visits to the DPS web page shows growth since the re-design in January 2014 (Outcome)	To enhance public awareness to reduce traffic fatalities through the website (Agency selected)	Quarterly	Report from Google Analytics web site

See Results under Objective 3.2.3

## Part IV. Agency Performance and Recommendations

### Agency Recommendations to Improve Efficiency and Outcomes

*Note: The agency's recommendations are summarized in Visual Summary Table 2 on page 6.*

In the 2015 Annual Restructuring and Seven Year Plan Report, submitted March 2015, the agency stated it did “not have any recommendations for restructuring at this time. Our organization always works to operate efficiently and effectively in accordance with our mandate established by the General Assembly. One of the main priorities of our agency is to function at peak efficiency while fulfilling our mission.” The agency director did note that some of the initiatives which have been implemented since he was appointed in 2011 include:

- The agency **merged the offices of Highway Safety and Justice Programs**. The merger created a more efficient unit to service other agencies in the areas of highway safety and law enforcement grants. Administrative costs were reduced and service to customers was improved.
- The law enforcement **telecommunications centers that the agency operates were consolidated from seven centers to four**. This consolidation reduced costs related to facilities, equipment, and personnel required to operate this function.
- An **electronic traffic collision reporting system was implemented**. This system eliminated the need for officers to produce written collision reports. All of the agency's reports are now processed electronically. This reduces reporting time, reduces costs, and allows officers to spend more of their time on enforcement activity.
- The agency **recently implemented a mobile data program** for the agency. This program allows officers to have computers and data/internet service in their vehicles. Mobile data creates the opportunity for agency employees to work more effectively while better serving the citizens of the state.

In the 2015 Annual Restructuring and Seven Year Plan Report, submitted March 2015, the agency stated it did “not have any recommendations for restructuring at this time. Our organization always works to operate efficiently and effectively in accordance with our mandate established by the General Assembly. One of the main priorities of our agency is to function at peak efficiency while fulfilling our mission.”<sup>70</sup> The agency director noted some of the initiatives which have been implemented since he was appointed in 2011 are outlined in the Agency Recommendations to Improve Efficiencies and Outcomes section of this report.<sup>71</sup>

In the Program Evaluation Report, submitted August 2015, the agency did not indicate any laws it would recommend the committee further evaluate. While the agency included it in response to how the General Assembly could help the agency avoid potential negative impacts, the agency's comment to “Strengthen Driving Under the Influence laws regarding requirements and exceptions in the videotaping law to enhance prosecution” could be viewed as a recommendation from the agency. In the 2016 Annual Restructuring Report, submitted January 2016, the agency did not include any recommendations for restructuring, minor or major, at the agency.

## Part V. Final Agency Program and Law Analysis

### Programs Utilized to Accomplish Each Objective<sup>72</sup>

#### Highway Patrol

- Legal Statute or Proviso Requiring the Program: SC Code of Laws, Section 23-6-20; 23-6-30; 23-6-40; 23-6-100; 23-6-140; 23-6-170; 23-6-187
- Description of Program: Department works to reduce traffic collisions, injuries, and fatalities through enforcement and education of motorists.
- Objective(s) the Program Helps Accomplish:
  - Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero
    - Approx. amount of money spent on objective that is associated with costs from this program: \$37,940,870
  - Objective 1.1.3 - Decrease the number of traffic collisions
    - Approx. amount of money spent on objective that is associated with costs from this program: \$14,425,091
  - Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging
    - Approx. amount of money spent on objective that is associated with costs from this program: \$13,500
  - Objective 1.2.2 - Improve the quality of Tele-Communication Office applicants
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 1.2.4 - Reduce trooper trainee turnover
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.1 - Increase the applicant pool of minorities
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.3 - Increase college graduate recruits
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.4 - Increase law enforcement/civilian applicant pool
    - Approx. amount of money spent on objective that is associated with costs from this program: \$286,029
  - Objective 2.1.5 - Retain current Law Enforcement personnel
    - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015
  - Objective 2.2.3 - Provide semi-annual collision reconstruction training; host collision reconstruction accreditation examinations
    - Approx. amount of money spent on objective that is associated with costs from this program: \$738,300
  - Objective 2.2.4 - Conduct training for troopers on victim services and victims' rights
    - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 4.1.2

- Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency
  - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
- Objective 4.1.2 - Enhance working relationships associated with victim services
  - Approx. amount of money spent on objective that is associated with costs from this program: \$44,950
- Objective 4.1.5 - Enhance Multi-disciplinary Accident Investigation Team's (MAIT's) product quality and delivery
  - Approx. amount of money spent on objective that is associated with costs from this program: \$2,214,900
- Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. CRO's also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015

### State Transport Police

- Legal Statute or Proviso Requiring the Program: SC Code of Laws , Sections 23-6-30; 23-6-40; Section 23-6-100; Section 23-6-140; 23-6-285
- Description of Program: Department works to reduce traffic commercial motor vehicle collisions, injuries, and fatalities through enforcement and education of commercial drivers.
- Objective(s) the Program Helps Accomplish:
  - Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero
    - Approx. amount of money spent on objective that is associated with costs from this program: \$50,630
  - Objective 1.1.5 - Annually decrease CMV fatality collisions per 100 million vehicle miles traveled
    - Approx. amount of money spent on objective that is associated with costs from this program: \$4,209,386
  - Objective 1.1.6 - Annually decrease Motor coach/Passenger fatality collisions per 100 million vehicle miles traveled
    - Approx. amount of money spent on objective that is associated with costs from this program: \$202,521
  - Objective 1.1.7 - Annually decrease CMV collisions in top ten high collision corridors
    - Approx. amount of money spent on objective that is associated with costs from this program: \$6,025,009
  - Objective 2.1.1 - Increase the applicant pool of minorities
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.3 - Increase college graduate recruits
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.4 - Increase law enforcement/civilian applicant pool
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 3.2.4 - Delivery of efficient technology solutions and services
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 4.2.2 - Respond to 100% of all "Request for Data Reviews"

- Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015

### **Bureau of Protective Services**

- Legal Statute or Proviso Requiring the Program: SC Code of Laws, Sections 23-6-30; 23-6-40; 23-6-195; 2015-16 Appropriations Act, Proviso 1B, section 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities);
- Description of Program: Department ensures the safety of all visitors and employees to the State House Complex and other state facilities.
- Objective(s) the Program Helps Accomplish:
  - Objective 1.2.5 - Train BPS officers on current emergency response plans
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.1 - Increase the applicant pool of minorities
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.2.5 - Conduct training for civilian employees
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.2.6 - Conduct training on police tactics and protocols
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 3.1.2 - Compliance with federal, state, and other requirements for information security
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify

### **Communications**

- Legal Statute or Proviso Requiring the Program: SC Code of Laws Sections 23-6-20; 23-6-30; and 23-6-40
- Description of Program: Department works to inform the public through social and traditional media.
- Objective the Program Helps Accomplish:
  - Objective 1.1.9 - Increase seat belt use and see a reduction in unrestrained traffic fatalities
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 1.1.10 - Informing the public of important traffic/safety matters through proactive media interviews and messaging
    - Approx. amount of money spent on objective that is associated with costs from this program: \$413,736
  - Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public
    - Approx. amount of money spent on objective that is associated with costs from this program: \$105,371
  - Objective 3.2.2 - An increase in the use of DPS' social media (traffic and safety information)
    - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 3.2.1

- Objective 3.2.3 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information
  - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 3.2.1
- Objective 4.1.3 - An increase in the use of DPS' social media (traffic and safety information)
  - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 3.2.1
- Objective 4.1.4 - Increase visits to the DPS web page by the media/public to gain important traffic/safety information
  - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 3.2.1
- Objective 4.2.1 - Respond to all Freedom of Information Act requests in a timely and accurate manner
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015
- Objective 4.2.3 - Utilize social media (Facebook and Twitter) to transmit valuable traffic and safety information to the public
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015
- Objective 4.2.4 - Conduct safety events, fairs, presentations, and community outreach. CRO's also distribute safety materials, use the driving simulator, rollover simulator, and golf cart goggles
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015
- Objective 4.2.5 - Conduct proactive media interviews with Community Relations Officers and DPS Communications to promote highway safety and traffic issues
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015
- Objective 4.2.6 - Utilize the DPS web page to disseminate important traffic and safety information to the media and public
  - Approx. amount of money spent on objective that is associated with costs from this program: Was not tracked in FY 2015

## Human Resources

- Legal Statute or Proviso Requiring the Program: SC Code of Laws Sections 23-6-40; and 23-6-191
- Description of Program: Department provides human resources services to DPS employees.
- Objective the Program Helps Accomplish:
  - Objective 2.1.1 - Increase the applicant pool of minorities
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
  - Objective 2.1.2 - Offer free to low cost health screenings to agency employees
    - Approx. amount of money spent on objective that is associated with costs from this program: \$1,679
  - Objective 2.1.3 - Increase college graduate recruits
    - Approx. amount of money spent on objective that is associated with costs from this program: \$30,754
  - Objective 2.1.4 - Increase law enforcement/civilian applicant pool
    - Approx. amount of money spent on objective that is associated with costs from this program: \$30,662
  - Objective 2.3.1 - Increase the number of managers/supervisors trained in leadership and professionalism practices

- Approx. amount of money spent on objective that is associated with costs from this program: \$20,289
- Objective 2.3.2 - Provide training to managers and supervisors on employment law matters affecting the agency
  - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify

### **Immigration Enforcement Unit**

- Legal Statute or Proviso Requiring the Program: SC Code of Laws Section 23-6-60
- Description of Program: Department works to ensure public safety through enforcement and education of Illegal Immigration laws.
- Objective the Program Helps Accomplish:
  - Objective 1.2.3 - Assist South Carolina law enforcement and governmental agencies obtain a broader understanding of immigration laws and application
    - Approx. amount of money spent on objective that is associated with costs from this program: \$149,254
  - Objective 2.2.1 - Identify/host training opportunities in Human Trafficking, Fraudulent Document Recognition and Identity Fraud
    - Approx. amount of money spent on objective that is associated with costs from this program: \$1,100
  - Objective 4.1.1 - Decrease the number of criminal related offenses involving illegal foreign nationals
    - Approx. amount of money spent on objective that is associated with costs from this program: \$447,762

### **Information Technology**

- Legal Statute or Proviso Requiring the Program: SC Code of Laws Sections 23-6-30; 23-6-140; 23-6-195; 2015-16 Appropriations Act, Proviso 1B, section 101.32 Cyber Security; Federal Information Security Management Act 2002 (Legal basis for CJIS Security Policy); S.C. Code Reg. 73-25; 58-101 State Emergency Preparedness Standards (D. State Agency Emergency Preparedness Responsibilities);
- Description of Program: Department works to ensure that DPS operates within established guidelines and protocols to protect agency data.
- Objective the Program Helps Accomplish:
  - Objective 3.1.1 - Achieve and maintain documented/assessed compliance with known information security requirements
    - Approx. amount of money spent on objective that is associated with costs from this program: \$59,659
  - Objective 3.1.2 - Compliance with federal, state, and other requirements for information security
    - Approx. amount of money spent on objective that is associated with costs from this program: \$59,659
  - Objective 3.2.4 - Delivery of efficient technology solutions and services
    - Approx. amount of money spent on objective that is associated with costs from this program: \$1,591,060
  - Objective 3.2.5 - Maximize the availability of core computing systems through lifecycle management
    - Approx. amount of money spent on objective that is associated with costs from this program: \$180,292
  - Objective 3.2.6 - Improve law enforcement efficiency in emergency evacuations/traffic management during hurricanes



- Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify
- Objective 3.2.7 - Support collision analysis and trends
  - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify

### **Office of Highway Safety and Justice**

- Legal Statute or Proviso Requiring the Program: SC Code of Laws Sections 23-6-30; 23-6-100; 23-6-140; 23-6-185; 23-6-187; 23-6-193; 23-6-500 through 23-6-530; and 23-1-240
- Description of Program: Department works to ensure the federal and state grants are directed to local agencies to improve public safety.
- Objective the Program Helps Accomplish:
  - Objective 1.1.1 - Annually decrease traffic fatalities toward Target Zero
    - Approx. amount of money spent on objective that is associated with costs from this program: \$2,338,784
  - Objective 1.1.2 - Decrease serious traffic injuries
    - Approx. amount of money spent on objective that is associated with costs from this program: \$908,039
  - Objective 1.1.3 - Decrease the number of traffic collisions
    - Approx. amount of money spent on objective that is associated with costs from this program: \$866,895
  - Objective 1.1.4 - To improve the administration of justice, enhance public safety, and judiciously allocate resources to the victims of crime service provider community
    - Approx. amount of money spent on objective that is associated with costs from this program: \$10,543,096
  - Objective 1.1.8 - Increase law enforcement officer safety
    - Approx. amount of money spent on objective that is associated with costs from this program: \$1,983,384
  - Objective 1.2.1 - Increase law enforcement officer safety
    - Approx. amount of money spent on objective that is associated with costs from this program: Included in Objective 1.1.8
  - Objective 3.2.1 - Increase traffic to DPS social media sites to communicate safety messages to the media/public
    - Approx. amount of money spent on objective that is associated with costs from this program: Unable to quantify

### **Not related to an agency Program**

- Objective 2.2.2 - Develop training programs by utilizing PowerDMS and partnering with other agencies

## Part V. Final Agency Program and Law Analysis

### Final Law Analysis to Remove Archaic Language

The agency did not recommend that any statutes, regulations or provisos (laws) be revised or eliminated to remove archaic language or ensure the law matches with current agency practices.

# APPENDIX A - STATE BUDGET

## Budget Background Information<sup>73</sup>

State government’s **total budget**, which is found each year in the appropriations act, is **made up of three funds: federal, general, and other**. The General Assembly does not spend federal and other funds in the annual appropriations act. The annual appropriations act authorizes a maximum amount that agencies may spend for the fiscal year. The General Assembly may adjust the agencies’ authorizations. The state’s general fund, on the other hand, is South Carolina’s bank account; those are the taxes and fees that are available to the General Assembly to appropriate every year.

Table 10. Background on the budget process.

<b>Federal Funds</b> (Fund Code 5000)	<ul style="list-style-type: none"> <li>• Authorization</li> <li>• Examples: Medicaid; Education; Higher Education – Research and financial aid grants; Federal gas tax</li> </ul>
<b>Other Funds</b> (State Earmarked = Fund Code 3000) (State Restricted = Fund Code 4000)	<ul style="list-style-type: none"> <li>• Authorization</li> <li>• State Earmarked (a.k.a. Fund Code 3000 or Other Funds) - Special revenues which are to be used for a specific use; typically the revenue is from the agency providing some type of service for which it earns fees and the earmarked funds are those portion of fees that are kept by the agency (i.e. tuition and fees for universities; DNR license fees; etc.)</li> <li>• State Restricted (a.k.a. Fund Code 4000 or Other Funds) - Special deposits, primarily debt service and trust funds; these funds earn interest and the interest goes back into the account (i.e. bonds, trusts, etc.)</li> </ul>
<b>General Funds</b> (Fund Code 1000)	<ul style="list-style-type: none"> <li>• Appropriated</li> <li>• South Carolina’s Bank Account</li> </ul>

When the funds are authorized or appropriated, it can be **recurring or non-recurring**. Non-recurring dollars are money available to spend on a one-time expense. Examples of funds that are authorized or appropriated on a non-recurring basis include (a) excess money (e.g. projected year end surplus not included in recurring estimate; cash in the bank that exceeded previous year’s estimate; vetoed items sustained by the General Assembly); (b) money from lawsuits where the State is a plaintiff; and (c) capital reserve funds.

The **Annual Appropriations Act** generally consists of three main parts. These parts are as follows:

Table 11. Main Parts of the Annual Appropriations Act.

Part 1A	Part 1B	Part II
<ul style="list-style-type: none"> <li>• Establishes funding levels for state agencies</li> <li>• Looks like a “budget”</li> <li>• Also known as the “Dollars” section of the Act</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary laws effective for the fiscal year</li> <li>• Regulates the expenditure of funds appropriated to agencies in Part 1A and may make provisions for the operation of state government</li> <li>• Also known as “provisos”</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent provisions of law</li> <li>• Not included in the annual appropriations act since fiscal year 2000-2001</li> </ul>

In previous years, there have also been Part III and even Part IV to the Appropriations Act, which were utilized for various purposes.

The budget process includes three main phases in its **timeline**. These phases are illustrated in Figure 7.

Figure 7. Phases of the budget process.



# APPENDIX B - STATE EMPLOYEES

## Type of State Employees<sup>74</sup>

The main entity who keeps track of employees is the Division of State Human Resources within the Department of Administration. Their website is <http://admin.sc.gov/humanresources>.

There are four main types of state employees which are as follows:

(1) **Temporary** - These positions are full-time or part-time positions created for a period of time not to exceed one year.

(2) **Time-Limited** - These positions are positions established to perform work directly associated with a time-limited project. The main difference between a temporary employee and a time-limited employee is the time-limited employee is employed to work on a particular project, and is employed only until the goals are met or the funding ends for that project.

(3) **Temporary Grant** - These positions are positions established to perform work directly associated with federal grants, public charity grants, private foundation grants, or research grants.

(4) **Full-time Equivalent (FTE)** - Within the full time type of employment (FTE), there are two main groupings, classified and unclassified. Agencies are granted a specific number of classified and unclassified FTE positions as part of the budget process, which must be kept in balance throughout the fiscal year.

(a) **Classified FTE** - In the classified system, each position is assigned to a class. A class is a group of positions sufficiently similar in the duties performed; degree of supervision exercised or received; minimum requirements of education or experience; and the knowledge, skills, and abilities required that the Division of State Human Resources applies the same State class title and the same State salary range to each position in the group. The State class titles are grouped into the following categories: Administrative, Information Services, Education, Health Services, Human Services, Technical Services, Law Enforcement and Regulatory Services, Trade Services, and Agricultural and Natural Resources. Each State class title is assigned to one of 10 State salary ranges, or pay bands. The classified system is governed by sections 19-702 and 19-705 of the State Human Resources Regulations, Classification Plan and Classified Employee Pay Plan.

(b) **Unclassified FTE** - In the unclassified system, each position is assigned to an unclassified State title. Unlike the classified system, however, unclassified titles do not have class specifications, which outline examples of the duties performed; degree of supervision exercised or received; minimum requirements of education or experience; the knowledge, skills, and abilities required; and a State salary range for the position. Therefore, State agencies are afforded greater flexibility with unclassified positions than with classified positions. The unclassified system is governed by applicable portions of section 19-706 of the State Human Resources Regulations, Establishment of Unclassified Positions and Unclassified Employee Pay Plan. There are four distinct groups of unclassified positions:

(b) **Unclassified FTE** (cont.) - There are four distinct groups of unclassified positions:

(1) **Agency heads covered by the Agency Head Salary Commission,**

The compensation of agency heads covered by the Agency Head Salary Commission is governed by the Commission.

(2) **Executive compensation system,**

In the Executive Compensation System, each position is evaluated by the State Division of Human Resources based on the Hay Method of Job Evaluation. Through this evaluation process, each position is assigned a given number of points based on the three attributes of Know-How, Problem-Solving, and Accountability. The sum of these points is then used to calculate a salary range for the specific position. The position is assigned an unclassified title; however, the salary range is tied to the evaluation of the specific position, not the title assigned to the position. Therefore, different positions with the same title may have different Hay evaluations and salary ranges. The Executive Compensation System is primarily utilized for deputy directors or other high level management positions within State agencies.

(3) **Academic personnel,** and

(4) **Unclassified other,** which includes teachers, agency heads not covered by the Agency Head Salary Commission, and other positions exempted from the State Classification and Compensations Plan by the General Assembly.

The compensation of academic personnel and unclassified other positions are governed by the agencies within the provisions the State Human Resources Regulations and other applicable state laws.

# ENDNOTES

- <sup>1</sup> Visual Summary Figure 1 is compiled from information in Department of Public Safety, *Restructuring and Seven-Year Plan Report*, found at Department of Public Safety, “Restructuring and Seven-Year Plan Report,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” and under “Department of Public Safety,” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2015AgencyRestructuringandSevenYearPlanReports/2015%20Department%20of%20Public%20Safety.pdf> (last accessed April 8, 2016); Department of Public Safety, *Program Evaluation Report*, found at Department of Public Safety, “Program Evaluation Report,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” and under “Department of Public Safety” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2015%20Program%20Evaluation%20Reports/DPS%20Program%20Evaluation%20Report.pdf> (last accessed April 8, 2016).
- <sup>2</sup> Visual Summary Table 1 information is compiled from Department of Public Safety, *Restructuring and Seven-Year Plan Report*; and the Department of Public Safety, *Program Evaluation Report*, Strategically Spent Money Chart.
- <sup>3</sup> Department of Public Safety, *Restructuring and Seven-Year Plan Report*, Purpose, Mission and Vision Chart.
- <sup>4</sup> Memorandum from Director Leroy Smith to Mr. Charles Appleby (April 28, 2016).
- <sup>5</sup> Visual Summary Table 2 information is compiled from Department of Public Safety, *Restructuring and Seven-Year Plan Report*; Department of Public Safety, *Program Evaluation Report*, and Department of Public Safety 2016 Annual Restructuring Report, found at Department of Public Safety, “Program Evaluation Report,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” and under “Department of Public Safety” <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2016%20ARR/2016%20ARR%20-%20DPS.PDF> (last accessed April 12, 2016).
- <sup>6</sup> Department of Public Safety, *Restructuring and Seven-Year Plan Report*, 26.
- <sup>7</sup> *Ibid.*
- <sup>8</sup> *SC Constitution*, art. XII, sec. 1. The full text of the SC Constitution is available on the SC General Assembly’s website, “SC Constitution,” <http://www.scstatehouse.gov/scconstitution/scconst.php> (last accessed July 27, 2015).
- <sup>9</sup> *SC Code of Laws*, sec. 2-2-5. The full text of the unannotated version of the SC Code of Laws is available on the SC General Assembly’s website, “Code of Laws,” under “South Carolina Law,” <http://www.scstatehouse.gov/code/statmast.php> (last accessed July 7, 2015).
- <sup>10</sup> *Ibid.*
- <sup>11</sup> *SC Code of Laws*, sec. 2-2-20(B).
- <sup>12</sup> SC House of Representatives, House Legislative Oversight Committee, “Standard Practice 9,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” and under “Standard Practices,” <http://www.scstatehouse.gov/committeeinfo/HouseLegislativeOversightCommittee/SP06252015.pdf> (last accessed July 5, 2015).
- <sup>13</sup> *SC Code of Laws*, sec. 2-2-20(A).
- <sup>14</sup> *SC Code of Laws*, sec. 2-2-30(C)(1).
- <sup>15</sup> *SC Code of Laws*, sec. 2-2-20(C).
- <sup>16</sup> *SC Code of Laws*, sec. 2-2-50.
- <sup>17</sup> *SC Code of Laws*, sec. 2-2-70.
- <sup>18</sup> *SC Code of Laws*, sec. 2-2-80 and sec. 2-2-90.
- <sup>19</sup> *SC Code of Laws*, sec. 2-2-100 through 120.
- <sup>20</sup> *SC Code of Laws*, sec. 2-2-30(C)(3).
- <sup>21</sup> SC House of Representatives, House Legislative Oversight Committee, “April 14, 2015 Full Committee Minutes,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/FullCommitteeMinutes/April142015.pdf> (last accessed April 15, 2016).
- <sup>22</sup> *Ibid.*
- <sup>23</sup> SC House of Representatives, House Legislative Oversight Committee, “2015- Summary House Legislative Oversight Committee,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2015SummaryHouseLegislativeOversightCommittee.pdf> (last accessed April 15, 2016).
- <sup>24</sup> *Ibid.*
- <sup>25</sup> SC House of Representatives, House Legislative Oversight Committee, “Subcommittees -2016,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports,” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/S1.pdf> (last accessed April 8, 2016).
- <sup>26</sup> *Ibid.*
- <sup>27</sup> Standard Practice 10.4.
- <sup>28</sup> SC House of Representatives, House Legislative Oversight Committee, “September 2015 Survey Results,” under “Citizens’ Interest,” and under “House Legislative Oversight Committee Postings and Reports,” and under “Department of Public Safety” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Survey/September%202015%20Survey%20Results.pdf> (last accessed April 8, 2016). The survey is closed. The survey sought comments from the public about the State Transportation Infrastructure Bank, the School for the Deaf and Blind, the Commission for the Blind, the Department of Public Safety, and the Treasurer’s Office.
- <sup>29</sup> SC House of Representatives, House Legislative Oversight Committee, “Provide feedback about a state agency,” under “Citizens’ Interest,” under “House Legislative Oversight Committee Postings and Reports.”

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<sup>30</sup> SC House of Representatives, House Legislative Oversight Committee, “Department of Public Safety,” under “Committee’s Seven-Year Study Cycle” and under “Agencies Currently Under Study,” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyPHPFiles/DPS.php> (last accessed April 8, 2016).

<sup>31</sup> Standard Practice 11.1.

<sup>32</sup> As a staff study is similar to a bill summary, the disclaimer required by House Rule 4.9 for bill summaries prepared by staff has been modified.

<sup>33</sup> Standard Practice 11.4.

<sup>34</sup> Standard Practice 11.5 -11.7.

<sup>35</sup> Standard Practice 11.8-11.9.

<sup>36</sup> *SC Code of Laws*, sec. 2-2-20(C).

<sup>37</sup> Department of Public Safety, *2016 Annual Restructuring Report*, Mission, Vision & Goals Chart.

<sup>38</sup> *Ibid.*

<sup>39</sup> Memorandum from Director Leroy Smith to Mr. Charles Appleby (April 28, 2016).

<sup>40</sup> *Ibid.*

<sup>41</sup> *Ibid.* Note information in this section is compiled from the Department of Public Safety, *2016 Annual Restructuring Report*, Mission, Vision & Goals Chart.

<sup>42</sup> Information in this section is compiled from Department of Public Safety, *2016 Annual Restructuring Report*, Mission, Vision & Goals Chart and Strategy, Objectives & Responsibility Chart.

<sup>43</sup> Department of Public Safety, *2016 Restructuring Report*, Key Partners Chart, Key Customers Chart, and Key Stakeholders Chart; Department of Public Safety, *Program Evaluation Report*, Strategically Planned Partners Chart and Partner Details Chart.

<sup>44</sup> Department of Public Safety, *2016 Restructuring Report*, Key Partners Chart, Key Customers Chart, and Key Stakeholders Chart.

<sup>45</sup> *Ibid.*

<sup>46</sup> Information in this section is compiled from Department of Public Safety, *2016 Annual Restructuring Report*, Objective Details Charts.

<sup>47</sup> Information in this section is compiled from SC House of Representatives, House Legislative Oversight Committee, “September 2015 Survey Results,” under “Citizens’ Interest,” and under “House Legislative Oversight Committee Postings and Reports,” and under “Department of Public Safety” <http://scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Survey/September%202015%20Survey%20Results.pdf> (last accessed April 8, 2016). The survey is closed. The survey sought comments from the public about the State Transportation Infrastructure Bank, the School for the Deaf and Blind, the Commission for the Blind, the Department of Public Safety, and the Treasurer’s Office.

<sup>48</sup> *Ibid.*

<sup>49</sup> *Ibid.*

<sup>50</sup> *Ibid.*

<sup>51</sup> *Ibid.*

<sup>52</sup> *Ibid.*

<sup>53</sup> Table 6 information is compiled from a review of documents provided during an interview of Les Boles at the South Carolina Revenue and Fiscal Affairs Office. Les Boles, interviewed by Charles Appleby, June 2015 and February 2016. Carry forward information is from a letter from Director Leroy Smith of the Department of Public Safety dated March 30, 2016.

<sup>54</sup> Figure 3 information is compiled from a review of documents provided during an interview of Les Boles at the South Carolina Revenue and Fiscal Affairs Office. Les Boles interviewed by Charles Appleby, June 2015 and February 2016.

<sup>55</sup> Table 6 information is compiled from a review of documents provided during an interview of Les Boles at the South Carolina Revenue and Fiscal Affairs Office. Les Boles, interviewed by Charles Appleby, June 2015 and February 2016. Carry forward information is from a letter from Director Leroy Smith of the Department of Public Safety dated March 30, 2016.

<sup>56</sup> House Ways and Means Committee considers all non-recurring funding, non-recurring general funds. Interview of House Ways and Means Staff Budget Director, Daniel Boan. Daniel Boan interviewed by Charles Appleby, January 2016.

<sup>57</sup> Department of Public Safety, *2016 Annual Restructuring Report*, Strategic Budgeting Chart.

<sup>58</sup> Table 6 information is compiled from a letter from Director Leroy Smith of the Department of Public Safety dated March 30, 2016.

<sup>59</sup> Figure 4 information is compiled from a letter from Director Leroy Smith of the Department of Public Safety dated March 30, 2016.

<sup>60</sup> Table 9 information is compiled from the following sources: Authorized - Review of General Appropriations Acts from fiscal year 2011-12 through fiscal year 2015-2016 which are available on the General Assembly’s website under “Legislation,” and under “Budget Bills,” <http://www.scstatehouse.gov/budget.php> (last accessed September 26, 2015); Filled - Charts produced through the South Carolina Enterprise Information System by the South Carolina Department of Administration’s Division of State Human Resources.

<sup>61</sup> Figure 8 information is compiled from the following sources: Authorized - Review of General Appropriations Acts from fiscal year 2011-12 through fiscal year 2015-2016 which are available on the General Assembly’s website under “Legislation,” and under “Budget Bills,” <http://www.scstatehouse.gov/budget.php> (last accessed September 26, 2015); Filled - Charts produced through the South Carolina Enterprise Information System by the South Carolina Department of Administration’s Division of State Human Resources.

<sup>62</sup> Information, except the information in Figure 6 and Table 8, is compiled from the following sources: Department of Public Safety, *2016 Annual Restructuring Report*, Mission, Vision & Goals Chart; Strategy, Objectives and Responsibility Chart.

<sup>63</sup> Department of Public Safety, *2016 Annual Restructuring Report*.

<sup>64</sup> Information in this section, unless otherwise cited, is compiled from Department of Public Safety, *2016 Annual Restructuring Report*, Objective Details Charts; and Department of Public Safety, *Fiscal Year 2014-15 Accountability Report*.

<sup>65</sup> *Ibid.*

<sup>66</sup> Department of Public Safety, *2016 Annual Restructuring Report*, Strategic Budgeting Chart.

<sup>67</sup> *Ibid.*

<sup>68</sup> *Ibid.*

<sup>69</sup> *Ibid.*

<sup>70</sup> Department of Public Safety, *Restructuring and Seven-Year Plan Report*, 26.

<sup>71</sup> *Ibid.*



<sup>72</sup> Department of Public Safety, *2016 Annual Restructuring Report*, Associated Programs Chart and Objective Details Chart; and email correspondence from Bonnie Brooks at the Department of Public Safety on behalf of Director Leroy Smith, April 8, 2016.

<sup>73</sup> Interview of House Ways and Means Staff Budget Director, Daniel Boan. Daniel Boan interviewed by Charles Appleby, January 2016.

<sup>74</sup> Information was provided to the Committee during the June 30, 2015 Economic Development, Transportation, Natural Resources and Regulatory Subcommittee meeting by Ms. Kim Aydlette, State Director of the Division of Human Resources for the SC Department of Administration.

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<http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/2016%20ARR/2016%20ARR%20-%20DPS.PDF> (accessed April 15, 2016).

## CONTACT INFORMATION

### Committee Contact Information

Physical:

South Carolina House  
Legislative Oversight Committee  
1106 Pendleton Street  
Blatt Building Room 228  
Post Office Box 11867  
Columbia, South Carolina 29211

Telephone: (803) 212-6810

Online:

You may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports". This will list the information posted online for the committee; click on the information you would like to review. Also, a direct link to committee information is <http://www.scstatehouse.gov/committeeinfo/houselegislativeoversightcommittee.php>.

### Agency Contact Information

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Blythewood, SC 29016

Mailing:

South Carolina Department of Public Safety  
Post Office Box 1993  
Blythewood, SC 29016

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Online:

Agency's home page: <http://www.scdps.gov/>

Telephone:

Highway Patrol Telecommunications  
(803) 896-9621

South Carolina Highway Patrol  
(803) 896-7920

State Transport Police  
(803) 896-5500

Bureau of Protective Services  
(803) 896-5442

Immigration Enforcement Unit  
(803) 896-7954

Director's Office  
(803) 896-7979

Office of Communications/Media  
(803) 896-0221

Office of Professional Responsibility  
(803) 896-8240

Office of Strategic Services, Accreditation, Policy and  
Inspections  
(803) 896-0122

Office of Highway Safety & Justice Programs  
(803) 896-9950

Office of Human Resources  
(803) 896-0274

Office of General Counsel  
(803) 896-7882

Office of Information Technology  
(803) 896-8001

Legislative Affairs  
(803) 896-8409



# South Carolina Department of Public Safety

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NIKKI R. HALEY  
GOVERNOR

LEROY SMITH  
DIRECTOR

## MEMORANDUM

TO: Mr. Charles Appleby, Chief Counsel  
House Legislative Oversight Committee

FROM: Leroy Smith, Director

DATE: April 28, 2016

RE: HLOC Final Staff Study Report

Signature Redacted

I am writing in response to the email I received on April 15, 2016 from the House Legislative Oversight Committee. The email contained a final version of the Staff Study Report for the SC Department of Public Safety. As you know, our agency was given ten (10) days to provide an official response if desired.

Although we do not have any formal comments concerning the final report, I would respectfully like to ask that the following corrections (which are highlighted) be made if at all possible.

- 1) Our **Vision** statement on page 12 should read: **The vision of the Department of Public Safety is setting the standard for public safety excellence as a cohesive team by making South Carolina a safer place to live, work, and visit through protection, education, and service.**
- 2) On page 4, the diagram under History, please correct as follows: Created in 1993 as part of restructuring; **four** confirmed Directors since creation; DMV and Criminal Justice Academy were under it for numerous years.
- 3) On page 4, the diagram under Highway Safety & Justice Programs, please correct as follows: Administers **highway safety, criminal justice, juvenile justice, and victims grants** to law enforcement agencies, private non-profits, state agencies, **tribal and local governments.**
- 4) On page 11 concerning the agency history, please correct as follows:

### *2009-2010*

With two of its original components now stand alone agencies, during this time period the Department of Public Safety consisted of the following divisions: SC Highway Patrol; SC State Transport Police; SC Law Enforcement Officers Hall of Fame; **Office of Highway Safety; Office of Justice Programs;** and Bureau of Protective Services.

### *2011-Present*

The current structure . . . . Also, this time period saw the merging of the **Office of Justice Programs and the Office of Highway Safety to the Office of Highway Safety and Justice Programs;** the creation of the "Target Zero" Program focusing on the elimination of highway fatality; as well as the creation of the Community Advisory Councils to solicit input from the community and to discuss important safety initiatives, policies and programs . . .

- 5) On page 138, please correct the contact phone number for the Immigration Enforcement Unit to read: **(803) 896-7954**

Please know we appreciate the opportunity to review and comment on the HLOC Staff Study.

LS/bb



SOUTH CAROLINA HIGHWAY PATROL



STATE TRANSPORT POLICE



BUREAU OF PROTECTIVE SERVICES



IMMIGRATION ENFORCEMENT UNIT



Internationally Accredited Law Enforcement Agency