



South Carolina Department of Public Safety

MEMORANDUM

TO: Colonel C.N. Williamson, SC Highway Patrol
Colonel Leroy Taylor, State Transport Police
Chief J. D. Hancock, Bureau of Protective Services
Lieutenant E.C. Johnson, Immigration Enforcement Unit
Chief K.D. Phelps, Office of Professional Responsibility
Major S.A. Stankus, OSAPI
John Westerhold, Office of Highway Safety and Justice Programs
Sherri Iacobelli, Office of Communications
Marc Gore, Office of General Counsel

FROM: Acting Director Robert G. Woods, IV *RR*

SUBJECT: Effectively Identifying and Attaining Highway Safety Goals

DATE: February 24, 2020

The South Carolina Department of Public Safety is dedicated to reducing motor vehicle collisions and saving lives through traffic safety education and law enforcement. A critical part of accomplishing this mission is carefully analyzing information from crashes, determining the primary causes of these crashes, and directing education and enforcement efforts towards these causes. In doing this, it is important to recognize that high numbers of citations alone do not necessarily influence a decrease in crashes. Moreover, it's possible that placing too much focus on high enforcement activity can set unrealistic expectations of achieving highway safety goals for enforcement personnel as well as the general public. With this in mind, I am issuing the following directive:

- The Office of Strategic Services, Accreditation, Policy and Inspections (OSSAPI) is hereby directed to review all applicable agency policies and research nationwide best practices for the purpose of improving current processes and/or developing new processes for conducting highway safety initiatives. This project will emphasize assessing the effectiveness of traffic safety efforts based on factors other than the number of enforcement contacts. OSSAPI will coordinate with the appropriate SCDPS divisions in identifying and developing any changes and will integrate these changes into the department's strategic plan as appropriate.
- The Office of Communications will create and place posters in all SCDPS facilities that outline the department's vision, mission, and goals as a reminder of the department's commitment to both advancing highway safety and providing trustworthy public service. In addition, the Office of Communications will continue with its current efforts to better

engage employees and the public with constructive dialogue concerning more efficient and effective delivery of departmental services.

- **All personnel are hereby prohibited from establishing set numbers of enforcement contacts - warnings, tickets, and arrests - as goals for either recognizing or rewarding employee performance. This is to ensure that all agency personnel act consistently with the state's quota statute (S.C. Code § 23-1-245), which prohibits the department's use of a quota for requiring a particular number of citations.**
- **All personnel are also reminded that any “table topping” of tickets and/or warnings will not be tolerated and will result in appropriate discipline.**

Please ensure that all personnel under your command are made aware of this directive and that they address any questions to their chain-of-command.

cc: Karl Boston, Office of Financial Services
Tonya Chambers, Office of Human Resources
Regina Crolley, Office of Information Technology
Sid Gaulden, Legislative Affairs