

South Carolina Department of Public Safety



Staff Inspection Report

South Carolina Highway Patrol Troop Five

December 14-18, 2015

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Staff Inspection Report
South Carolina Highway Patrol – Troop Five
December 14-18, 2015

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Attachment 1: DPS LE-030: Staff Inspection Checklist
Attachment 2: Organizational Analysis Charts



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Executive Summary

The Staff Inspection of Highway Patrol Troop Five (Florence) revealed issues that were either non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, with identified exceptions, were in compliance and within department policy and procedures.

Scope

Staff Inspections exist to review the administrative and operational efficiency of the inspected component. The process may be accomplished through reviews of relative reports and other documentation, observation of various operations, and interviews with appropriate personnel. Staff Inspections include, but are not limited to, the following areas:

- a. Facilities and Equipment
- b. Policies and Procedures
- c. Files and Records
- d. Personnel and Management

Selected command level division personnel serve as Inspectors-in-Place (IIP) and conduct the assessment of division operations and activities. The inspection identifies inconsistencies and problematic areas as well as exceptional findings. Specifically, IIPs are responsible for identifying and determining if:

- Established operating standards are understood and applied.
- Deviations from operating standards are identified and analyzed.
- Results are consistent with established goals and objectives and whether the operations or programs are performed as planned.
- Procedures are cost efficient.
- Procedures are duplicated.
- Procedures are consistent statewide.

Listed below are examples of areas reviewed and inspected by the Inspectors-in-Place.

- Collision Records/Cash Receipts
- Employee Training Records
- Evidence/Property Room Administration
- Secondary Employment Policy Compliance
- Agency Property/Inventory Control
- Purchasing and Procurement Compliance
- Telecommunication Centers

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In addition, the Scope of the inspection involves interviewing a minimum of 25% of the respective Troop or Post. Interview questions are characterized under the following topics:

- Quality of Management/Supervisory Leadership
- Morale
- Job Satisfaction
- Overall Communication
- Operational Effectiveness

Information obtained from the interviews are captured and calculated in the enclosed report.

Objectives

Staff Inspections exist to ensure the reliability and integrity of information; compliance with policies, procedures, plans, laws and regulations; safeguarding of assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs.

The primary objectives of staff inspections consist of the below:

1. Be conducted in a complete, thorough and impartial manner.
2. Provide a mechanism for evaluating the quality of law enforcement operations to ensure control and continuity is being maintained.
3. Assist all levels of management in the effective discharge of their responsibilities.
4. Identify weaknesses and recommend corrective measures to provide operational and administrative guidance.
5. Ensure compliance with statutes, regulations, policy, procedures, programs and accreditation standards.
6. Ensure uniformity to recognize procedures deserving of consideration for possible agency-wide implementation.
7. Identify employees for recognition for noteworthy accomplishments; identify employees that are not contributing to the agency's mission.

Sampling Methodology

Staff Inspections are to be administered at minimum, every three (3) years. The inspection will include the current calendar year and up to the previous two (2) calendar years. Inspected documents will include a minimum of ten (10) percent from each identified item located under the Section entitled, Scope; as well as, items listed in the Staff Inspection Checklist, DPS LE-030.

In addition, a minimum of 25% of each inspected area will be interviewed utilizing a series of identified questions. Information obtained from the interviews are captured and calculated in the enclosed report.

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Further, a Line Inspection is conducted on one (1) non-supervisory trooper and documented on the Line Inspection Checklist, DPS LE-029. The Line Inspection is witnessed by the IIP.

Authority

Staff Inspection's authority is derived from South Carolina Code of Laws 23-6-20 and Department of Public Safety Policy 300.12, Line and Staff Inspections. In addition, authority is derived from the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

Overview

Troop Five Headquarters is located in Florence, South Carolina. The majority of Troop Five is located in the Pee Dee area. Florence is the second largest county (Horry) in the troop with a population, as of the 2010 census of 136,885. As of the 2010 census, Florence County is comprised of a demographic compilation of 54.9% White, 41.3% Black, and 2.2% Hispanic.

In addition to Headquarters, Troop Five has four (4) Posts; the county in bold indicates the post headquarters location:

- Post A: **Darlington**, Marlboro
- Post B: Dillon, **Florence**, Marion
- Post C: **Georgetown**, Williamsburg
- Post D: **Horry**

Troop Five currently maintains approximately 122 sworn officers (Trooper – Captain) and two administrative staff. The troop currently has no post commander vacancies. Troop Five is operating at a post average of 77% (Post A: 77%; Post B: 84%; Post C: 91%; Post D: 57%) of the Personnel Allocation Model.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, December 14, 2015. Attendees included the Inspector-in-Charge (IC), Captain S.A. Stankus of the Office of Strategic Services, Accreditation, Policy and Inspections; Lieutenants G.T. Levine and R.H. Sapp (IIPs); Region II Major, Melvin Warren; Troop Five personnel: Captain J.N. Nell; Lieutenants G.M. Caulder and B.K. Floyd; First Sergeant J.B. Simpson (Post A); Sergeants J.A. Segars and D.E. Whatley (Post B); Sergeants B.W. Tyler and W.S. Owens (Post C); and First Sergeant C.D. Causey (Post D).

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The IIP's were introduced and provided their post of responsibility as noted below:

- Post A: **Darlington**, Marlboro Lt. R.H. Sapp - Troop 4
- Post B: Dillon, **Florence**, Marion Lt. G.T. Levine - Troop 1
- Post C: **Georgetown**, Williamsburg Lt. W.R. Taylor - Troop 7
- Post D: **Horry** Capt. S.A. Stankus - Troop 11

The Entrance Conference provided the platform to ensure each attendee was apprised of the purpose of the inspection. Further, details about the week's activities as outlined in the Section entitled, Scope, was also reviewed.

The Exit Conference was conducted on Friday, December 18, 2015. IIPs provided a brief overview of their findings to the attendees that included the aforementioned Troop Five staff; to include, Lieutenant W.R. Taylor (IIP) and the rank promotions of First Sergeants J.A. Segars (Post B) and B.W. Tyler (Post C).

It was conveyed during the conference that the Troop Five staff was very accommodating while providing the IC and the IIPs with exceptional courtesy and respect.

Attendees received all recommendations by the IIPs in a very professional manner. Further, attendees were positive with their questions and remarks. The overall environment demonstrated an understanding of the inspection process, reception to the inspector's findings and the willingness to ensure the division maintains consistent operations while adhering to policies and procedures. In particular, the byproduct of staff inspections, uniformity, was conveyed by Troop Five staff members as vital for the future of the Highway Patrol division.

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Troop Five Headquarters
(Florence)

A Staff Inspection of the Troop Five Headquarters office was conducted during the week of December 14-18, 2015. Present during the inspection were Lieutenant B.K. Floyd, Sergeant B.W. Tyler, and Administrative Assistant Sherrie Gasque. The staff inspection revealed...

IIPs utilized the attached form, DPS LE-030 (Staff Inspections)

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All TR-310 reports documented in Report Beam are reviewed within each post. The post commanders are responsible for reviewing and tracking the reports, follow-up investigations, and utilizing all available resources to solve hit and run collisions.

Hit and run collision investigation updates are recorded on the Highway Patrol console (blue page). The troop captain and/or lieutenant are updated on any investigative progress.

All fatal collisions are investigated by the Coastal Multi-disciplinary Accident Investigation Team (MAIT). A text message is sent to all troop supervisors notifying them of all fatalities. Next of kin notifications are forwarded to Lieutenant Floyd and the MAIT supervisor. Lieutenant Floyd is responsible for coordinating all fatal packets reviewed at the troop office. A copy of each fatal investigation is retained and stored in the troop administrative sergeant's office for three (3) years.

Lieutenant Floyd has developed a spread sheet (online) to assist with the accountability of completed fatality packets. Any revisions, amendments, added evidence, etc. is added to the file when received. When toxicology reports are received, the TR-310 report is rejected back to the trooper. The trooper will complete an amended report and re-submit the TR-310 back through the approval process.

The following fatal packets were reviewed:

02/19/2013: Burgess, Sonya (Marlboro)
01/12/2014: Grizzard, Crystal (Horry)
08/23/2014: Baker, Derrick (Dillon)
01/22/2015: Bowers, Heaven L. (Florence)

Fatal packets reviewed contained a copy of the CAD report, MAIT Supervisor's Checklist, TR-310, field notes, next of kin notification, vehicle registration, and driver's information. Several fatal packets reviewed were missing updated alcohol analysis and coroner reports.

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Photos are stored on the server (online) and are identified by CAD number.

General Sessions Court case files are maintained in the post and retained for an indefinite period of time.

RECOMMENDATION(S):

1. If the results of the investigation result in a suspicion that alcohol/drugs are suspected as a contributor, indicate “yes” for alcohol/drugs on the TR-310 until the results are received. Attach an amended TR-310 report and amend, if necessary, to include the toxicology results.
2. Retain a copy of the Coroner’s report and include with each file.
3. Create a folder to archive photos retained beyond the three (3) years troop only retention.
4. Purge adjudicated General Sessions Court case files. Retain files for one (1) year after the disposition (taking appealed cases into consideration). Evidence Preservation Act cases are exceptions.
5. Purge files to comply with the General Records Retention Schedule.

2. Cash Receipts

Not Applicable.

3. Employee Training Records

Compliance. All employee training records are retained within a file cabinet in the troop office file room for a minimum of one (1) year. Field Training Officer (FTO) records are retained for a minimum of three (3) years. The post commander forwards the employee training records and FTO reports to Lieutenant Floyd at the troop office. The lieutenant forwards all reports to Patrol Training. All reports are filed by the individual trooper and appear to be completed properly and signed. Training reports for each trooper (trainee) were retained for twelve (12) months.

The following reports were inspected:

2013: E.A. Metherd - FTO K.F. Small
2014: C. Goetzman - FTO D.M. McKowan
2015: R. Beach - FTO T.D. Cannon
2015: H.B. Causey - FTO M.L. Gosnell
2015: J.A. Cauthen - FTO B.P. Norris

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Twelve (12) months of training reports for each trooper listed above were reviewed. The reports were complete and legible. Each report included the appropriate signatures.

RECOMMENDATION(S):

Training files should be retained in a manner that will allow for proper destruction based on the General Records Retention Schedule [Monthly Training Reports – one (1) year; FTO Reports – three (3) years]. The files should be purged.

4. Evidence / Property Storage Room / Documentation

Not Applicable. No evidence is stored in the troop office.

5. Evidence Destruction / Documentation

Not Applicable. No evidence is stored in the troop office.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not Applicable. No evidence is stored in the troop office.

7. Secondary Employment Policy Compliance

Compliance. All secondary employment request(s) are submitted annually. The requests are forwarded to the troop office by January 1st. The requests are reviewed for accuracy. If approved, the requests are signed by the appropriate supervisor.

There were three (3) years of secondary employment requests on file. The following requests were reviewed: W.M. Lee (02/25/2013), C.A. Bostic (01/22/2013); J.E. Goldman (02/26/2014), C.A. Brown (04/07/2014); A.W. Elliott (06/07/2015).

All forms were complete with proper signatures of approval.

8. Agency Property Accountability / Inventory Control

Compliance. All 2013-2015 property transfers and equipment inventory forms were reviewed and appeared to be properly completed and signed. The forms are retained for a minimum of two (2) years. The following files were reviewed:

04/21/2013: L. Floyd
04/14/2014: W.C. Walters
04/12/2015: P.C. Schmidt

All reports were filled out properly. If required, the property transfer form was attached.

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The troop level retention period for Property Inventory Sheets is two (2) years. The files should be purged.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Troopers submit a Uniform Administrative Report (UAR) to the troop office requesting no more than two (2) traffic summons books. The captain or lieutenant will issue the summons book(s) with a receipt attached. The summons book(s) are placed in the trooper's box. When the trooper receives the requested summons book(s), he/she must sign the attached summons book receipt and return the receipt to the troop office. The summons book receipts are retained at the troop office for a minimum of three (3) years.

Bond money is checked and verified when a supervisor physically checks the trooper's ticket book randomly and during the monthly line inspection. The supervisor documents any bond money possessed by the trooper. If the trooper is in compliance, the supervisor signs off on the line inspection checklist.

12. Ticket Tracking

Not in Compliance. Summons ticket accountability is the responsibility of the post supervisors.

All ticket transmittals are submitted to the troop administrative assistant. The transmittal forms are retained for a minimum of three (3) years.

The Enforcement Record (white) copies of the adjudicated summons tickets were maintained in a secured file room in the troop office indefinitely. White copies (2015) were observed unsecured in the troop office workroom (common) area pending proper filing (alphabetical/numerical order).

There was no record of completed summons ticket audits.

****NOTE**** The SCDMV ticket audits for 2013-2015 were reviewed. The audit has progressively increased in the number of pending summonses each year. [9,258 (2013); 9,336 (2014); and 12,015 (2015)]. The review revealed that a large number of the same tickets are on each audit.

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RECOMMENDATION(S):

1. Troop retention of the enforcement record copy of the summons ticket is three (3) years. The records should be purged.
2. The enforcement record copies of the summons tickets that were located, unsecured in the work (common) area, shall be secured and properly filed.
3. All summons tickets, returned from the SCDMV when a case is reopened, must be properly tracked – ensuring the proper disposition is recorded upon adjudication.
4. A summons ticket audit should be completed on all personnel assigned summons tickets pending adjudication. Summons ticket audits shall be conducted periodically.

13. Body Armor Replacement Date

Compliance. Body armor is inspected during annual in-service training. All troop personnel, when performing administrative duties, keep issued body armor readily available in their assigned patrol vehicle.

14. Child Custody Procedures

Compliance. Troop headquarters personnel have been notified of the new DPS Child Custody Transfer policy and procedures. The on-call lieutenant is notified when a case involving a child custody transfer is made. A subsequent email is forwarded, notifying the chain of command. All child custody transfer paperwork is forwarded electronically to the troop office (Lieutenant Floyd). The child custody transfer files are maintained electronically (online) at the troop office. Completed child custody transfer reports were reviewed online. The reports were completed correctly with the proper information and contained the appropriate signatures.

15. Juvenile Procedures

Compliance. The troop headquarters personnel are familiar with the DPS policy governing Juvenile Operations. There was a file drawer available in the administrative sergeant's office for juvenile reports that is secure and separate from all other files. There were no juvenile files retained or presented for review at the time of this inspection.

16. Juvenile Custodial Release Forms

Not Applicable.

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17. Line Inspections

Compliance. Troop lieutenants conduct line inspections on the post commanders on a monthly basis. The troop spare cars are inspected by Lieutenant Floyd on a monthly basis.

On Monday December 14, 2015, Lieutenant B.K. Floyd conducted a line inspection on Sergeant B.W. Tyler. Lieutenant Floyd did a good job inspecting Sergeant Tyler's equipment, weapons, ticket books, etc. He was thorough in checking for serviceable equipment, serial numbers, and expiration dates on all equipment. Lieutenant Floyd did not note any deficiencies during this inspection.

During observation of the conducted line inspection, Lieutenant Floyd did not test the OC spray for operational readiness.

A review of the 2014-2015 line inspection forms retained in the troop office and presented to this inspector revealed:

2014:

- Trooper J.D. Bell's December line inspection documented a gas mask filter that was expired 11/14.
- Trooper J.B. King's December line inspection identified a set of lost handcuffs that were documented with the lost or stolen affidavit and a statement.
- Trooper A.W. Elliott's oil change was overdue (current mileage: 156,612; oil change due: 155,800). The deficiency was corrected on 12/15/2014 and documented.

2015:

- Trooper C.A. Bostic – a request was made for a gas mask filter.
- Trooper D.S. Kennedy – There were no deficiencies notated in September and November.
- Trooper R.S. Grooms had documented deficiencies regarding his back-up weapon in May and November.

The above are examples of the very few issues identified or documented as not in compliance (NC). The identified deficiencies were properly corrected, documented (initialed by the supervisor), and properly dated on the line inspection form. Line inspections forms were retained for three (3) years in the troop office.

RECOMMENDATION(S):

1. The troop commander shall ensure all supervisors are familiar with the proper procedures for conducting line inspections. Supervisors must properly document deficiencies discovered; as well as, the corrective action – to include signatures/initials and the date(s).

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2. Line inspection forms shall be retained at the troop office for a period of one (1) year. The troop line inspection files should be purged.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. All safety checkpoint operations are conducted within the scope of DPS policy and procedure. All safety checkpoints are properly planned, organized, executed, and documented.

Selective enforcement and safety checkpoint checklist forms were retained in the troop office for two (2) years. The reports reviewed were filled out completely with proper information and contained the appropriate supervisor's signature.

19. EPMS (Probationary, Annual)

Compliance. Supervisors conduct performance evaluations on each employee under their immediate authority by completing an Employee Performance Management System (EPMS) form. EPMS forms are completed by the supervisor (rater), reviewed by the next level supervisor (reviewer), and presented to the employee. Once reviewed the employee will also sign the EPMS.

New employees are evaluated and rated, utilizing the EPMS form, prior to completing a one (1) year probationary period. The troop office retained and presented three (3) years of EPMS reviews. The following probationary and annual performance reviews were presented for inspection:

2013: C.W. Suratt (02/22/2013) – Annual
J.E. Goldman, Jr. (02/15/2013) – Probationary

2014: J.E. Goldman, Jr. (02/11/2014) – Annual
J.W. Ellis (02/17/2014) – Probationary

2015: B.W. Tyler (01/21/15), T.E. Chavis (02/26/2015) – Annual
B.K. Floyd (11/05/2015) - Probationary

The EPMS files included forms ranging from 2008 to 2015.

RECOMMENDATION(S):

EPMS forms shall be retained in the troop for a period of three (3) years. The troop commander should purge the EPMS file.

20. Disciplinary Action Records

Compliance. Disciplinary action records are retained securely in the troop office for a

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period of two (2) years. The records are maintained as part of the personnel file of the individual employee. The following disciplinary action records were inspected:

2014: B.J. Sawyer - Counseling Session (11/12/2014)
W.B. Benton - Level I Reprimand (02/10/2014)

2015: B.C. Faircloth - Counseling Session (05/15/2015)
C.W. Suratt - Level I reprimand (04/17/2015)

RECOMMENDATION(S):

Disciplinary Action Records shall be retained in the troop for a period of two (2) years. The troop commander should purge the Disciplinary Action Records.

21. Victim / Witness Files – Secure

The victim advocate files are maintained electronically (online). The investigating trooper emails the victim advocate paperwork to Lieutenant Floyd at the troop office. Once reviewed, the information is forwarded to the victim advocate at DPS Headquarters in Blythewood.

Compassionate Guides are provided to the victim/next of kin primarily on the day of the collision or as soon as possible after a fatal collision.

RECOMMENDATION(S):

TAVA documentation shall be retained at the troop level for three (3) years. The file should be purged.

22. Use of Force Reports (Supervisory Review)

Compliance. Use of Force (UOF) reports are submitted when an officer discharges a firearm (Other than training or recreational purposes), takes an action that results in the death or serious injury to another person, applies force through the use of lethal or non-lethal weapons, or when they have been assaulted. UOF reports are reviewed by supervisory personnel to ensure no more force is used than is necessary and reasonable to make a lawful arrest. UOF reports are securely retained in the troop office file room for three (3) years. The following use of force reports were reviewed:

(2013)

03/09/2013 (M.M. McCants) - Discharge of a Shotgun.
07/11/2013 (J.T. Sarvis) – Taser Deployment.
08/31/2013 (J.T. Sarvis) – Taser Deployment.
11/16/2013 (J.R. Rooney) – Taser Deployment.
12/09/2013 (K.D. Page) – Use of OC Spray.

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(2014)

03/02/2014 (P.J. Morrison) – Taser Deployment.
07/04/2014 (D.E. Whatley) – Forcible Vehicle Stop.
07/09/2014 (B.P. Norris) - Hard empty hand control.
10/28/2014 (M.B. Sarvis) – Taser Deployment.

(2015)

03/14/2015 (W.B. Benton) – Hard empty hand control. C.R. Miller 6-19-15 Taser used
06/19/2015 (C.R. Miller) – Taser Deployment.
10/06/2015 (E.A. Methard) – Hard empty hand control.
11/01/2015 (F.T. Cherry) – Taser Deployment.

RECOMMENDATION(S):

Use of force reports should be filed separately from other reports (pursuit reports). UOF reports shall be retained in the troop for three (3) years. UOF reports should be purged.

23. Pursuit Reports (Supervisory Review)

Compliance. Pursuit reports were retained in the troop administrative sergeant's office for a period of three (3) years. Several reports were reviewed and included the proper documentation. The pursuit reports were reviewed and signed by both the post supervisor and/or the troop lieutenant. When applicable, policy and/or procedural violations were properly documented.

Pursuit reports were reviewed from 2013-2015. The review revealed the following:

10/06/2014 (W.M. Lee): Corporal Dean's statement to Sergeant Whatley was not signed by the sergeant or first sergeant indicating "concur/do not concur". The pursuit report was missing the captain's cover letter and the action memorandum indicating that the report was forwarded to DPS Headquarters for review.

07/04/2014 (D.E. Whatley): The pursuit report was complete and legible. The proper documentation was included indicating the pursuit was properly reviewed.

11/29/2015 (J.W. Ellis): The pursuit report was complete and legible. The proper documentation was included indicating the pursuit was properly reviewed.

12/08/2013 (S.A. Cotellese): The pursuit report was complete and legible. The proper documentation was included indicating the pursuit was properly reviewed.

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RECOMMENDATION(S):

The troop commander shall verify the documentation of each pursuit is complete, to include the proper supervisory review of all pursuits. Reviewing supervisors shall sign and date each report indicating proper review.

24. Prisoner Transport

Compliance. Lieutenant Floyd is familiar with DPS policy pertaining to prisoner transport. The lieutenant explained the proper procedure for transporting a prisoner, to include both handcuffing the prisoner and searching the prisoner for weapons and contraband prior to transport.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. All criminal and civil subpoena maintenance records are managed by Lieutenant Floyd. The lieutenant forwards all subpoenas received in troop office to the post commander for proper handling. The troopers return any money that may accompany the subpoena to DPS Headquarters through the troop office.

RECOMMENDATION(S):

The troop office should implement a tracking system to ensure subpoenas are managed and properly handled.

27. Radar Logs

Not Applicable.

28. Radar Proficiency Certification/Recertification

Compliance. RADAR certificates are retained at the troop office. Troopers submit certifications to the troop office upon the completion of re-certification courses. Certifications are also monitored and/or verified by the supervisors on the line inspection checklist.

RECOMMENDATION(S):

Radar certifications shall be retained in the troop office for three (3) years.

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29. Records Retention

Compliance. Multiple files need to be purged to comply with the current General Records Retention Schedule. Most monthly forms are forwarded to the troop office and are only retained in the troop office.

RECOMMENDATION(S):

The troop commander shall ensure files are retained in compliance with the current General Records Retention Schedule. All files exceeding the current schedule should be purged.

30. Wrecker Inspections

Not in Compliance. Annual Wrecker Inspections are coordinated through the troop office (Lieutenant Chavis). All wrecker inspections are conducted at the post level by a first sergeant or sergeant. Items inspected include the wrecker service, equipment, and insurance. The Highway Patrol inspectors receive assistance from State Transport Police Officers when conducting heavy duty wrecker service equipment inspections. The inspections are complete when the wrecker inspection form has been signed by the inspector and the owner of the wrecker service. A towing fee sheet, signed by the wrecker service owner, is included. Once completed, all inspections are provided to Captain Nell for review and approval. A list of the approved wrecker services will be provided to the TCC.

The completed wrecker inspections, retained in Lieutenant Chavis' office, were presented for inspection by Captain Nell. The following wrecker inspections were reviewed:

King Cadillac	(Inspected: 11/20/2013)
Goins Auto Sale	(Inspected: 11/05/2013)
County Wrecker Service	(Inspected: 11/07/2014)
Palmetto Chevrolet	(Inspected: 11/10/2014)

The wrecker inspections contained the required documentation – including a signed fee sheet. Wrecker inspection forms were observed with computer-generated ratings.

The wrecker files retained consisted of the 2011, 2012, 2014, and 2015 Troop Five wrecker inspections. The 2013 wrecker inspections were unintentionally purged prior to this inspection.

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RECOMMENDATION(S):

1. The wrecker inspector must either (a) refrain from duplicating the original inspection documents or (b) retain the working documents as part of the wrecker inspection file. The recommendation would prohibit the inspector from duplicating the inspection process utilizing computer-generated (“checks”) ratings.

2. Wrecker inspection forms shall be retained in the troop for three (3) years.

31. Region Hand Scale Calibration Date.

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

Compliance. All (FOIA) requests are generated from DPS Headquarters and emailed to Lieutenant Floyd for proper handling. The lieutenant enters the requested FOIA information into a computer tracking system. Once entered, the request(s) is emailed to the trooper. The trooper complies with the request(s) and submits the requested information back to the lieutenant at the troop office. Once receipt is confirmed, the completed FOIA request is returned to DPS Headquarters in Blythewood.

33. Miscellaneous Forms / Procedures

Compliance. Several reports; including, but not limited to, the Request for Personal Use of Patrol Car, the nighttime seat belt selective enforcement report, the pedestrian selective enforcement report, the school zone enforcement report, the safety checkpoint (Totals) reports are all filed in the troop office.

The Command staff is notified immediately when a trooper is injured or experiences a medical emergency.

All troopers are familiar with policies and procedures regarding the reporting of a suspicious person, bomb threat, or other security emergencies.

SCDPS policies/procedures are acknowledged through PowerDMS. Read and sign forms are used for immediate acknowledgement indicating meeting attendance, notification of troop procedures, etc.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The facility was neat, clean, orderly, and properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The troop lieutenant's point of contact for all maintenance issues is John Moore (DPS building maintenance personnel).

3. OSHA/ Fire Codes

Compliance. All OSHA documentation and contact information was properly posted in the workroom and accessible to all personnel.

4. Building Evacuation Route- posted

Compliance. All evacuation route(s) leading out of the building were adequately posted.

5. Fire Extinguisher Inspection Tags

Compliance. At the time of this inspection, all fire extinguishers were properly inspected.

6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. First aid kits were located in the breakroom and workroom.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center.

Not Applicable.

10. Other

Not Applicable.

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Troop Five / Post A
(Darlington / Marlboro)

An inspection of the Troop Five / Post A office was conducted with First Sergeant J.B. Simpson. The inspection revealed...

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. - Collision reports are filed electronically. The reports are entered into Report Beam by troopers. Corporals log in and check their respective teams and approve 1st tier reports. The first sergeant and sergeant will check the supervisors' 1st tier reports and 2nd tier reports for all subordinates. If the first sergeant approves the initial report, the sergeant will approve the 2nd tier. The first sergeant demonstrated how reports are submitted and reviewed.

Felony hit and run collisions are coordinated through the troop supervisors with the assistance of the Multi-disciplinary Accident Investigation Team (MAIT). All hit and run collisions are documented and managed through the administrative console and updated at least every fourteen (14) days. A letter is forwarded to the troop commander outlining any additional progress on each collision. The lieutenant reviews all hit and run collisions on the console for accuracy and to ensure that the console has been updated. The post did not have any hit and run collisions, resulting in a death or great bodily injury, in the past three (3) years.

The fatal collision files are in order, have been maintained for accuracy, and updated as additional documentation is received. Photographs are stored in a folder on the administrative console page. Photos are labeled by the CAD number assigned to the collision. A complete packet, related to each fatal collision is forwarded to Lieutenant Chavis for review. The packet is retained in the troop office. The post presented three (3) years of fatal files retained. All fatal collisions are investigated by the MAIT Team. This inspector reviewed the following files: 05/14/2013 (Freeman), 10/16/2013 (Sabot); 06/03/2014 (Damico-Brown), 10/02/2014 (Wilson); and 03/09/2015 (Nathaniel-Norris), 10/20/2015 (Norris-Mayberry). The files were properly documented and up to date. The reviewing supervisory signatures were affixed.

2. Cash Receipts

Not Applicable.

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3. Employee Training Records

Not in Compliance. This inspector reviewed the following employee training records: (2013) B.C. Faircloth (12/21/2013); (2014) D.S. Kennedy (12/22/2014); and (2015) J.A. Cauthen 06/30/2015). The assigned Field Training Officer (FTO) completes and submits Field Training and Evaluation Program (FTEP) reports, as required. The FTO reports document acceptable behavior, address deficiencies, and recommend corrective actions. Supervisors complete a Supervisors Observation Report (SOR). The SOR is submitted along with the End of Phase Counseling report, documenting that the trainee has passed all phases of training, to date, and completed the FTEP. Performance appraisals are completed prior to the end of the probationary period and are retained in the trooper's personnel file. The training reports are retained for one year. The FTO reports are forwarded to the training lieutenant at the troop office. Once approved, the reports are forwarded to Patrol Training.

Each report inspected was signed by the probationary employee, training officer, and supervisor. The FTO reports were completed improperly. The FTO reports are designed to follow a ten (10) session training period, totaling one-hundred twenty (120) hours of training. The inspection revealed that the FTO documented each 12 hour period the provisional trooper worked. The error substantially increased the amount of paperwork completed by the FTO and unnecessarily burdened the FTO. The manner the inspected reports were completed made it very confusing and difficult to assess.

The following Training Reports (completed each month) were reviewed: J.A. Cauthen (October 2015 - November 2015), D.S. Kennedy (February 2015 - July 2015), and B.L. Faircloth (February 2014 - July 2014). The reports reviewed were properly completed and signed by a supervisor but the complete documentation was not present for the full monthly training period to coincide with their hire date.

RECOMMENDATION(S):

FTO reports shall be completed as outlined by the FTEP program. The training lieutenant shall ensure compliance with the guidelines outlined by the current FTEP program.

Monthly Training Reports shall be maintained in the post from the completion of the FTO training period, through the completion of one year of employment.

4. Evidence / Property Storage Room / Documentation

Compliance. A thorough inspection of the evidence room was conducted with the evidence custodian, Sergeant D.A. Miller.

The drug locker was located inside the evidence room - which was located within the first sergeant's office. The drug locker and the location within the first sergeant's office provided two separate levels of security. The blood / urine refrigerator was located in

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Sergeant Miller's office. The refrigerator was secured with a padlock.

Evidence items were inventoried utilizing the Central Evidence Facility (CEF) evidence log printed from Police Central on 12/15/2015. All forty-nine (49) items were reviewed from the CEF evidence log. All items were found to be properly stored with the appropriate documentation completed and attached. Movement of each item was properly recorded. The evidence log maintained in the drug evidence locker and the evidence log maintained on the blood / urine refrigerator accurately reflected the evidentiary items present in the drug locker and blood / urine refrigerator. All evidentiary items were properly labeled.

Videotapes / DVDs are securely stored and maintained. Destroyed videotapes / DVDs are documented and the paperwork is retained according to the current retention schedule. The videotape / DVD log had the appropriate signatures of the assigned troopers.

Videotape monitor reports were maintained and retained according to the current retention period of one (1) year. There were no affidavits for failure to produce a videotape on file.

RECOMMENDATION(S):

The post commander shall create a file for maintaining failure to produce videotape affidavits. The file shall be retained for three (3) years.

5. Evidence Destruction / Documentation

Compliance. Videotapes / DVDs are treated as evidence. Form DPS-LE-027 (Audio/Video recording chain of custody) is attached to the recording when submitted for review and destruction. Videotapes / DVDs are held for ninety (90) days after all cases contained on the recording have been adjudicated. When videotapes / DVDs are randomly reviewed, a Form SCHP-E-021 (Video Tape Monitor Report) is completed prior to the videotape / DVD being destroyed. Videotape Monitor Reports were reviewed for 2014 and 2015, to date. All reports were initialed by the reviewing supervisor and were filed in a binder - by year and by team supervisor. Each supervisor reviewed a portion of a tape and documented the starting and ending date / time detailing the section reviewed. There were no documented violations of policy or procedure on any of the Video Tape Monitor Reports reviewed.

When marijuana evidence is to be disposed of, a closed case report is submitted. The evidence related to the case is removed from the evidence locker and forwarded to CEF to be destroyed. A chain of custody is completed and the closed case report is attached. Copies of both documents are retained for five (5) years. Chain of custody, evidence destruction forms, and closed case reports were retained and presented for 2008 through 2015. This inspector reviewed several documents from each calendar year and found all to have the proper signatures. The review revealed all documents were completed properly and indicated the movement of each piece of evidence. Evidence logs were maintained from 2008 through 2015.

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RECOMMENDATION(S):

The retention period for evidence documentation is five (5) years. Purge documents to comply with the current retention period.

Video Tape Monitor Reports need to reflect what policy or procedural violations that are observed and how they were handled.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not in Compliance. Evidence inspection forms for the previous three (3) years (2013, 2014, and 2015) were reviewed. The review revealed:

2013: All quarterly and unannounced inspections were present. The annual evidence inspection was missing.

2014: All evidence inspections were present.

2015: Three (3) quarterly inspections were completed. This inspector conducted an inspection that could be utilized for the required unannounced inspection; however, to date, neither a fourth (4th) quarter nor an annual evidence inspection had been completed. Custodial changes were not properly documented or had the inspections been signed by the appropriate custodians or inspectors.

RECOMMENDATION(S):

Policy 300.15; XXII; G states, an annual audit of property in the division's custody shall be conducted by a supervisor, as designated by the deputy director, not routinely or directly connected with the property and evidence function. The audit will consist of a comparison between the property, property records and the authorized storage area log to establish the complete paper trail, location of the items or final disposition of the items. Results of the audit, including any deficiencies, must be documented in a written report and submitted to the troop or unit commander and the Central Evidence Facility.

Policy 300.15; VI (D) states, an inventory shall be conducted when an evidence technician leaves or is transferred from the position. The inventory will be conducted jointly by the evidence technician who is leaving and a designee of the troop or unit commander.

1. An annual audit of the Post A evidence locker must be completed during each calendar year. A copy of the audit must be retained for a period of three (3) years.
2. Beginning in 2011, the annual evidence and unannounced evidence inspections were considered separate inspections and cannot be completed on the same date. Both the annual evidence and the unannounced evidence inspections

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must be separate from each other – conducted on different calendar dates.

3. An inventory audit (Change of Custodian) must be conducted when an evidence technician leaves or is transferred from the position. A copy of the Change of Custodian audit must be retained for a period of three (3) years.

Ensure all evidence inspections are completed per policy. Any custodial changes must be properly executed to ensure accountability.

7. Secondary Employment Policy Compliance

Compliance. First Sergeant Simpson was familiar with the SCDPS policy on secondary employment. Copies of requests for outside employment are maintained in the post for three (3) years. Employees re-submit request annually. All requests are properly reviewed and signed. The requests are then forwarded to the troop office for approval and proper handling.

8. Agency Property Accountability / Inventory Control

Compliance. Property Inventory Sheets and Property Transfers for 2014 and 2015 were reviewed. The documents were properly filed and retained for the past two (2) years. All sensitive items are accounted for and all forms are signed by the property custodian. This documentation is forwarded to the troop office; subsequently, documents are forwarded to the DPS Inventory Control and Records Manager. Any missing items or items no longer in possession of the assigned custodian are accounted for with a property transfer sheet. If the item is determined to be lost, stolen, or destroyed, a lost-stolen-destroyed affidavit is completed detailing the circumstances. The affidavit is notarized and forwarded to Patrol Supply. The process ensures sensitive items are maintained in a state of operational readiness and properly maintained.

9. Purchasing and Procurement Compliance + P-Card

Not applicable.

10. Telecommunication Centers

Not applicable.

11. Traffic Summons Book / Bond Money

Compliance. Troopers request summons book(s) by sending a uniform administrative report (UAR) to the troop administrative sergeant. The sergeant will fill the request and inter-office mail the summons book(s) to the requesting trooper with a receipt attached. When the trooper receives the summons books, he /she will sign the attached receipt. The original receipt is returned to the troop office where it is properly filed. Supervisors inspect each trooper for bond money, monthly, as part of the monthly line inspection. If

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possessed, the monetary amount is documented on the line inspection form. Troopers also log any bond money they have on a bond form maintained in the sergeant's office.

12. Ticket Tracking

Compliance. Post supervisors audit all undisposed and unissued tickets when performing quarterly ticket audits on subordinates. Supervisors print a copy of the trooper's summons ticket audit, utilizing the Highway Patrol console, for reference. Summons tickets are visually inspected. Outstanding summons tickets are checked for accuracy and documented on the audit. Troopers must provide an explanation regarding the pending status. The first sergeant sends a memorandum documenting that summons ticket audits have been completed. The memorandum is forwarded to the troop commander.

13. Body Armor Replacement Date

Compliance. Body armor is worn by troopers according to SCDPS Policy 300.01 (Use of Body Armor). Body armor is inspected monthly as part of the line inspection and annually during in-service training. The expiration date is noted on the monthly line inspection form. Any defects, damage, or wear to the ballistic panels or the carrier is documented and is immediately taken to patrol supply for inspection. Any reported issues with body armor will be addressed through Patrol Supply, if necessary.

14. Child Custody Procedures

Not in Compliance. First Sergeant Simpson was able to explain the SCDPS policy of documenting and reporting child endangerment cases and child custody procedures. When a trooper makes a child endangerment charge or transfers custody of a child, a Child Custody Transfer Form is completed along with an SCDPS Incident Report and it is forwarded to Lieutenant Floyd (Troop 5) who subsequently forwards the documentation to Major Gamble (HQ – Blythewood). The local DSS office is properly notified of each incident. A review of the files containing child custody and child endangerment documentation revealed missing files. The files were securely stored separate from all other files. The first sergeant was able to explain the new child custody procedures and a signature / acknowledgement sheet was on file in the post office documenting that the procedures have been reviewed by all subordinates. According to the console, Post A should have documented six (6) cases in 2013; nine (9) cases in 2014, and six (6) cases, to date, in 2015. A review of the files revealed in 2013 there were no files retained; 2014 had five (5) of the required nine (9) files retained; and in 2015 all six (6) files were retained and presented. All files that were presented were complete with all signatures affixed. New procedures were implemented in 2014 to ensure accurate and complete documenting of all child endangerment cases and child custody transfers.

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RECOMMENDATION(S):

Ensure all incidents of child endangerment and all child custody transfers are properly reported to a supervisor. All juvenile files shall be properly documented, secured, and retained separate from all other files.

15. Juvenile Procedures

Compliance. First Sergeant Simpson is familiar with DPS policy 300.19 (Juvenile Operations). Courtesy summons are issued to juveniles in lieu of taking them into custody - according to DPS Policy and SC Law. Juvenile files are kept confidential, secured by lock and key. The files are maintained separate from all other files. There were no Juvenile forms for 2013 or 2014. The post recorded two (2) juvenile cases in 2015: (1) a DUI and simple possession of marijuana charge (08/28/2015); (2) a DUI, Minor in Possession of alcohol, and littering charge (08/21/2015). Both cases were properly documented, contained the required supervisory reviews and signatures, and were properly filed. Documentation provided for review verified compliance with SC Code of Laws 63-19-810 on the charge of Simple Possession of Marijuana. The documentation was completed by Trooper Faircloth.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Not in Compliance. Corporal G.K. Chandler did conduct a line inspection on Lance Corporal C.R. Caldwell on Tuesday, December 15, 2015. Corporal Chandler thoroughly inspected Lance Corporal Caldwell's equipment and vehicle. All serial numbers were confirmed and expiration dates were within compliance.

Line Inspections were maintained within the post for a period of one (1) year. A review of the completed line inspections revealed the following clerical issues:

07/15/15 (D.S. Kennedy): Section A: Equipment, item 11. Hand Held Radio – the item was rated “C” (Compliance); however, in the remarks section, documentation was recorded: “Radio in Columbia for repair”. Line inspections from January to November were not corrected or initialed.

04/17/15 (P.R. Gardner): Section A: Equipment, item 17. Radar Log Sheet – the item was rated “C” (Compliance); however, in the remarks section, documentation was recorded: “Log not current. Date corrected: 04/17/15” and initialed “MMG”. Section B: Vehicle, item 8. Inside (Clean and Organized) –the item was rated “C” (Compliance); however, in the remarks section, documentation was recorded: “Inside not clean. Date corrected 04/17/15” and initialed “MMG”.

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RECOMMENDATION(S):

Per DPS Policy 300.10 (Line & Staff Inspections); Section IV. LINE INSPECTION - D. Follow-Up:

1. Each supervisor conducting a line inspection shall ensure that corrective action has been taken including steps to correct deficiencies discovered as a result of the inspection.
2. If items are not in compliance, then indicate so and have the items corrected. If you are indicating in the remarks that the item needs correcting and / or recommending corrective action, then the item should be marked “NC” (Not in Compliance).
3. If items are indicated as “NC”, the original rating should remain. The inspector shall record on the original line inspection form the corrective action taken, the date, and the initials of the inspector.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. All safety checkpoints, saturations patrols, and special assignments are properly planned and conducted according to accepted police procedures in accordance with SCDPS Policy and procedures. Pre-checkpoint Reports (SCHP-E-008A) and Post Checkpoint Reports (SCHP-E-008B) are completed. The completed forms describe the enforcement purposes and reason(s) for choosing the location. The forms also detail the participating officers, total number of officer hours, number of arrest(s) made, and the number of tickets and warnings recorded. First Sergeant Simpson plans all checkpoints by gathering empirical data from the fatal facts sheet, CREP data, and collision locations recorded in Report Beam. The first sergeant has identified fifteen (15) pre-determined locations utilizing the data. Supervisors are permitted to conduct checkpoints within a three (3) mile radius of those locations. The first sergeant maintains empirical data, based on each location, in a book that is reviewed yearly. Locations are added as identified through the data collected.

19. EPMS (Probationary, Annual)

Not in Compliance. EPMSs were filed in a file cabinet locked in the first sergeant’s office. The post commander retains these reviews for a period of three (3) years.

A review was conducted on the following 2012-2015 Annual EPMSs: R.S. Grooms (2012 & 2013); D.A. Miller (2013 & 2014); D.S. Kennedy (2014 & 2015); C.M. Dickins (2014 & 2015); and D.D. Hutto (2014 & 2015).

The following Probationary EPMSs were reviewed: J.A. Buddin (2013); M.M. Geter (2014); and C.M. Fessler (2015). Each review was signed by the supervisor rating the

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officer and the reviewing supervisor. The subordinate only signs the review after it has been approved. All EPMS reviews are checked for accuracy and fairness in the rating. The following deficiencies were observed: R.S. Grooms, D.S. Kennedy and D.A. Miller did not have a signed planning stage for 2014. D. A. Miller's EPMS was not signed by the reviewer. There was not an EPMS on file for J.B. Simpson for 2014.

RECOMMENDATION(S):

1. The 2012 EPMS reviews should be purged.
2. The first sergeant should review all EPMSs to ensure planning stages have been completed and signatures are properly affixed.
3. EPMS reviews are required to be retained in the post for three (3) years.

20. Disciplinary Action Records

Disciplinary Action Records are filed in the trooper's personnel file. The records are secured and access is restricted. Disciplinary actions are discussed with the trooper. The trooper is provided appropriate improvement strategies. There were no disciplinary action records retained in the post or presented for inspection.

21. Victim / Witness Files – Secure

Compliance. A supervisor or the investigating trooper will issue a compassionate guide to a fatality victim's family. TAVA forms are filled out by the investigating trooper for violations of "Hit and Run with Death or Personal Injury", "Reckless Homicide, Reckless Driving, DUI, or Felony DUI". The forms are explained to and initialed by the victim. Once the TAVA form is signed and dated, copies are distributed. If applicable, a copy is provided to the jail. If the violator is incarcerated, the victim will be notified of the bond hearing. Victims and witnesses are treated with compassion and dignity.

All TAVA files are retained in the first sergeant's office - secured by lock and key. Victim and witness information is not provided to the media or the public; except, in accordance with policy. The completed forms are forwarded to Lieutenant Floyd at the troop office. Lieutenant Floyd forwards the completed forms to the DPS Victim(s) Advocate, Christina Toler. The lieutenant maintains a copy in the troop office.

22. Use of Force Reports (Supervisory Review)

Compliance. All Use of Force (UOF) reports are reviewed by supervisors to insure that the UOF was necessary and reasonable to affect a lawful arrest. Three (3) years of UOF reports were on file in the post. The reports are stored in the first sergeants office.

A review of UOF reports dated 2013, 2014, and 2015, determined incidents involving force were properly documented. All supervisory reviews were completed by the post

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commander and the troop lieutenant. Each report contained the signatures of the reviewing supervisory personnel. There were no occurrences requiring the completion of UOF reports during 2013. The following reports were reviewed: B.P. Norris (07/09/2014); W.M. Clemmons (09/28/2014); and C.R. Caldwell (2015).

23. Pursuit Reports (Supervisory Review)

Not in Compliance. When a trooper is involved in a pursuit, the primary pursuit officer completes a DPS-LE-028 (Pursuit Report) documenting the pursuit. The pursuit is reviewed by the pursuit supervisor to ensure that the pursuit was conducted according to the guidelines established by policy and emergency vehicles are operated in a manner described by law. The pursuit supervisor reviews the pursuit report and any in-car videos of the pursuit. The reports are reviewed by the post commander or sergeant for completeness and adherence to policy. Once approved by the post supervisors, the pursuit report is submitted to the troop office for review and proper handling. All reviewing supervisors affix signatures.

The post retains pursuit reports for three (3) years. The following pursuit reports were reviewed: M.M. Geter (09/02/2013); M.W. Thompson (04/07/2013); J.A. Buddin (10/02/2013); M.W. Thompson (04/07/2013); D.D. Hutto (05/03/2013, 07/07/2013); B.G. Dewitt (03/21/2014); M.W. Clemmons (03/23/2014); I.H. Hicks (2015). The pursuit report reviewed (Hicks 2015) was not signed by the officer nor supervisor.

RECOMMENDATION(S):

Proper signatures must be affixed by the appropriate supervisors indicating a review has been conducted to ensure compliance with departmental policy and procedure.

24. Prisoner Transport

Compliance. Sergeant Miller explained the Prisoner Transport policy. Troopers follow all applicable policies and procedures when transporting individuals taken into custody. If an individual were to escape during transport, a written report detailing the circumstances of the escape will be submitted. There were no prisoner escape incidents that occurred within the post during the review period. Supervisors review in car videos to ensure proper procedures are followed.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Compliance. When a subpoena is received by a trooper, the subpoena is forwarded to First Sergeant Simpson. The first sergeant forwards the subpoena to the troop office. The subpoena is forwarded to the Office of General Counsel (OGC) for review. A copy is

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retained by First Sergeant Simpson. The first sergeant ensures the trooper is scheduled to appear in court. There is no formal tracking system established to verify the trooper appeared.

RECOMMENDATION(S)

Develop a tracking system that can be utilized, by the supervision, to verify when subordinates comply with the requirements of a subpoena.

27. Radar Logs

Compliance. RADAR / LIDAR logs are maintained electronically by each trooper certified as an operator. Lance Corporal Caldwell's RADAR log was reviewed by this inspector during the line inspection. RADAR logs are reviewed monthly as part of the monthly line inspection. The completed logs are maintained by the post sergeant. The logs are filed - separated by trooper and month.

28. Radar Proficiency

Compliance. RADAR proficiencies are maintained by the training lieutenant at the troop office. Once notified by ACADIS, troopers must complete recertification training prior to the certification expiration date. SMD Courses are assigned by Patrol Training to each trooper through ACADIS. When the course is completed, the training lieutenant schedules the SMD instructor to conduct the road proficiency portion of the training. The proficiency documents are submitted to the training lieutenant for approval. The troop commander is required to sign the completed document(s). The signed proficiencies are forwarded to Patrol Training for proper handling.

29. Records Retention

Compliance. Files are maintained securely in accordance with policy and the applicable General Records Retention Schedule. Files are neat and orderly. Other than items identified previously in this report, only minor clerical errors were observed.

RECOMMENDATION(S)

1. The post commander shall ensure a thorough review of all documents verifying that all required signatures are affixed.
2. Unless required by the General Records Retention Schedule, the 2012 files should be purged.

30. Wrecker Inspections

Compliance. Wrecker services submit applications for the wrecker rotation list with an October 31st deadline. Wrecker services are inspected by the first sergeant or sergeant

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prior to the end of December. Completed wrecker inspections are forwarded to Lieutenant Floyd at the troop office. Wrecker inspections are retained at the troop office. The following wrecker files were randomly inspected: Cox Towing - Class A (2016); Low Country Towing - Class A (2015); Jimmy's towing - Class A, B, and C (2014-2016); Burches Towing - Class A, B, and C (2014-2016); and Chris's Wrecker Service - Class A (2015-2016). The above files, retained for three (3) years, contained inspections dated 2014-2016. All inspections were signed by the inspecting supervisor and the owner/operator of the service.

31. Region Hand Scale Calibration Date

Not Applicable.

32. Freedom of Information Act (FOIA) Request

Compliance. Freedom of Information Act request (FOIA) is sent to the Post by Lt. B.K. Floyd. He gives the Trooper a seven day turnaround time to gather the requested information and send it back to him. The First Sergeant or Sergeant receives the request and insures it is completed within the proper time frame and sends the completed request to Lt. Floyd, who then forwards it to Ada Schmidt in Blythewood. FOIA request are not kept in the Post but retained for one year in the Troop headquarters.

33. Miscellaneous Forms / Procedures

Compliance. First Report of Injury files were presented for review. The files included supervisory notification forms and the notification to Compendium. The review of the specific file (08/02/2015 I.H. Hicks), verified that all required documentation was included. The report was complete and properly forwarded to the Office of Human Resources (OHR).

Policy / procedural acknowledgement forms are maintained according to SCDPS policy and the current retention schedule.

First Sergeant Simpson explained what personnel are to do in the case of suspicions persons and bomb threats; he was familiar with policies and procedures dealing with these types of incidents.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The building was clean, organized and properly maintained. The facility is an older building that is shared with the local DMV Offices. The facility offers little storage space. The first sergeant's office had an infestation of wasps that had to be eradicated. The building is properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. Maintenance is reported to the DMV manager. Marty Davis, the maintenance manager, is responsible for maintenance issues. Maintenance specific to DPS is reported to John Moore. Maintenance needs are addressed in a timely manner.

3. OSHA/ Fire Codes

Compliance. All OSHA literature and contact information is properly posted in the troopers' work area. The information is accessible to all personnel. The MSDS book was reviewed for hazardous materials present in the building.

4. Building Evacuation Route – posted

Compliance. Building evacuation routes are posted in the troopers' work area and in the hallway. The posted evacuation routes clearly diagramed the building clearly marked exits.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected monthly by the sergeant. The inspection tags are initialed by the inspector.

6. Defibrillator

Not Applicable. The building is not equipped with a defibrillator.

7. First Aid kit

Compliance. The first aid kit is maintained in the common area and was properly stocked.

8. Weight Station Scale Calibration

Not Applicable.

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9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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Troop Five / Post B
(Dillon / Florence / Marion)

An inspection of the Troop Five/Post B (Florence/Marion/Dillon) office was conducted with the Sergeant J.A. Segars (acting post commander) on December 14-18, 2015. The inspection revealed...

IIPs utilized the attached form, DPS LE-030 (Staff Inspections)

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. A TR-310 Uniform Collision Report is initiated utilizing Report Beam. Once a trooper completes and submits the report, a corporal checks the report. Corporals check the reports of troopers assigned to their shift. Reports are checked for accuracy and completeness. The post commander and/or sergeant check the corporal's reports and conducts second approvals on all post collision reports. Corporals follow-up on rejected reports to ensure the reports are re-submitted in a timely manner. All TR-310 reports are maintained on Report Beam. Photos are maintained indefinitely.

General Session's Court case files are stored in the post commander's office and retained for an indefinite period of time.

All fatal collisions are investigated by the Coastal Multi-disciplinary Accident Investigation Team (MAIT). The post commander and/or sergeant maintain the fatal packets in the post workroom. The files are retained from 2013-2015. When the initial MAIT investigation is complete, the fatal packet is filed in the file cabinet. A copy is forwarded to the troop office. Any revisions, amendments, added evidence, etc. is placed in the file as the item is received. When toxicology reports are received, the TR-310 is rejected back to the investigating trooper. The trooper completes an amended report and re-submits the report for approval.

Photos are stored on the troop server (online) - identified by CAD number.

All hit and run investigations are maintained in the post. Follow-up investigations are coordinated through the supervisor(s). The sergeant updates the status of the investigation on the Highway Patrol console (blue page). The trooper's work schedule is adjusted to allow him/her adequate time to complete the investigation. The troop captain and troop lieutenant are updated regularly on the progress of all hit and run collisions.

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The following fatal packets were inspected:

(2013) CAD# 13FL067093 investigated by Trooper W.A. McInville on 5/27/2013;

(2014) CAD# 14FL032422 investigated by Trooper J.B. King on 3/23/2014;

(2015) CAD# 15FL080792 investigated by Trooper F.A. Virzi on 7/8/2015.

All fatal packets reviewed appeared to be complete. The fatal packets included MAIT checklist forms, field notes, driver's license information, vehicle registration records, field sketches, etc. The reports were legible and contained signatures indicating supervisory review and approval. Audio witness statements were retained on DVDs.

RECOMMENDATION(S):

1. If the results of the investigation result in a suspicion that alcohol/drugs are suspected as a contributor, indicate "yes" for alcohol/drugs on the TR-310 until the results are received. Attach an amended TR-310 report and amend, if necessary, to include the toxicology results.
2. Retain a copy of the Coroner's report and include with each file.
3. Create a folder to archive photos retained beyond the three (3) years troop only retention.
4. Purge adjudicated General Sessions Court case files. Retain files for one (1) year after the disposition (taking appealed cases into consideration). Evidence Preservation Act cases are exceptions.
5. Purge files to comply with the General Records Retention Schedule.

2. Cash Receipts

Not Applicable.

3. Employee Training Records

Not in Compliance. Once completed by the FTO and reviewed by a supervisor, all employee training records and FTO reports are forwarded to the troop office. No reports are retained within the post. Lieutenant Floyd is responsible for forwarding the reports to the Highway Patrol Training Unit.

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RECOMMENDATION(S):

Training files shall be retained within the post office as follows: one (1) year for employee training records; three (3) years FTO records.

4. Evidence / Property Storage Room / Documentation

Not in Compliance. An inspection of the Post B evidence room was conducted with the primary evidence custodian, Sergeant J.A Segars. The inspection revealed that the Evidence/Property Storage Room is of sufficient size and is adequately secured. Sergeant Segars presented the evidentiary items requested during inspection.

According to the police central evidence log dated 12/15/2015, there were one-hundred eight (108) pieces of evidence stored in the Post B evidence room. There were several typographical errors observed on the police central report (information entered incorrectly: misspelled or incomplete data). There was a Taser (no paperwork attached / not listed on the Police Central inventory) stored in the post evidence room. One (1) piece of evidence was not accounted for. Item # 13FL063464HP26 (vehicle parts/Accessories) was missing from the post inventory; however, it was documented in the police central system.

There was no blood or urine evidence stored in the evidence room at the time of this inspection; however, when blood or urine is collected, it is collected according to SCDPS Policy 300.15 (Evidence)

There are three (3) separate evidence logs: one (1) log for the evidence locker; one (1) log for the marijuana mailbox; and one (1) log for the temporary refrigerator evidence locker. When a trooper seizes evidence, he/she logs the evidence in, completes the chain of custody paperwork, attaches the documentation to the evidence, and secures the evidence in the proper location. The evidence custodian completes the evidence log when the evidence is moved from the temporary evidence storage lockers in the troopers' workroom to the secured evidence locker.

Videotapes/DVDs are secured within the supply room and must be issued by a supervisor when requested. The videotapes/DVDs are logged out and labeled at the time of issuance. No videotapes/DVDs were pending destruction nor was there a system in place for videotape/DVD destruction. There was no paperwork available for review illustrating that videotape/DVD audits were being conducted by the supervisors.

RECOMMENDATION(S):

1. The primary and secondary evidence custodians must immediately coordinate with CEF personnel to rectify discrepancies between the handwritten, recorded evidence logs maintained in the post and the electronic logs maintained in a coordinated effort with CEF.

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2. Information properly identifying items of evidence must be entered into police central accurately.
3. All movement of evidentiary items must be properly documented indicating the current storage location and the last custodian of record.
4. The Taser located in the evidence locker shall be logged into Police Central and forwarded to CEF for proper handling.
5. Post B supervisors shall implement a system to audit videotapes/DVDs.
6. All returned and stored videotapes/DVDs must have attached a Form DPS-LE-027 (Video Chain of Custody) until destruction is complete.
7. An audit of all issued/outstanding videotapes/DVDs should be conducted immediately.

5. Evidence Destruction / Documentation

Not in Compliance. The primary evidence custodian, Sergeant J.A. Segars maintains all paperwork (chain of custody forms, closed case reports, etc.) securely within the evidence room.

There were no records documenting videotape/DVD destruction available for review.

Closed case report documentation was present and retained for a minimum of three (3) years.

RECOMMENDATION(S):

1. Files should be purged to comply with the current General Records Retention Schedule; specifically, purge the file containing closed case reports retained beyond the required three (3) year retention period.
2. Videotape/DVD chain of custody and destruction reports shall be filed and maintained for five (5) years.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Compliance. Sergeant J.A. Segars presented the 2013-2015 Quarterly, Unannounced, Annual and Custodial Change Evidence Inspection documentation for review. The following was noted:

2013: (4) Quarterly Inspections; (1) Annual Inspection; and (1) Unannounced Inspection were completed. There was no recorded entry on the Authorized Storage Area Log for any of the dates documenting that the quarterly evidence inspections were conducted.

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2014: (4) Quarterly Inspections; (1) Annual Inspection; and (1) Unannounced Inspection were completed.

2015: (3) Quarterly Inspections were completed. The 4th Quarter, Annual, nor Unannounced Evidence Inspections had been completed at the time of this inspection. There was no recorded entry on the Authorized Storage Area Log for any of two of the dates documenting that the quarterly evidence inspections were conducted. One of the dates did contain a one (1) minute entry on the inspection date; however, this entry does not provide adequate time to conduct the quarterly audit.

RECOMMENDATION(S):

Policy 300.15; XXII; G states, an annual audit of property in the division's custody shall be conducted by a supervisor, as designated by the deputy director, not routinely or directly connected with the property and evidence function. The audit will consist of a comparison between the property, property records and the authorized storage area log to establish the complete paper trail, location of the items or final disposition of the items. Results of the audit, including any deficiencies, must be documented in a written report and submitted to the troop or unit commander and the Central Evidence Facility.

Policy 300.15; VI (D) states, an inventory shall be conducted when an evidence technician leaves or is transferred from the position. The inventory will be conducted jointly by the evidence technician who is leaving and a designee of the troop or unit commander.

1. An annual audit of the Post D evidence locker must be completed during each calendar year. A copy of the audit must be retained for a period of three (3) years.
2. Beginning in 2011, the annual evidence and unannounced evidence inspections were considered separate inspections and cannot be completed on the same date. Both the annual evidence and the unannounced evidence inspections must be separate from each other – conducted on different calendar dates.
3. An inventory audit (Change of Custodian) must be conducted when an evidence technician leaves or is transferred from the position. A copy of the Change of Custodian audit must be retained for a period of three (3) years.
4. All personnel must properly document entry into an authorized storage area.

7. Secondary Employment Policy Compliance

Not in Compliance. All secondary employment request forms are completed by the trooper and forwarded to the post supervisor. Once reviewed by the post supervisor, the request is forwarded to the troop office for proper handling. No reports were maintained within the post.

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RECOMMENDATION(S):

Secondary Employment request files shall be maintained within the post for a period of three (3) years.

8. Agency Property Accountability / Inventory Control

Not in Compliance. All subordinate personnel equipment inventory forms are completed by the supervisor of that subordinate. Once completed, the forms are forwarded through the post commander to the troop office. No reports were maintained within the post.

RECOMMENDATION(S):

Property Inventory Control forms shall be maintained within the post for a period of two (2) years.

9. Purchasing and Procurement Compliance + P-Card

Not applicable.

10. Telecommunication Centers

Not applicable.

11. Traffic Summons Book / Bond Money

Compliance. Troopers send a Uniform Administrative Report (UAR) requesting no more than two (2) traffic summons books to the troop office. The captain or lieutenant will attach a receipt and issue the summons book. When the trooper receives the summons book(s), he/she must sign and return the receipt to Lieutenant Floyd.

Supervisors conduct monthly line inspections on all uniformed personnel that require a check of each summons book to verify the amount of bond money collected. There was no bond money possessed at the time of this inspection. Sergeant Segars stated that all troopers are familiar with the policy governing bond money.

12. Ticket Tracking

Not in Compliance. Summons ticket audits are the responsibility of the shift supervisor (corporal) on each shift. There were no summons ticket audits retained within the post or available for review at the time of this inspection.

All ticket transmittals are signed by the corporal and maintained in the troop office. The trial officer's copies of the Uniform Traffic Ticket (UTT) are placed in a box in the troopers' workroom until delivered to the magistrate's office within seventy-two (72) hours. There

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were several green copies of the UTT in the box labeled “Magistrate Office Copy” that were dated after the initial court date. (Tickets numbers H427321-3, issued by Trooper King on November 19, 2015, were still in the box at the time of this inspection.)

RECOMMENDATION(S):

1. Summons ticket audits shall be conducted on each subordinate by a supervisor periodically.
2. The court copy of the UTT must be delivered to the court within seventy-two (72) hours.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is documented on the line inspection completed monthly. All Post B personnel, except the post commander and/or sergeant when performing administrative duties, are mandated to wear issued or approved body armor. The post commander and/or sergeant, when performing administrative duties, maintain body armor in their patrol vehicle - readily available.

14. Child Custody Procedures

Not in Compliance. All personnel have been notified of the new SCDPS Child Custody Transfer policy/procedures. Completed child custody transfer paperwork is not maintained within the post. There were no reports available for review at the time of this inspection. The on-call lieutenant is notified when a case is made that requires a child custody transfer. The post supervisor ensures that the investigating trooper emails all of the child custody transfer documentation to Lieutenant Floyd at the troop office.

RECOMMENDATION(S):

Juvenile files shall be maintained within the post. Juvenile files must be secured in a location separate from all other files. Retention for juvenile files is three (3) years.

15. Juvenile Procedures

Not in Compliance. Sergeant Segars stated that all troopers in the post are familiar with the juvenile operations policy. There were no juvenile files retained or presented for review at the time of this inspection.

RECOMMENDATION(S):

Policy 300.19 XI; D – DPS Policy states, officer’s records of children must be kept separate from records of adults and not open to public inspection.

1. Juvenile records and files must be secured and stored separately from records and

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files of adults.

2. Juvenile records and files should be stored in the post office for a period of three (3) years.
3. Juvenile records and files should be secured allowing only those authorized to have access.
4. A system of checks and balances should be implemented to insure subordinate personnel properly complete and submit all documentation required by juvenile procedures.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Compliance. Line inspections are conducted on subordinates by the assigned supervisor as frequently as necessary; however, not less than on a monthly basis.

Spare cars are inspected by Sergeant Whatley on a monthly basis.

On Wednesday December 18, 2015, a line inspection was conducted on Trooper M.L. McKenzie by Corporal F.T. Cherry. Corporal Cherry did a good job inspecting Trooper McKenzie's assigned equipment including, but not limited to: issued weapons, handcuffs, credentials/badge, RADAR logs, ticket books, body armor, emergency equipment, unusual occurrence equipment, and bond money. Corporal Cherry was thorough when checking for cleanliness, serviceable equipment, serial numbers and expiration dates on all equipment. There were no deficiencies noted by Corporal Cherry during this inspection; however, this inspector did note that the OC spray was not "test sprayed".

Line inspection forms were filed, separated by the individual trooper, as far back as 2000. Completed line inspection forms for retired, resigned, and transferred troopers were included in the retained files. Of the forms reviewed, several years of line inspection reports observed specifically for Trooper Anderson, Trooper Flowers, and Corporal Cherry contained no documented deficiencies.

RECOMMENDATION(S):

1. Retention for completed line inspection forms is one (1) year. The post commander should purge the file.
2. Supervisors must inspect subordinates in compliance with SCDPS policy and procedures to include documenting any deficiencies observed. The post commander shall ensure all deficiencies are documented and properly corrected on the line inspection forms. The proper signatures must be affixed.

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18. Safety Checkpoint Documentation (Statistical Data)

Not in Compliance. There were no driver/vehicle inspection, pre-checkpoint, or post checkpoint reports retained in the post or available for review at the time of this inspection. All public safety checkpoints, traffic direction at special assignments, and saturation team operations are properly planned, organized, and executed to minimize risk to personnel and the public.

Safety checkpoints are planned by the first sergeant based on information obtained from CREP, previous driver's license checkpoints and known problematic areas. The checkpoints are organized by the corporals and conducted in accordance with SCDPS policies and procedures.

RECOMMENDATION(S):

Safety checkpoint documentation shall be retained in the post for thirty (30) days.

19. EPMS (Probationary, Annual)

Not in Compliance. EPMS reviews are conducted annually on a subordinate by the assigned supervisor (rater). Prior to presenting the review to the subordinate, the next level supervisor (reviewer) verifies the accuracy, fairness and completeness of the review. The supervisor then personally presents the EPMS to the subordinate explaining his/her overall evaluation.

The original EPMS review is forwarded to the troop office. There were no EPMS reviews retained in the post or available for review at the time of this inspection.

RECOMMENDATION(S):

EPMS reviews shall be retained in the post for a period of three (3) years.

20. Disciplinary Action Records

There were no disciplinary action records on file or available for review at the time of this inspection. Disciplinary action records are forwarded from the troop office to the post office for proper handling. The disciplinary action records are returned to the troop office to be retained.

21. Victim / Witness Files – Secure

Not in Compliance. The victim advocate files are not maintained in a secure file, separate from other files, within the post. When applicable, the victim advocate documentation and paperwork is placed in the fatal packet. The investigating trooper is responsible for emailing the victim advocate forms to Lieutenant Floyd at the troop office. The lieutenant emails the information to the state victim advocate in Blythewood.

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Compassionate Guides are provided to the victim's family - primarily on the day of the collision or as soon as possible after a fatal collision.

RECOMMENDATION(S):

1. TAVA documentation must be retained for three (3) years in the post.
2. Victim's information must be retained in the post for one (1) year.

22. Use of Force Reports (Supervisory Review)

Not in Compliance. There were no Use of Force (UOF) reports retained in the post or available for review at the time of this inspection. UOF reports are completed by the arresting trooper at the time of the incident. The report is then reviewed by the post supervisor for accuracy, legibility, and completeness. The original report is forwarded to the troop office for review and filing.

RECOMMENDATION(S):

UOF reports shall be retained in the post for three (3) years.

23. Pursuit Reports (Supervisory Review)

Not in Compliance. There were no vehicle or foot pursuit reports retained in the post or available for review at the time of this inspection. Vehicle and foot pursuit reports are completed by the pursuing trooper at the time of the incident. The pursuit report is then reviewed for accuracy, legibility, and completeness by a post supervisor. The original report is forwarded to the troop office for review and filing.

RECOMMENDATION(S):

All pursuit reports shall be retained in the post for three (3) years.

24. Prisoner Transport

Compliance. Sergeant J.A. Segars explained the proper procedure, per policy, for transporting prisoners. The sergeant's explanation included handcuffing and searching the prisoner for weapons and contraband prior to transport.

25. Legal Process Forms – for service of warrants

Not Applicable.

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26. Subpoena Maintenance

Compliance. All criminal and civil subpoena records are maintained by the troop office. The post commander is notified of pending subpoenas. The post commander documents the subpoena on the daily work schedule to ensure the trooper's appearance in court. Any financial reimbursement that may accompany the subpoena is returned to SCDPS Headquarters, by the trooper, through the troop office. There is no established system for subpoena maintenance accountability.

RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are managed and personnel properly appear in court.

27. RADAR Logs

Compliance. The individual trooper maintains his/her own RADAR logs - primarily on the computer desktop. Trooper McKenzie's RADAR logs were inspected during the line inspection conducted on December 16, 2015. The RADAR log was completed daily. The RADAR log appeared to be complete with properly recorded information.

28. RADAR Proficiency Certification/ Re-certification

Not in Compliance. The PowerDMS system is utilized to ensure a trooper's certification does not expire. This system will send an email notifying the trooper when to test for re-certification. The trooper must complete his/ her SMD (LIDAR/RADAR) recertification prior to the certification expiration. Once completed, all documentation is forwarded to the troop office. SMD Certifications are verified by the supervisors on the monthly line inspection checklist. All Post B personnel were SMD certified at the time of this inspection.

There were no re-certification records retained in the post or available for review at the time of this inspection.

RECOMMENDATION(S):

SMD Certifications shall be retained in the post for three (3) years.

29. Records Retention

Not in Compliance. Multiple records/files that are required by the current General Records Retention Schedule to be retained in the post were not presented for review at the time of this inspection. With the exception of monthly line inspections and evidence inspection reports, all other paperwork is forwarded to the troop office for proper handling and retention.

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RECOMMENDATION(S):

The post commander must create a filing system in the post office compliant with the General Records Retention Schedule.

30. Wrecker Inspections

Not in Compliance. All applications received from wrecker services applying to tow on the Post B Wrecker Rotation List are forwarded to the post commander. Wrecker inspections are conducted by the post commander and/or the post sergeant. The inspections also include the verification of insurance. The completed wrecker inspections are returned to troop office. The completed wrecker inspection forms are reviewed by the troop commander or the executive officer (lieutenant). Wrecker services that successfully pass the inspection will be placed on the rotation list, starting on January 1 of the following year. Wrecker service complaints are handled by the post commander or troop lieutenant.

There were no completed wrecker inspection forms retained in the post or available for review at the time of this inspection.

RECOMMENDATION(S):

Completed wrecker inspections shall be retained in the post for three (3) years.

31. Region Hand Scale Calibration Date.

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

Compliance. All FOIA requests are assigned by Lieutenant Floyd at the troop office. The requests are emailed to the post sergeant and the investigating/arresting trooper. The trooper completes the request and submits returns the request to the post sergeant. The completed FOIA request is returned to the lieutenant. Once received in the troop office, the FOIA documentation is forwarded to DPS Headquarters for proper handling.

33. Miscellaneous Forms / Procedures

Compliance. Several reports; including, but not limited to, the Request for Personal Use of Patrol Car, the nighttime seat belt selective enforcement report, the pedestrian selective enforcement report, the school zone enforcement report, the safety checkpoint (Totals) reports are all forwarded to the troop office monthly.

Supervisors are notified immediately when a trooper is injured or experience a personal medical emergency.

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All troopers are familiar with policies and procedures regarding the reporting of a suspicious person, bomb threat, or other security-related emergencies.

Most SCDPS policies and or procedures are distributed and acknowledged utilizing PowerDMS. Signature/Acknowledgement forms are utilized for immediate confirmation of meeting attendance, troop procedures, etc.

There were no files related to the above topics retained in the post office or presented for review at the time of this inspection.

RECOMMENDATION(S):

The post commander must create a filing system in the post office compliant with the General Records Retention Schedule.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The facility was neat, clean, orderly, and properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The post commander's point of contact for all maintenance issues is John Moore (SCDPS building maintenance personnel).

3. OSHA/ Fire Codes

Compliance. All OSHA documentation and contact information was properly posted in the troopers' workroom. The documentation was accessible to all personnel.

4. Building Evacuation Route- posted

Compliance. All evacuation route(s) leading out of the building were adequately posted.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers were inspected on 11/22/2015.

6. Defibrillator

Not Applicable.

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7. First Aid Kit

Compliance. The first aid kit is maintained within the Post B workroom.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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Troop Five / Post C
(Georgetown / Williamsburg)

An inspection of the Troop Five / Post C (Georgetown / Williamsburg) office was conducted from December 14-18, 2015. Present during the inspection were First Sergeant B.W. Tyler, Post Commander, and Sergeant W.S. Owens. (Note: First Sergeant Tyler was recently promoted to post commander; Sergeant Owens served as the acting post commander since his promotion to sergeant in February 2015.)

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All collision reports are submitted by the investigating officer through Report Beam. First Sergeant Tyler and Sergeant Owens displayed sufficient knowledge to access the Report Beam server for needed reports and are responsible for checking 2nd tier reports. All shift supervisors are required to review collision reports daily.

Hit and run investigations are logged and tracked on the agency's Hit and Run Console. When inspected, there were no pending hit and run investigations.

Fatality packets from 2012-2015 are filed in the common workroom. Packets were inspected for all necessary information, including Coroners' reports and amended collision reports indicating any toxicology results. Of the packets reviewed from years 2013-2015, two (2) packets did not contain a field sketch or notes (collisions dated 08/12/2013 and 03/08/2014). A packet reviewed (collision dated 01/30/2015) did contain a field sketch and notes. Sergeant Owens explained that the presence or absence of these items depended upon MAIT's response to the scene. MAIT investigates all fatal collisions in Troop Five. If MAIT's response is "deferred", a field sketch and notes are included with the officer's fatality packet. If MAIT's response is "immediate", MAIT officers complete the field sketch and notes and any witness statements and other investigative notes are retained by MAIT.

Digital photographs are kept online on the MAIT photograph folder for Troop Five.

Unless MAIT investigates the collision (e.g. felony collisions not involving death), any statements and other investigative documents pertaining to non-fatal collisions are retained by the individual officer. Officers do not regularly obtain toxicology results or Coroner's reports in fatal collisions. These tasks are duties of the assigned MAIT investigator.

2. Cash Receipts

Not Applicable.

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3. Employee Training Reports

Compliance. All employee training reports are filed separately by officer's name and are secured in a locked file cabinet in the first sergeant's office. Field Training Officer (FTO) reports were reviewed for 2015. There were no trainees assigned to the post during 2013 or 2014. The training reports reviewed contained required evaluations for each phase of field training, including documentation of ride-along evaluations from each level of supervision within the troop and post. End of Phase Counseling Sessions for Trooper Rodney Beach, dated August 6, 2015, and August 21, 2015, did not contain the immediate supervisor's signature as required.

RECOMMENDATION(S):

Ensure that reports are properly reviewed and signed by supervisors prior to submission.

4. Evidence / Property Storage Room / Documentation

Not in Compliance. The Post C Evidence Property Storage Room is located in Sergeant Owens' office and is of sufficient size and has adequate security. All evidence is secured on shelves in binder files separated by the officer's name. There is one key that remains locked in Sergeant Owens' office. Sergeant Owens is the primary evidence custodian and was present at the inspection. The alternate custodian is Corporal G.D. Morris, who was not present at the time of inspection.

The Authorized Area Storage Log is stored inside the evidence room and was completed properly. All Closed Case Reports, Chains of Custody, and Evidence Destruction Forms are maintained in the evidence room.

Evidence randomly inspected included the following: 15FL143907HP22, 14FL142072HP22, and 13FL104507HP22. All evidence was present, properly labeled, and properly secured. All evidence is logged into temporary storage by troopers in one of four locking cabinets in the work area. Bodily fluid evidence is transferred by the evidence custodian from these cabinets to a locked refrigerator inside the supply closet for storage until transported to Central Evidence Facility for analysis at SLED.

The post maintains two (2) handwritten logs for videotape evidence - one listing all videotapes and the other listing all DVDs issued to officers. There is no electronic log utilized to track issued videotapes or DVDs. Videotape / DVD audits are the responsibility of shift supervisors. Due to the logs being handwritten, there is no established procedure for the audit of video evidence in the possession of officers. Once submitted to the evidence custodian after all cases are adjudicated, videotapes / DVDs are stored as evidence in the evidence room. The videotapes / DVDs remain in evidence for ninety (90) days until they are reviewed for policy or procedural violations and then destroyed (Note: at the time of this inspection, video recordings turned in for disposal

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after all cases contained on the recording had been adjudicated were required to have a portion reviewed).

Videotape / DVD reviews are properly documented on the appropriate form and submitted with the monthly reports. Chains of Custody and destruction forms for recordings are filed in a locked file drawer in Sergeant Owens' office by trooper name.

RECOMMENDATION(S):

1. Officers shall meet with an authorized supervisor as soon as possible, but no later than the end of their shift, to transfer bodily fluid evidence to a refrigerated authorized storage area until transported to a laboratory for analysis as outlined by policy.
2. The post commander should create, implement, and utilize an electronic log for tracking custody of videotapes / DVDs. An electronic log would provide a more efficient method for auditing purposes.

5. Evidence Destruction / Documentation

Compliance. Evidence destruction documentation, for at least the previous five (5) years, was stored in the evidence room. Documentation from years 2013-2015 were in log books. Documentation from previous years was filed in folders separately.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not in Compliance. Inspection forms are maintained in the evidence room. Each required inspection was accounted for and presented for years 2013-2015, with the exception of a 2014 Unannounced Inspection. The following documents were reviewed during the inspection:

2013: (4) Quarterly Inspections, dated 03/22/2013, 06/04/2013, 09/20/2013, and 12/30/2013; (1) Unannounced Inspection, dated 12/22/2013; (1) Annual Inspection, dated 12/30/2013; and (1) Change of Custodian Inspection, dated 07/17/2013;

2014: (4) Quarterly Inspections, dated 03/12/2014, 06/26/2014, 09/26/2014, and 12/31/2014; (1) Annual Inspection, dated 12/29/2014. There was no documentation of a completed unannounced inspection presented for review.

2015: (3) Quarterly Inspections, dated 03/26/2015, 06/21/2015, and 09/25/2015; (1) Change of Custodian Inspection dated 02/27/2015; no Unannounced or Annual Inspection had been completed at the time of this review.

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RECOMMENDATION(S):

Policy 300.15 (Evidence) states, in part, “Unannounced inspections of property and evidence storage areas shall be conducted at least annually...”

Ensure that all required inspections are completed and properly documented according to policy. Maintain documentation for a period of five years according to the retention schedule.

7. Secondary Employment Policy Compliance

Compliance. Secondary (Outside) Employment Requests are submitted at the end of the year for the next calendar year. Copies are maintained in personnel files at the post level. Original employment requests are forwarded to the troop office for review and proper handling.

8. Agency Property Accountability / Inventory Control

Compliance. There are adequate controls on inventory including office supplies. Equipment Inventory Reports for 2015 were properly stored in the post office. All property transfers are retained at the troop office. Personnel utilize a Uniform Administrative Report (UAR) for requesting any equipment needed. Supervisors submit the request(s) on a SCEIS form with the commodity code listed.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection requires a check of each summons book for any bond money accepted to document compliance with policy. This inspection is also documented on a separate spreadsheet and submitted with the monthly reports.

12. Ticket Tracking

Compliance. All receipts for summons books issued to troopers are returned to the troop office. Supervisors conduct summons ticket audits on personnel quarterly, during which all pending and unissued summons tickets are inspected.

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13. Body Armor Replacement Date

Compliance. Verification that body armor is being worn or is readily available pursuant to policy, as well as, the replacement date is documented on the monthly Line Inspection Checklist.

14. Child Custody Procedures

Compliance. Personnel are aware of circumstances that require a criminal charge of Child Endangerment and are required to notify a supervisor when these charges are made. Officers attempt to contact a family member to assume temporary custody and control of a juvenile. Department of Social Services (DSS) is contacted if a family member is not available. If necessary, juveniles are transported to a safe location by an assisting officer or supervisor. Juveniles are not transported with adult arrestees. The same procedure is followed in cases of displaced juveniles due to vehicle collisions. Officers complete an incident report and Child Custody Transfer Report pursuant to South Carolina law and SCDPS policies and procedures. These forms are forwarded to the troop office. A copy is retained at the post office.

Juvenile files are retained and were presented for 2014 and 2015. Juvenile files are stored separately from other files. Juvenile files are locked to ensure that they are secure and not available for routine inspection or dissemination.

15. Juvenile Procedures

Compliance. The same filing procedures used for child custody documentation are utilized for juvenile arrests. All juvenile records are secured in a separate file in Sergeant Owens' office. Officers are aware of juvenile procedures. Specific procedures for the juvenile justice system in Georgetown County are posted in the trooper's work area.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Compliance. Monthly line inspections are conducted on all uniformed personnel and documented on the approved Line Inspection Checklist. Line inspections are filed collectively with the monthly reports. Enforcement vehicles are inspected for proper maintenance and upkeep. Spare cars are inspected at least monthly by Corporal Morris. Logs are used for recording the user, mileage, and any maintenance needs of the vehicles. For security, any enforcement vehicles assigned to an officer will be stored at Post C Office should the assigned officer be absent from work for an extended period of time.

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Of the line inspections randomly inspected, items were checked off at the time of inspection and not pre-checked and printed out.

Corporal M.L. Gosnell did conduct a line inspection on Trooper First Class E.A. Metherd on December 15, 2015. All equipment was physically inspected and serial numbers were verified. All equipment was in proper condition for operational readiness.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. Safety checkpoints, conducted within the post are based on empirical data related to the previous three (3) years in Georgetown and Williamsburg County. The checkpoints are based on the top fifteen roadways in each county with the highest number of investigated collisions. These locations are posted in the workroom for all officers to review. Pre-Checkpoint and Post Checkpoint forms are completed for each checkpoint conducted.

19. EPMS (Probationary, Annual)

Not in Compliance. EPMS reviews are stored with the personnel files located within the post commander's office. Annual performance reviews are conducted as required; however, there was no probationary EPMS review on file for Trooper First Class E.A. Metherd. Performance evaluations reviewed during the inspection included annual EPMS reviews for 2013 and 2014 for E.A. Metherd. Performance reviews for calendar year 2015, due prior to March 31, 2016, had not been completed at the time of this inspection.

RECOMMENDATION(S):

Employee work appraisal ratings shall be completed as required. Probationary employees shall be rated prior to the end of their probationary status.

20. Disciplinary Action Records

Compliance. All records of disciplinary action are maintained at the troop office. There are no records of disciplinary action on file in the post office.

21. Victim / Witness Files – Secure

Compliance. All victim forms are forwarded to the troop office and SCDPS Victim's Advocate Christina Toler. Copies are retained at the post level – stored with the investigative packet. There is no system for victim follow-up, at the post level, after the initial contact.

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RECOMMENDATION(S):

1. In addition to the procedures already in place, maintain victim records in a secured, separate file.
2. A system for victim follow-up should be implemented at the post level to ensure investigators properly inform victims.
3. Victim's records shall be maintained for one (1) year after the disposition of the case as required by the current General Records Retention Schedule.

22. USE OF FORCE REPORTS (Supervisory Review)

Compliance. The post commander maintains all use of force (UOF) reports and related documentation for a period of three (3) years (2013-2015). The reports are stored in the post commander's office. UOF reports are reviewed and signed by the supervisor(s). UOF reports reviewed during the inspection included the following: S.R. Gardner (04/16/2013); T.P. Lovett (11/09/2014); and S.A. Cotellese (08/16/2015). Of the reports reviewed during this inspection, there were no violations observed, identified, or noted as a result of the supervisory review(s).

23. Pursuit Reports (Supervisory Review)

Compliance. The post commander maintains all pursuit reports and related documentation for a period of three (3) years (2013-2015). The reports are stored in the post commander's office. Pursuit reports are reviewed and signed by the supervisor(s). Pursuit reports reviewed during the inspection included the following: S.A. Cotellese (09/29/2013); T.L. Phillips (10/24/2014); and T.O. Jacobs (05/16/2015). Of the reports reviewed during this inspection, there were no violations observed, identified, or noted as a result of the supervisory review(s).

24. Prisoner Transport

Compliance. Sergeant Owens provided dialogue that detailed the proper procedures for prisoner transport, including advising telecommunications of vehicle mileage when transporting members of the opposite sex and juveniles. Supervisors are notified of any transport involving juveniles. Sergeant Owens is familiar with the requirements should a prisoner escape occur. Any escape of a prisoner will be properly documented. Post C had no prisoner escapes that occurred during the inspection period (2013-2015).

25. Legal Process Forms – for service of warrants

Not Applicable.

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26. Subpoena Maintenance

Subpoenas are given directly to the troopers as subpoenas are received. There is no system in place to verify that troopers comply with subpoenas.

27. RADAR Logs

Compliance. RADAR logs are checked monthly as a part of the line inspection. Completed RADAR logs are maintained in a file in the common work area.

28. RADAR Proficiency Certification/Recertification

Compliance. All RADAR certifications are maintained by the troop training lieutenant. Certifications are verified monthly and documented on the line inspection form. A copy of each officer's certification is maintained in the post office.

29. Records Retention

Compliance. First Sergeant Tyler and Sergeant Owens have a copy of the SCHP General Records Retention Schedule. Both supervisors are fairly new to their current positions. Sergeant Owens has worked diligently as the acting post commander, in the absence of a first sergeant, to ensure compliance in this area.

30. Wrecker Inspections

Compliance. Sergeant Owens presented physical copies of wrecker inspections for 2013-2015. The inspections were completed by a sergeant. The wrecker inspection forms were signed by both a wrecker service representative and the inspector. Reviewed at the time of inspection was an inspection completed on Atlas Towing, by Sgt. M.T. Cochran, for 2013.

31. Region Hand Scale Calibrations

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

Compliance. All FOIA requests are assigned by Lieutenant Floyd at the troop office. The requests are emailed to the post sergeant and the investigating/arresting trooper. The trooper completes the request and submits returns the request to the post sergeant. The completed FOIA request is returned to the lieutenant. Once received in the troop office, the FOIA documentation is forwarded to DPS Headquarters for proper handling.

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33. Miscellaneous Forms / Procedures

Compliance. Acknowledgements of memoranda and directives are maintained for years 2013-2015.

First Sergeant Tyler and Sergeant Owens adequately explained procedures for reporting a work-related injury. Reviewed at the time of this inspection was an incident report and notice of election form for an injury sustained by Trooper Timothy O. Jacobs (08/09/2015). Trooper Jacobs was on light duty, assigned to the Troop Five Office, at time of inspection.

First Sergeant Tyler and Sergeant Owens adequately explained procedures in the instance of receiving a bomb threat.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Post C Office is well-maintained and presents a comfortable work environment. The facility was neat, clean, and orderly. The facility was properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. Sergeant Owens properly explained the process for timely reporting of maintenance needs. The point of contact for all maintenance issues is Phillip Delgado. Mr. Delgado regularly checks in with Sergeant Owens for any maintenance needs. Mr. Delgado was in the post office during part of the staff inspection.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the troopers' work room. The postings were accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. All routes leading in and out of the building were unobstructed. The evacuation route(s) were posted on the board in the troopers' work room.

5. Fire Extinguisher Inspection Tags

Compliance. All fire extinguisher tags are properly inspected and initialed. The fire extinguisher is mounted in the hall and is readily available.

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6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. The first aid kit is mounted to the wall in the troopers' workroom and is clearly visible.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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**Troop Five / Post D
(Horry)**

An inspection of the Troop Five; Post D (Horry) Office was conducted from December 14-18, 2015. Present during the inspection were First Sergeant C.D. Causey - Post Commander, Sergeant R.D. Trevathan, and Sergeant W.M. Clemmons.

IIPs utilized the attached form, DPS LE-030 (Staff Inspections)

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance - All collision reports are on file electronically. First Sergeant Causey demonstrated the ability to effectively retrieve collision reports. Each corporal is responsible for approving all 1st tier collision reports. The corporals are each required to clear all pending reports in the 1st tier, daily. The first sergeant and sergeant are responsible for approving all 2nd tier collision reports. At the time of this inspection, Post D had six (6) collision reports pending approval in the 1st tier; thirty-three (33) collision reports in the 2nd tier; and eleven (11) collision reports in the rejected que. The first sergeant monitors the status of Report Beam on a daily basis.

Felony hit and run collision investigations are coordinated through the troop supervision with the assistance of the Multi-disciplinary Accident Investigation Team (MAIT). Hit and run collisions – MAIT involved investigations (collisions resulting in death or serious injury) – require the supervisor to respond. Subsequently, the supervisor is required to notify the first sergeant and the troop commander (on-call). MAIT will respond immediately to investigate.

The following case files were presented for review: (08/17/2013): The case file contained a copy of the TR-310 Uniform Collision Report (13FL105045), copies of warrants, extradition documentation, the vehicle list generated by the State Law Enforcement Division (SLED), notes, and references to locate all related media (MAIT file); (05/24/2014): The case file contained a copy of the TR-310 Uniform Collision Report (14FL059649), copies of warrants (search and arrest), notes, TAVA documents, a copy of an in-car video, and references to locate all other related media; (08/15/2015): The case file contained a fact cover sheet (checklist), a copy of the TR-310 Uniform Collision Report (15FL097218), DL photo, a copy of a DVD, a copy of the MAIT fact sheet, and references to locate all related media. All felony hit and run files were located in the desk drawer of the first sergeant. Other than the Highway Patrol console, there is no log utilized or maintained to track or account for hit and run collisions.

Post personnel utilize the same notification protocol when arriving on the scene of a fatal collision. MAIT responds to all fatal collisions – either immediately or in a deferred

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status. In addition to the notification protocol, the on-scene supervisor is required to ensure that the scene is properly marked, complete the MAIT supervisor's checklist, provide the MAIT witness list, and provide a copy of any related media prior to securing his / her tour of duty. The above portion of the fatality investigation is emailed to the Troop Five staff, the Post D supervisory staff, and the Pee Dee MAIT Unit. The packet(s) are submitted to the post commander for review. Once approved, the report is forwarded to the post sergeant. The sergeant utilizes the information to update the post fatality map (maintained electronically). Once updated, the fatality map is emailed to all post personnel. The post fatality files reviewed only contained the above identified forms related to each fatality. The complete investigative file(s) are maintained by the Pee Dee MAIT Unit. Photographs are stored electronically. A review was conducted of the written documentation associated with fatal investigations filed in the post office dated: 08/22/2013 (13FL107770), 12/10/2013 (13FL155187); 04/13/2014 (14FL041080), 10/24/2014 (14FL125642); 02/25/2015 (15FL022487), 10/09/2015 (15FL119382).

Unless circumstances require additional investigative support by post personnel, all fatal investigations are conducted and completed by the Pee Dee MAIT investigators. All related charges are levied by Post D personnel, when applicable. There is no means other than the Highway Patrol console, such as a fatal log, utilized to track completed fatality packets; however, the Pee Dee MAIT Unit conducts and completes all fatal investigations within the post.

RECOMMENDATION(S):

The electronic map, utilized by the Post D supervisory staff, to inform and educate all post personnel regarding the most current trends related to fatal collision occurrences, should serve as a model for all posts.

2. Cash Receipts

Not Applicable.

3. Employee Training Reports

Not in Compliance – All Employee Training Reports are stored in the post commander's office. A review of Field Training Officer (FTO) reports consisted of:

Trainee J.L. Fox (2013) - revealed documentation for each of the phases properly retained; however, the required supervisor's signature was missing on the end of phase documentation. All required supervisors' ride-a-longs (CPL, SGT, and LT) were properly documented and signed.

Trainee H.J. Bair (2014) - revealed documentation for each of the phases was properly retained. The corporal conducted and documented a required ride-a-long; however, the required supervisors' ride-a-longs (SGT / FSGT or LT) were missing.

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Trainee D. Maturino (2015) revealed only documentation for the Observation, Phase I, and Phase II were properly accounted for and presented for review. Phase III and each of the required supervisor's ride-a-longs were missing.

The post commander presented End of Month Training reports, retained from 2013-2015, completed for six (6) months beyond the trainees' completion of the FTO program. The reports were stored in the first sergeant's office. The training report for Demirer (2013) revealed: no documented date(s), no signature(s) - (trainee, supervisor, or captain), and the training report was "pre-checked" indicating all items were reviewed with the trainee. All training reports reviewed from 2013-2015 contained computer-generated "checks" in each box indicating the training item(s) were reviewed with the trainee.

RECOMMENDATION(S):

1. Employee Training Records (FTO Reports) shall contain documentation of required supervisory reviews (ride-a-longs), conducted by the corporal, sergeant / first sergeant, and captain or lieutenant.
 2. All training reports must be properly signed by the trainee, FTO, and supervisor(s).
 3. Monthly training reports shall be completed until the probationary employee attains permanent status.
- 4. Evidence / Property Storage Room / Documentation**

Not in Compliance - The Post D Evidence / Property Storage Room is of sufficient size and is adequately secured. Evidence is stored securely in multiple locked cabinets, located within a secured evidence room. The post evidence refrigerator is located in the common area (workroom / breakroom). All personnel have access to the refrigerator; however, once entry is gained, the interior of the refrigerated box is divided into four (4) separately secured evidence compartments (drop boxes). The security of each drop box, inside the refrigerator, is a padlock. Only the primary (First Sergeant Causey) and secondary (Sergeant Trevathan) evidence custodians have access to the evidence room, the four (4) secured evidence cabinets located within the evidence room, the four (4) secured individual refrigerated drop boxes, and the additional secured evidence drop boxes located in the same common area.

Evidence is logged in, utilizing Form DPS-LE-009, completed as an evidence "drop box log", by each individual trooper, placing evidence in the Post D evidence drop box. At the time of inspection there were no items stored in any of the above temporary evidence drop boxes. When the "drop box log" is completed, the log becomes the Post D "Evidence Log". The evidence log is then stored within the secured evidence room. When evidence is removed from the drop boxes, the evidence technician enters the item into Police Central, creates a label, and secures the evidentiary item in the evidence room. All evidence is stored within one of the four (4) secured evidence lockers located in the

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evidence room. Narcotic evidence is only analyzed upon a request for trial. The Horry County Police Department lab is utilized for analyzation of marijuana or hashish. All other analyzation is forwarded, through CEF, to SLED, for analysis, within seventy-two (72) hours. A review of evidence logs determined that items (blood, urine, etc.), required to be analyzed, on occasion, are being forwarded outside of the required seventy-two (72) hour time frame.

The secondary evidence custodian, Sergeant R.D. Trevathan, presented the evidentiary items requested during inspection. Upon random request of evidentiary items to inspect, this inspector determined that the Post D evidence log did not match the inventory of evidentiary items, identified on the Police Central evidence log inventory, as being stored within the Post D evidence locker.

Upon request to inspect evidentiary item 15FL122768HP26, recorded as currently stored in the evidence locker, logged into evidence on October 15, 2015, was determined to have been sent to CEF on November 3, 2015. The evidence log was not updated to record the evidentiary movement. Upon request to inspect item 14FL086617HP26, logged into evidence on July 28, 2014, Sergeant Trevathan was unable to locate the item in the evidence locker. Further investigation revealed that the item was signed out of the evidence locker, released to the custody MAIT, on July 31, 2014. Upon request of the next random evidentiary item, item 09-26-HP5D-1665, unable to be produced, this inspector opted to conduct a complete inventory of all evidentiary items stored in the Post D evidence locker.

The results revealed inconsistencies between the written Post D evidence log, maintained within Post D, the written ACE Team evidence log, maintained within Post D, the Police Central evidence log, maintained electronically through CEF by both the post evidence technicians and the CEF technicians, and the actual evidentiary items stored within the Post D evidence locker.

While conducting a line item inventory of all evidence stored in the Post D evidence locker, multiple items listed on the Police Central electronic evidence log were determined not to be stored in the evidence locker. Inconsistencies appear to be administrative errors related to evidentiary movement [Items are removed, notated in the "Comments" section on the Police Central log as removed; however, the storage location remains to be recorded as "Troop 5 Post D (Temp) location]. These items have been notated as returned to the owner, released to MAIT, or picked up by CEF for proper disposal. Item 12-26-HP5D-0004 [twelve (12) pieces of evidence – including narcotics], entered on January 9, 2012, was not located. These twelve items, along with multiple items, including numerous videotape recordings, appear to be ACE Team entries. The items date back to March 22, 2010. A review of the written ACE Team evidence log did not reflect record of these items entered.

Item 14FL057499HP26, entered on May 24, 2014, was the only item determined not to be associated with any support unit within the department, entered into the Post D evidence locker, and determined to be unaccounted for during the evidence inventory.

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Sergeant Trevathan, conducting a subsequent investigation into the missing evidentiary item, located the original “chain of custody” indicating that the item was submitted to the Horry County Police Department (HCPD) lab for analyzation on August 7, 2014; however, the last documented custody recorded on that date indicated the item was returned to Sergeant Trevathan on the same date. Following the original inspection, Sergeant Trevathan contacted the HCPD lab, located the missing evidentiary item, secured the analyzed item, returned the item to the Post D evidence locker, properly documented the movement, and provided the proper documentation for audit purposes.

DVD/videotapes are labeled, issued, and stored in a supply closet located in the sergeant’s office (Sergeant Clemmons). Videotapes/DVDs pending destruction are stored in the same closet. The storage closet is secured. Sergeant Clemmons presented the videotape/DVD log – retained from 2011-2013; 2014 was missing; two (2) logs were presented for 2015 [(1) videotape log; (1) DVD log]. When requested to explain the current system for issuing/returning videotapes/DVDs, Sergeant Clemmons referred me to a file, located in a file cabinet in his office, utilized to store videotape/DVD chain of custody forms - separated by personnel. A review of random chain of custody forms, within this file, revealed missing documented movement and missing signatures of the custodian, the evidence technician, or the destructing supervisor. Sergeant Clemmons, recently assigned the responsibility of videotape/DVD issuance, storage, and destruction, informed this inspector that the first videotape/DVD destruction date was scheduled for November 27, 2015. A second scheduled destruction date was December 7, 2015. The videotapes/DVDs labeled as destructible on these dates were still in storage in the sergeant’s office. The videotapes were stored in mass quantities, as a group, with chain of custody forms collected and placed on top of the group. The chain of custody forms were not attached to any specific videotape/DVD. A review of random videotape/DVD logs revealed notations that videotapes/DVDs are now being returned; however, other than the logs utilized to issue blank media (forms were outdated), there has been no system in place to track the return of these items. To date, Post D has not conducted a videotape/DVD audit on any assigned personnel.

Videotapes/DVDs are destroyed by physically damaging. Once damaged beyond serviceability, the remains of the videotape are disposed of by discarding. Retained videotape chains of custody and evidence destruction forms are the only current means available to audit videotapes/DVDs. The forms presented were not properly signed documenting the destruction.

Videotape monitor reports presented were stored electronically and were in a workable WORD format. The only forms available and presented were completed by Corporal C.F. Costa (2005-2015) and (then) Corporal Trevathan (2013). The review of these reports revealed: 2013: During twelve (12) months of review, Corporal Trevathan only documented one (1) violation – body mic (7/2013); 2014-2015: during twenty-four (24) months of review, Corporal Costa only documented an “officer safety” concern; however no violations observed. There were no forms retained or presented containing a signature or initials of a reviewing supervisor.

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RECOMMENDATION(S):

Policy 300.15 VII; D – DPS Policy states, blood or urine samples shall be transported for analysis to SLED or other approved laboratories within (72) hours of collection.

1. All blood or urine evidence shall be transported to CEF within (72) hours.
2. All movement of evidentiary items must be notated or recorded on the evidence log, by an evidence technician to include; location of storage, date and time received and released, type, amount, and chain of custody.
3. The primary and secondary evidence custodians must immediately coordinate with CEF personnel to rectify discrepancies between the handwritten, recorded evidence logs and the electronic logs maintained in a coordinated effort with CEF.
4. The primary and secondary evidence custodians, Troop 8 (ACE Team), and CEF personnel must resolve the discrepancies created by the entry of evidentiary items, seized or otherwise obtained by ACE Team members and recorded as being stored in the Post D Evidence locker.
5. Post D supervisors must create and implement a system necessary to audit videotapes/DVDs.
6. All returned and stored videotapes/DVDs must have attached a Form DPS-LE-027 (Video Chain of Custody) until destruction is complete.
7. The design of the refrigerated temporary storage unit (drop box) should be the model for all of SCDPS. The unit was modified and allowed for the individual, secured storage of four (4) separate blood / urine samples.

5. Evidence Destruction / Documentation

Compliance. Closed case reports and all chain of custody reports, dated 2011-2015, were properly stored (secure), in the evidence room, and presented for review. The Post D Evidence room sign-in logs were available and are retained from 2008-present.

6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change

Not in Compliance. A review of the required inspection forms was as follows: 2013: (4) Quarterly Inspections and (1) Unannounced Inspection. There was no Annual Inspection form presented; 2014: (4) Quarterly Inspections, (1) Unannounced Inspection, and (1) Annual Inspection (Both the Annual and Unannounced Inspections were conducted on the same date (12/31/2014) by Lieutenant G.M. Caulder; 2015: (3)

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Quarterly Inspections, to date, the fourth quarter, annual, nor unannounced evidence inspections had been completed.

There is no record of an inspection conducted, as a result of a change in custodian, in the last three (3) years; however, there were custodian changes made in 2012, 2013, and 2014 (Scott, Bethea, and Trevathan). Sergeant Trevathan stated an inventory inspection was not conducted when he was assigned as an evidence custodian.

RECOMMENDATION(S):

Policy 300.15; XXII; G states, an annual audit of property in the division's custody shall be conducted by a supervisor, as designated by the deputy director, not routinely or directly connected with the property and evidence function. The audit will consist of a comparison between the property, property records and the authorized storage area log to establish the complete paper trail, location of the items or final disposition of the items. Results of the audit, including any deficiencies, must be documented in a written report and submitted to the troop or unit commander and the Central Evidence Facility.

Policy 300.15; VI (D) states, an inventory shall be conducted when an evidence technician leaves or is transferred from the position. The inventory will be conducted jointly by the evidence technician who is leaving and a designee of the troop or unit commander.

1. An annual audit of the Post D evidence locker must be completed during each calendar year. A copy of the audit must be retained for a period of three (3) years.
2. Beginning in 2011, the annual evidence and unannounced evidence inspections were considered separate inspections and cannot be completed on the same date. Both the annual evidence and the unannounced evidence inspections must be separate from each other – conducted on different calendar dates.
3. An inventory audit (Change of Custodian) must be conducted when an evidence technician leaves or is transferred from the position. A copy of the Change of Custodian audit must be retained for a period of three (3) years.

7. Secondary Employment Policy Compliance

Not in Compliance. Secondary employment requests are stored in the post commander's office. The post commander provided the 2014-2015 secondary employment requests for review. The 2013 secondary employment requests were not retained. Post D personnel are properly requesting approval for secondary employment. Personnel are requesting approval on an annual basis.

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RECOMMENDATION(S):

Based on the current General Records Retention Schedule, secondary employment requests must be retained for three (3) years. The post commander shall ensure the proper retention.

8. Agency Property Accountability / Inventory Control

Not In Compliance. Property inventory sheets were provided for 2014. The inventory sheets were filed in the sergeant's office. Only a single squad's property inventory sheets were presented for 2015.

RECOMMENDATION(S):

Property inventory sheets shall be stored in the Post D office for a period of two (2) years.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection requires a check of each summons book to verify bond money collected. If collected and possessed by the inspected subordinate, verification of policy compliance for submission to the proper court and the monetary amount is recorded on the line inspection. Additionally, Post D personnel utilize a monthly bond sheet checklist to verify possession / receipt of bond money. The sheet is a form, not recognized by the department, designed by the post commander to also track the completion of monthly line inspections. The sheet reviewed (12/2015) was being utilized for the current month. The verification of bond money included: the supervisor conducting the verification, the recorded date of the verification, the amount of bond money possessed, and the initials of the subordinate.

RECOMMENDATION(S):

With the implementation of the revised line inspection form (Revised 02/2015), bond money is required to be checked and properly documented on the line inspection form, monthly; therefore, a recommendation is made to discontinue the duplication of bond money checks on a separate, non-departmentally approved form.

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12. Ticket Tracking

Not in Compliance. The inspection revealed that corporals are the only supervisory rank tasked with conducting summons ticket audits. The corporals are tasked with conducting the summons ticket audits quarterly; however, neither the first sergeant nor the sergeants were able to confirm the post completion of the audits. The only audits presented for review were the fourth (4th) quarter 2013 summons ticket audits from a single squad (Squad D). A review of the audit (J. Johnson) revealed the print date on the audit was January 27; summons tickets listed on the audit, with a court date of January 9 were still recorded as “Issued to violator”. No other summons ticket audits were available or presented for review.

There was no system in place to ensure that summons tickets audits were being conducted by supervisory personnel.

RECOMMENDATION(S):

Post personnel may more efficiently be permitted to request summons ticket books utilizing electronic mail (e-mail) versus a UAR. The request can be made in a timely manner without the need to expend resources needed to make the request - utilizing paper.

Summons ticket audits shall be conducted by supervisory personnel periodically. Copies of the summons ticket audits shall be retained at the post level for a period of three (3) years.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection completed monthly. All post personnel, except the post commander and the sergeants, when performing administrative duties, are mandated to wear issued body armor. The post commander and the sergeants, when performing administrative duties, maintain body armor in the tactical cover, in the patrol vehicle – readily available.

RECOMMENDATION(S):

1. Policy 300.01; III; A; 1; SCDPS Policy states: the following circumstance where body armor shall be optional, “Headquarters and administrative personnel while assigned to and actually engaged in office duty.”
2. Post sergeants are enforcement personnel and shall be mandated to wear body armor; unless, officially delegated the administrative job duties of an absent post commander.

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14. Child Custody Procedures

Compliance. All personnel have been notified of the new Child Custody Transfer policy. The post commander, per policy, requires subordinate personnel to complete an Incident Report and a Child Custody Transfer Form. All completed documentation is scanned and forwarded to the troop administrative sergeant and the troop lieutenant. The post commander properly explained utilizing the Department of Social Services (DSS), if applicable. Child custody transfer forms are retained in the post commander's office. The post commander presented forms retained from years 2013-2015. Juvenile records and files were stored in a file cabinet drawer - separate from adult files.

15. Juvenile Procedures

Compliance. The post commander properly explained the procedure for arresting a juvenile. The post commander explained that charges against juveniles are issued through provided "Juvenile Summons" provided by the solicitor's office. Family Court is the required jurisdiction. Personnel are provided with the blank juvenile summons. The juvenile summons is completed - including all required signatures. An investigative case report must be completed and forwarded to the solicitor's office within ten (10) days. The post commander explained that any arrest(s) of a juvenile requires the notification of a supervisor. Juveniles are not transported with adult offenders. Juveniles requesting to speak to a parent(s) are treated as though a request was made for legal representation.

RECOMMENDATION(S):

The use of the "Juvenile Summons", provided to all post personnel by the 15th Circuit Solicitor's Office, is a model system for properly charging, completing the required notification process, and obtaining the required signatures of the adult(s) responsible for the juvenile's appearance in court (parents or guardians).

16. Juvenile Custodial Release Forms

Not Applicable. The post commander indicated that he had no knowledge of this form.

17. Line Inspections

Compliance. Monthly line inspections are conducted on uniformed subordinates. A review of the line inspection forms revealed a monthly line inspection form (Maturino; 08/2015) with no ratings completed. The vehicle mileage and the mileage due for the next scheduled vehicle service were recorded on the line inspection form by the employee. The same form was signed and dated by the employee - only. Line inspection forms were observed with deficiencies identified and notated; however, the identified categories were rated as "N/A" or "C" and corrections were not properly documented. Multiple inspections were observed with computer generated ratings – including Sergeant

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Trevathan (08/2015) completed and signed by the post commander. Line inspections were reviewed for 2014-2015. There were no “NC” ratings properly documented.

Corporal D.J. Utley performed a line inspection Lance Corporal W.C. Wilks. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment, to include: weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money).

RECOMMENDATION(S):

Policy 300.10; IV; D; 1: SCDPS Policy states, “Each supervisor conducting a line inspection shall ensure that corrective action has been taken including steps to correct deficiencies discovered as a result of the inspection.”

1. Once corrective action is taken to address “not in compliance” (NC) ratings, the rating supervisory shall document the corrective action taken, the date corrected, and the inspector shall initial the line inspection form.
2. The line inspections ratings shall not be “pre-checked” utilizing the computer prior to conducting the line inspection.
3. The post commander should review all line inspections, on a monthly basis, to ensure compliance.

18. Safety Checkpoint Documentation (Statistical Data)

The post commander stated there is no “official” plan based on a specific empirical data. Supervisors are required at all checkpoints. The post commander explained the “new” policy requirements for conducting safety checkpoints. The post commander referred to “local knowledge” as a method for determining checkpoint locations. Each supervisor is required to complete and submit both “pre” and “post” checkpoint checklist documentation. Form SCHP-E-008A is completed and submitted by each supervisor conducting a safety checkpoint. Post-checkpoint data is collected and documented on Form SCHP-E-008B. Statistics are collected for each approved checkpoint. Statistics are collected and documented, utilizing SCHP-E-007, monthly. The post commander schedules all checkpoints conducted by supervisory personnel in the post. A review of the safety checkpoint documentation collected revealed that the new procedures were implemented starting in February 2015. The review revealed that the Post D supervisory personnel are currently complying with policy and current procedures related to safety checkpoints.

RECOMMENDATION(S):

The Troop Five command staff should consider implementing a comprehensive, written Driver’s License / Safety Checkpoint Plan based on documented or recorded empirical

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data – capable of being reviewed, updated, or modified based on the most current statistical data available.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are stored with the personnel files located within the post commander's office. EPMS reviews are retained for the career of the employee. The post commander presented the following: a 2015 Probationary Review (Bair); a 2015 Annual Review (Webb); a 2014 Probationary Review (Bair); a 2014 Annual Review (Lilly III); a 2013 Probationary Review (Burgos); and a 2013 Annual Review (Colbert). With one exception (Colbert - 2013), all reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor. The 2013 annual review, conducted on Trooper Colbert, did not contain a properly signed planning stage – signed by the employee, the rating supervisor, or by the reviewing supervisor.

RECOMMENDATION(S):

Policy 400.06 (Employee Performance Management System) Section II – DPS Policy states, the appraisal shall be reviewed by the next higher level supervisor (the reviewer), unless the rater is the agency head, prior to the appraisal being discussed with the employee.

1. All EPMS appraisals must contain a complete record; including a properly documented planning stage - signed by the employee, the rating supervisor, and the reviewing supervisor - prior to being discussed with the employee.
2. The post commander should purge the EPMS files in compliance with the General Records Retention Schedule.

20. Disciplinary Action Records

The post commander stated that the post files did not contain any form of discipline greater than a counseling session. Presented for review were the following counseling sessions: Bailey (2013); Clayton (2014); and Webb (2015). The files were maintained in a file cabinet located within the post commander's office. The files were retained from 2008 – present.

RECOMMENDATION(S):

Policy 400.08 VII – DPS Policy states supervisors may maintain supervisory notes and files. Based on the General Records Retention Schedule, the post commander should purge the file to comply with current retention requirements.

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21. Victim / Witness Files – Secure

The post commander informed this inspector that the investigating trooper completes the required TAVA documents for all qualifying charges. The proper documentation is provided to both the victim and the court. The investigating trooper is required to provide a copy of the TAVA documentation, and any other related documentation, to the post commander. All TAVA documentation is forwarded, by email, to the state victim advocate, the Horry County victim advocate, and the troop command staff. The post commander stated that there is no file specifically established for victim / witness (TAVA) documentation. The post commander informed this inspector that the documentation is basically filed as a portion of the related case file. This filing method (or lack of) presents security issues as related to the victim's information. The post commander stated that he, or his designee (sergeant or corporal) attend all TAVA qualifying court proceedings. During a review of the fatality files, in an attempt to locate a TAVA file, the post commander located a fatality packet indicating the case was a TAVA qualifying event; however, the TAVA documentation was not included. The post commander then presented the TAVA documentation related to (15FL086324 / State v. Dejean). The file appeared to be complete; however, the victim's (or representative) signature was missing from the documentation.

RECOMMENDATION(S):

The post commander shall maintain a secure file, within Post D, of all TAVA documentation for a period of three (3) years.

22. USE OF FORCE REPORTS (Supervisory Review)

Not in Compliance. The post commander explained that a supervisor is required to be notified regarding any use of force (UOF). The on-scene supervisor is tasked with notifying the post commander and the troop commander or designee regarding UOF incidents. The supervisor is required to forward a review, including all media, to the post commander. Once the post level review is complete, the documentation is forwarded to the troop office for review.

The post commander informed this inspector that he did not have a file specifically maintained for UOF reports; however, the post commander referred to a file that contained post pursuit reports and related written documentation. The file was labeled to indicate contents for the previous three (3) years. The file was stored in the post commander's office.

The post commander presented three (3) written UOF reports from 2013 (Rooney, Sarvis / Frost, Johnson); one (1) written report from 2014 (Bair), and one (1) written report from 2015 (Bair). Considering the number of assigned post personnel, the volume of calls for service, and the historically known proactive enforcement of the state DUI laws, the total number of recorded UOF incidents – five (5) in a three (3) year period – appeared to be

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incomplete. The post commander explained that he was not familiar with a large number of UOF occurrences; however, agreed the file was likely “missing” some reports.

Upon review of the reports presented, the reports appeared to vary from unsigned, incomplete drafts (without signatures indicating review) to reports accompanied by the “Action Memorandum” addressed to the director from the colonel, or to the colonel from the major. Supervisory reports and functions were observed prepared and completed by non-supervisory personnel. Reports were observed with signatures affixed, by three (3) separate levels of review, recorded in what appeared to be similar or the same handwriting style. Additional administrative errors were observed, including missing signatures or initials (both reporting officers and reviewers), SCDPS Incident reports without signatures affixed, unsigned Police Central reports, VMR without signatures, and missing video Chain of Custody forms. The only recorded violation observed and documented, related to a vehicle pursuit / UOF, was the result of a trooper failing to secure a vehicle. The violation was identified and notated during a supervisory review of the incident.

RECOMMENDATION(S):

1. In compliance with the General Records Retention Schedule, the post commander shall establish and maintain a file to include retention of all UOF incidents. Retention shall include three (3) years.
2. The reviewing supervisor shall ensure that all required documentation related to each incident is included in the completed report – to include all required signatures or initials of the reporting officer and the reviewing supervisor(s).
3. A review shall be conducted of all UOF incidents. Each review must be documented by affixing the signature and date of each supervisor conducting the review. Observed violations shall be identified, documented, and forwarded for proper handling.

23. Pursuit Reports (Supervisory Review)

Not in Compliance. The post commander maintains pursuit reports and related written documentation for a period of three (3) years. The reports are stored in the post commander’s office. The following pursuit reports were presented for review: Demirer (10/17/2013), Costa (08/08/2013); Sarvis (09/01/2014), Page (05/04/2014); and Sprouse (06/05/2015), Goetzman (11/17/2015).

Upon review of the reports presented, the reports appeared to vary from unsigned, incomplete drafts (without signatures indicating review) to reports accompanied by the “Action Memorandum” addressed to the Director from the Colonel, or to the Colonel from the Major. Supervisory reports and functions were observed prepared and completed by non-supervisory personnel. Reports were observed with signatures affixed, by three (3) separate levels of review, recorded in what appeared to be similar or the same handwriting style. Additional administrative errors were observed, including

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missing signatures or initials (both reporting officers and reviewers), SCDPS Incident reports without signatures affixed, unsigned Police Central reports, VMR without signatures, and missing video Chain of Custody forms. The only recorded violation observed and documented, related to a vehicle pursuit / UOF (same report documented in item #22) was the result of a trooper failing to secure a vehicle. The violation was identified and notated during a supervisory review of the incident.

Considering the number of assigned post personnel, the volume of calls for service, and the historically known proactive enforcement of the state DUI laws, the file of documented pursuits appeared to be incomplete.

RECOMMENDATION(S):

1. In compliance with the General Records Retention Schedule, the post commander shall establish and maintain a file to include retention of all pursuit reports. Retention should include three (3) years.
2. The reviewing supervisor shall ensure that all required documentation, related to each incident is included in the completed report – to include all required signatures or initials of the reporting officer and the reviewing supervisor(s).
3. A review shall be conducted of all pursuits. Each review must be documented by affixing the signature and date of each supervisor conducting the review. Observed violations shall be identified, documented, and forwarded for proper handling.

24. Prisoner Transport

Compliance. Corporal C.D. Weldon explained the proper procedure for transporting prisoners, per DPS policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Corporal Weldon properly explained the procedure for transporting multiple prisoners (seating requirements), prisoners of the opposite sex, and juveniles. Corporal Weldon properly explained the procedure if / when a prisoner escapes – to include the proper completion of a DPS Incident Report.

25. Legal Process Forms – for service of warrants

Not Applicable. The post commander was not familiar with a Legal Process Form.

26. Subpoena Maintenance

The post commander informed this inspector that Sergeant Trevathan is assigned as a liaison to the Magistrate Court(s). The system utilized by the court begins with a roll call of all cases scheduled for trial. The roll call is scheduled one (1) week prior to the week of trials. The court (Elizabeth Davis) sends a copy of the roster to the sergeant. The sergeant (or first sergeant) attends all pre-trial conferences. If a case cannot be resolved,

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the case is set for trial. A list of subpoenas is forwarded to the post. Once received, the subpoenas are provided to the trooper - via the trooper's mailbox. The post commander schedules a sergeant to attend each term of court; therefore, compliance with subpoenas is monitored. The post commander stated he is not aware of personnel missing criminal court appearances.

Civil subpoenas are provided to the trooper in the same manner. The first sergeant and the sergeant are not aware of anyone being compensated for civil court appearances in the recent past; however, explained their understanding of any received witness compensation (fees) would be handled as follows:

- If the trooper is subpoenaed to testify and the trial is scheduled during off duty hours, the trooper is permitted to retain the compensation.
- If the trooper is subpoenaed to testify and the trial is scheduled during normal work hours, the trooper must submit the check to the troop office.

RECOMMENDATION(S):

SCDPS Policy 400.19 (Leave and Attendance) XI(C)(3) states, any covered or probationary employee subpoenaed in the line of duty to represent the department or a state agency as a witness or defendant shall not be granted administrative leave with pay, and appearance in such cases shall be considered a part of the employee's job assignment. However, employees who are subpoenaed on a day the employee is not scheduled to work will be eligible for compensatory time for the hours the employee is required to appear as a witness or defendant. The employee shall be reimbursed according to the SC Department of Administration regulations for any meals, lodging and travel expenses that may be incurred while serving in this capacity.

1. The post commander shall ensure that all assigned personnel are in compliance with SCDPS Policy 400.19 XI(C)(3).
2. The post commander should implement a tracking system to ensure subpoenas are received and complied with - to include appearance by the subpoenaed personnel. An implemented tracking system would ensure accountability and should eliminate the need for the post sergeant to appear.

27. RADAR Logs

Compliance. All RADAR Logs are maintained by the individual troopers. RADAR certified personnel are documenting and maintaining RADAR logs by means of either a manual (handwritten) or electronic (computer) log(s). The RADAR logs are inspected by the post supervisor on a monthly basis – included on the line inspection form.

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28. RADAR Proficiency

Not in Compliance. All personnel utilizing speed measuring devices (SMD) are certified and recertified. The post commander explained that notification is provided by Patrol Training through ACADIS. Once the trooper completes the online portion of the training, the trooper contacts a field instructor. The instructor completes the field proficiency portion of the certification process. The instructor provides the field proficiency documentation to the troop office. Once completed, the troop office returns all completed documentation to Patrol Training. The post commander does not retain a copy of the documentation.

The post commander was only able to provide a copy of a RADAR / LIDAR field proficiency for Boyette (2010). The post commander indicated SMD documentation would be filed in the personnel files located in the post commander's office. The post commander did not retain or present any SMD certifications for this inspection.

RECOMMENDATION(S):

The post commander must ensure that all personnel are in compliance with the Revised Speed Measurement Device (SMD) Procedures (2014).

29. Records Retention

Not in Compliance. The post commander presented files retained at the post level for a minimum number of required years (2013 – present). Files are securely stored in file cabinets located within the post commander's office, either sergeants' offices, or the supply / file room. The security measures practiced offer a primary (locked office door) and a secondary (locked file cabinets) security measure for each file. Based on the current retention schedule, the post files are incomplete.

RECOMMENDATION(S):

The post commander shall implement and maintain a secure system necessary to comply with the current General Records Retention Schedule.

30. Wrecker Inspections

Compliance. Wrecker inspection forms are maintained at the post office. A review of forms, dated from 2012-2015 (inspection years 2013-2015) included: (2013) Surfside Wrecker, Sonny's Auto Body; (2014) Handee Bros. Towing, Affordable Towing; and (2015) D&R Auto Body, D & J Wrecker Service. The review revealed that supervisors (first sergeant / sergeant) are properly inspecting wrecker services as required by department policy. The reports included verification of wrecker facilities, equipment, and insurance requirements. Each report included a signature from the wrecker company representative and the inspector.

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The wrecker inspection forms presented contained portions rated by utilizing computer generated “checks”. Although some areas of the wrecker inspection form would permit this practice, other portions of the form would require the inspector to generate the form from an office setting. When this inspector requested the original handwritten forms or working documents associated with the inspection process, the inspector was unable to produce the forms.

RECOMMENDATION(S):

The wrecker inspector must either (a.) refrain from duplicating the original inspection documents or (b.) retain the working documents as part of the wrecker inspection file.

The recommendation would prohibit the inspector from duplicating the inspection process utilizing computer-generated (“checks”) ratings.

31. Region Hand Scale Calibrations

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

Compliance. All FOIA requests are assigned by Lieutenant Floyd at the troop office. The requests are emailed to the post sergeant and the investigating/arresting trooper. The trooper completes the request and submits returns the request to the post sergeant. The completed FOIA request is returned to the lieutenant. Once received in the troop office, the FOIA documentation is forwarded to DPS Headquarters for proper handling.

33. Miscellaneous Forms / Procedures

Compliance. The post commander presented reports from 2013 (Harman); 2014 (Page); and 2015 (Bair) demonstrating that personnel report injuries or medical emergencies to a supervising officer. The post commander properly explained the procedure for reporting work-related injuries; to include forwarding the required documentation to the troop office.

The post commander properly explained the procedures for reporting a suspicious person or bomb threat.

The post commander maintains all Signature / Acknowledgement forms for a period of three (3) years. The signature / acknowledgement forms are stored in the post commander’s office. The post commander presented reports dated in 2013 (Use of Profanity); 2014 (HP Console: Public Contact / Warning Data Entry); and 2015 (Radio Comm Check).

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Post D office appeared properly maintained. The facility was neat, clean, and orderly. The facility is a free-standing structure secured with a keyed door lock. The facility was properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. The post commander properly explained the process utilized to timely report maintenance needs. The post commander's point of contact for all SCDPS maintenance needs is John Moore. The facility has historically been affected by flash flooding – to include extensive water damage, requiring costly repairs, to the interior of the facility. Flooding in the parking lot, potential damages to patrol or civilian vehicles parked on the property, and water intrusion into the facility, are a constant concern.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the trooper's work room. The postings were accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. All routes leading in and out of the building were unobstructed and properly posted. There were three (3) evacuation routes posted at the time of inspection.

RECOMMENDATION(S):

The post commander should also post evacuation route(s) in plain view within the troopers' work room.

5. Fire Extinguisher Inspection Tags

Not in Compliance. The fire extinguisher tag was last serviced in May 2015. The fire extinguisher was last inspected and initialed on September 23, 2015.

RECOMMENDATION(S):

The post commander shall ensure monthly inspections of the fire extinguisher. The inspection shall be properly documented by affixing the inspector's initials and the inspection date.

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6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. The post commander provided a first aid kit maintained within the post office. The first aid kit was mounted on the wall beside the fire extinguisher.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center.

Not Applicable.

10. Other

Not Applicable.

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GENERAL INFORMATION

Headquarters - Troop Five consists of Darlington, Dillon, Florence, Georgetown, Horry, Marion, Marlboro, and Williamsburg Counties. The population within the troop, as of the 2010 census, was an estimated 683,854. The troop is currently operating at seventy-seven percent (77%) in Post A (Darlington, Marlboro); eighty-four percent (84%) in Post B (Dillon, Florence, and Marion); ninety-one percent (91%) in Post C (Georgetown, Williamsburg); and fifty-seven percent (57%) in Post D (Horry) manpower allocation.

The Troop Five Headquarters office is located in Florence County. In addition to the troop commander, interviews were conducted with three (3) of the personnel [sworn: (2); non-sworn: (1)] assigned to the troop office. All personnel are properly educated on the mission of the troop – fatality reduction.

Post A - Supervisory personnel focused most of their attention on fatality reduction, morale, and overall enforcement. Supervisors are working with the troopers, communicating expectations, and monitoring administrative tasks. The corporals make it a priority to work closely with the troopers in an effort to stay informed about their personal and professional lives. These efforts allow the supervisors to address issues if any arise.

The corporals allow subordinates to set goals. The corporals compare each subordinate's expectations to those of the corporal. This method allows expectations to be openly communicated. Corporals believe in praising subordinates; as well as, critiquing them. The supervisors concluded that this helped make the shift stronger, promoted teamwork and build rapport with the subordinates.

The first sergeant and sergeant focus their attention on administrative duties and completing these administrative tasks within the appropriate time frames. Both the first sergeant and sergeant expressed the need to assist in the field when possible. Both indicated the need to take some of the burden off of the subordinates by helping investigate collisions when calls for service get backed up. The first sergeant and sergeant discussed the opportunities these efforts offered them to mentor younger troopers by helping them find solutions to difficult problems and unusual situations.

Rewarding positive performance is described as mostly verbal praise. Supervisors assist with collision investigations allowing subordinates to focus on proactive enforcement. Supervisors attempt to promote a competitive work environment. At the end of the year supervisors reward those who have done an outstanding job and those who display the Highway Patrol core values in both their personal and professional lives.

Supervisors address the issue of substandard enforcement activity by sitting down and talking with the subordinate about any underlying problems that he may be aware of affecting performance. The supervisor may conduct ride-a-longs with subordinates, observe how they perform, and provide guidance. If subordinates continue to

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underachieve and show no interest in improving, the subordinate will be formally counseled. The counseling will provide methods for improving and performance objectives to obtain within a designated time frame. Additionally, any outside employment may be suspended or revoked if the employment appears to be negatively affecting performance. Supervisors attempt to provide subordinates with a clear and precise plan regarding expectations. Subordinates are counseled regularly and monitored to see if expectations are met. If no improvement is observed or achieved, disciplinary action for substandard performance will be initiated through the Office of Human Resources (OHR).

Post B - Post B consists of Florence, Marion, and Dillon Counties. Five (5) of the total sworn officers were supervisory personnel. The Post B Office is located in Florence County. Post B is currently operating at eighty-four percent (84%) manpower allocation.

Interviews were conducted with nineteen (19) of the forty (40) total assigned personnel [Supervisory personnel: (4); Non-supervisory personnel: (15)] for a total sampling of forty-eight percent (48%) of the total personnel assigned to the post. Two (2) assigned personnel are currently on FMLA.

All supervisors appear to be focused on the mission of SCDPS and the troop - fatality reduction. Supervisors regularly review the progress of subordinates to ensure all personnel are working to contribute to the core mission.

The top priorities noted as focal points while interviewing the Supervisor/Management staff were (1) adjusting to new responsibilities, (2) time management, and (3) holding troopers accountable. Some of the supervisors discussed the challenges presented by the demands of administrative duties, conducting enforcement, and the supervisory role as a focal point. The troopers appear to work hard and have positive attitudes. Supervisors make every effort to help the troopers manage their time wisely. The supervisors praise the troopers face to face. Positive performance is mostly recognized by email from the supervisors, word of mouth, and/or the chance to drive an unmarked car for a month (or) two. Positive performance, such as the trooper with the most DUI arrests, who records the highest enforcement activity, and who records the highest number of drug arrests each year are recognized at the Christmas party at the end of the year. Additionally, a trooper is recognized each year at the Christmas party and awarded the "Trooper of the Year" award for the post.

When dealing with troopers that exhibit substandard enforcement issues, the supervisor meets with the trooper and discusses all possible issues that maybe contributing to the problem. The supervisor will plan a course of action, to include counseling for personal issues, to identify and resolve any underlying issue(s). The supervisors will develop an individual enforcement plan to assist in improving substandard performance.

Post C - Post C consists of Georgetown and Williamsburg Counties, the sixth and eighth largest counties respectively in South Carolina (land mass). The Post C Office is located in Georgetown. The post office is well-maintained and offers a pleasant workplace

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environment. The post office is sufficient in size and is similar in design to other Highway Patrol post offices around the state. Post C has twenty-five (25) total sworn officers – six (6) of the twenty-five are supervisory personnel and eleven (11) others have achieved the time in grade rank of Lance Corporal. The post is currently operating at ninety-one percent (91%) manpower allocation. Interviews were conducted with nine (9) of the twenty-five assigned personnel [Supervisory personnel (4); non-supervisory personnel (5)] for a total sampling of thirty-six percent (36%).

Post D - Post D consist of Horry County. Horry County is located in the coastal area of the state and is home to one of the region's most popular tourist destinations.

The post is currently operating at fifty-six percent (56%) manpower allocation with thirty-five (35) total sworn officers – seven (7) of the thirty-five are supervisory personnel. The post office is located in Conway.

Interviews were conducted with seventeen (17) of the thirty-five assigned personnel [supervisory personnel: (7); non-supervisory personnel: (10)] for a sampling of forty-nine (49%) percent of the total personnel assigned to the post.

All personnel are properly educated on the mission of the troop and the post – fatality reduction. The supervision view the subordinates assigned to the post as working towards a common goal of reducing fatalities. The supervision reviews the progress of the post monthly. In addition to rewards of verbal praise or emails from supervisors, the post commander recognizes the recipient by posting the photo of the “Trooper of the Quarter” near the front door of the post office. With few exceptions, the subordinate personnel appreciate the positive recognition. Substandard performance is addressed individually with the subordinate that is not performing – utilizing the supervisory staff, through the chain of command, to address deficiencies.

MORALE

Headquarters - The overall morale within the troop office is described as good. The personnel assigned to the troop describe a positive work environment. Personnel interviewed describe an atmosphere that is fostered by the promotion of teamwork and maintained with an open dialogue of communication between the troop commander and the supervision within the troop. The troop commander communicated that the troop morale remains a top priority. The troop commander expressed an observed correlation between fatality reduction and the trends related to the overall morale of the troop.

Post A - This category was rated (2.5) overall. Morale in the post is good. The troopers enjoy coming to work and there were few negative comments. The most positive comment was that the troopers feel they have a very good personal and professional relationship with their supervisors. The troopers feel the supervisors care about them; they are always willing to stop what they are doing to talk to them and help them. The supervisors expressed their desire to help the troopers and ensure the troopers feel appreciated. The supervisors understood how important it was to give of their time with

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their teams. The supervisors celebrate birthdays and go hunting with the subordinates. The troopers enjoy the fact that the supervisors spend time with them on duty - by going out to eat. The troopers feel this builds a strong rapport. The supervisors feel the troopers perform their jobs well. The subordinates keep up with administrative duties. When subordinates fall short of expectations, the supervisors address the issue(s) personally and quickly. The first sergeant approves requested time off when staffing levels permit. The first sergeant understands that the troopers are working short and working beyond scheduled shifts when the need arises.

The troopers really like the supervisors and believe the supervisors will supported them. All the supervisors assigned to the post feel they have the support of the troop office. Troopers feel they are supported by the post supervisors. The post supervisors feel the troopers are working hard and doing their best regarding enforcement and answering calls for service. The troopers feel there is a friendly team spirit and they enjoy coming to work. The troopers communicated that they are treated with respect. Request(s) for leave are always granted when staffing levels permit. The troopers feel the supervisors in the post are professional and knowledgeable.

The two issues that were discussed that the troopers concluded negatively affect morale were: (1) promotions - some of the older troopers feel experienced troopers get passed over - even if they are doing a good job overall - by troopers who focus solely on enforcement. These experienced troopers view promotions are more about who you know and associate with rather than overall job performance; (2) troopers feel overwhelmed by the number of calls for service. Troopers feel there is a lot of redundant paperwork that they have to do that takes up valuable patrol time. The troopers concluded that duplicating paperwork negatively affects patrol time.

Post B - The overall assessment on morale from the interviews was good. The majority of the troopers characterize their relationship with the supervisors as pretty good. The relationship between the troopers and the other local law enforcement agencies is good. All departments work well together during checkpoints, speed, seat belt, and DUI initiatives. The troopers also have a good working relationship with the North Carolina Highway Patrol. The troopers feel the supervisors take care of them and try to provide the resources needed to complete assignments. Troopers feel they can talk to the supervisors and the supervisors are available anytime. The supervisors give feedback regularly (positive or constructive). The troopers describe the post's atmosphere as a business relationship-type of atmosphere.

When off duty, some of the personnel hunt together in the Marion and Dillon area. Some of the troopers in Florence seem to be more reserved. The relationship with the TCOs is described as "okay". The troopers do not know the majority of the TCOs by name; however, the troopers stop by the TCC regularly. The acting post commander is described by the supervisors and the troopers as very caring and understanding. He is described as a supervisor that will do anything for anyone. The troopers have confidence in the supervisors and feel that they can talk with them without reservation.

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The troopers rate their relationship with the troop office personnel as good. Troopers appreciate the level of communication within the troop. One supervisor expressed concern that the troopers were working eighty-six (86) plus hours per pay period and are told to only document eighty (80) hours in SCEIS. The supervisor said there was no way to give the troopers the time back because of manpower shortages. The supervisor continued by stating that several troopers have hours of undocumented comp time owed to them.

The majority of the troopers say appreciation is expressed to them in the form of an email or in passing. Very little individual counseling is conducted for performing well. On the other hand, troopers state they get “talked to” often for poor activity. The lack of quality equipment (spare cars, computers, RADARs) is frustrating. Some troopers feel like the DPS Command Staff does not support them; therefore, they find themselves second guessing the decisions they make attempting to avoid making a mistake and possibly generating a District Investigation (DI).

Post C - The overall morale within the post lies between good and excellent. Of the personnel randomly interviewed, the majority describes the quality of supervision and leadership as good to excellent. Opinions are that the troop command staff and supervision is experienced and very competent. Older equipment, especially vehicles, was one area defined as negatively affecting morale. Shift supervisors believe that assigning an enforcement trooper a specialized vehicle for good work performance means a lot toward that trooper staying motivated. It was also related that the supervisors believe the assignment of semi-marked patrol vehicles for lance corporals would be appreciated and help with morale.

Post D - The overall morale within the post is described as poor. Morale is the lowest rated category within the post. Of the personnel randomly interviewed, the majority of the personnel (supervisory and non-supervisory) consistently describe a defined disconnect between the post personnel and the post commander. The post commander is described by subordinates as an intelligent individual with above average computer (tech-type) and organizational skills; however, the post commander is perceived negatively and described by subordinates as a “micro-manager”. Subordinates describe the post commander as unwilling to delegate. The post commander is described as unwilling to deviate from or amend any enforcement plans, concepts, or schedules that he authors. Subordinates describe requirements to routinely complete non-departmental paperwork unnecessarily [End of Watch Report (completed by the supervisor or Officer-in-Charge detailing events of each shift); Out-of-Post Report (Form completed by all personnel that travel outside of the post)] and mandated assignments, regardless of the allotted manpower or the volume of calls for service, as examples of the inability of the other supervisors to make decisions.

Employee(s) expressed concern regarding the inability to enter their own working time in SCEIS. The term “floating time sheet” was utilized to describe the way working hours are documented. Additional concerns were expressed regarding the methodology utilized to properly or accurately document, compile, and award compensatory time.

COMMUNICATION

Headquarters - Personnel assigned to the troop office describe communication within the troop as a focal point of the troop commander. Assigned personnel consistently describe the methods of communication as electronic mail (e-mail), meetings, telephone calls, personal contact, and signature / acknowledgement sheets. The troop commander conducts troop supervisor's meetings on a regular basis. The troop commander provides the information directly to the post supervisory personnel – generally in a meeting format. The information is then disseminated to subordinate personnel utilizing similar means. The troop commander continues to utilize the "Troop 5 Talks" as an additional means to ensure that open communication remains a priority within the troop. The troop commander and the troop command staff personnel are described as approachable and available to subordinate personnel.

Post A - Communication was rated (3.4) - good to excellent. The primary way information is communicated to the troopers is through emails, text messages or cell phone calls. Information that is of an immediate nature is communicated through face to face meetings. Personnel are kept informed of crash prone locations and causation factors through statistical data that can be observed by viewing the maps displayed in the day room. These maps plot where fatalities, DUI fatalities, and DUI arrests are occurring. Troopers utilize the weekly wrap to monitor the location of all other fatalities. Enforcement plans are normally communicated through face to face meetings just prior to an enforcement event. The troopers receive direction from the corporals each shift directing them to specific locations they need to work. All personnel feel they are getting the information needed. Personnel are pleased with how information is relayed. Post meetings are conducted on a quarterly basis. Information from the monthly supervisor meetings is communicated to the troopers through face to face meetings conducted by the corporals. Most meetings between supervisors and troopers are informal. The troopers feel they get the information needed to perform their job.

Troopers and supervisors referenced two negative factors regarding communication: (1) rumors and gossip - supervisors feel they are constantly having to control the rumors and keep gossip to a minimum. Supervisors would like to see more information from the Executive Command Staff in Blythewood to help curtail the rumors and curtail the gossip. (2) Supervisors expressed a need for a more timely notification process regarding special assignments considering the lack of manpower. The lack of notification time creates shortfalls in the schedule and results in not enough personnel on the road to answer calls for service.

Post B - The overall assessment on communications from the interviews was good. Most everyone feels that they are getting the information they need. Information is primarily passed down, effectively, through the chain of command via email, phone, text, or during post and/or team meetings. Feedback is also shared with troopers via EPMS or monthly - based on activity.

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Communication between the troop supervision and the post personnel is good. The sergeant attends the post commanders meeting with the captain and lieutenants. The information is passed down to the corporals who either meet with the troopers or email the information to them. The supervisors and the troopers feel they receive the information needed to do their jobs. If they have questions, the captain and lieutenants have an open door policy. The Captain sometimes recognizes troopers for doing a good job on activity.

Statistical data and enforcement plans are normally provided by email or in a briefing prior to the enforcement event. Troopers stated that they are aware of crash prone locations and causation factors; therefore, the troopers take the initiative to work problematic areas on their own. Most meetings are informal and/or conducted to pass along information from Target Zero briefings, troop/post issues, etc.

Post C - Communication within the post is described as good to excellent. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail) and through the chain of command. Corporals are cited by most as following up with personal phone calls to provide important information. At times, some stated that there is a delay in receiving information when it trickles down to them through the chain of command; however, Lieutenant Caulder works out of the post office and is able to answer any questions that arise.

Post D - Communication was the highest rated category within the post - described as good. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail). The post commander conducts a staff meeting with supervisory personnel on the first Tuesday of each month. The post commander mandates weekly meetings between the shift supervisor and assigned subordinates be conducted each Sunday morning. Although the mandated date and time are not received positively, the post commander is credited and applauded by subordinates regarding the purpose and content (video review; policy review; law review) of the meeting. The post commander utilizes a computerized map to chart fatal collisions occurring within the post. The map is updated to include each fatality. Once updated, the map is forwarded to all post personnel in an effort to keep the personnel informed of the most current statistical data pertaining to fatal collisions. With the post commander described as the exception, the supervisory personnel are described as approachable and available to the non-supervisory personnel. Communication varies in description between the troop supervision and the post personnel – the majority of subordinate personnel describe the overall communication as good.

JOB SATISFACTION

Headquarters - The personnel assigned to the troop office are satisfied with their job. Personnel interviewed (sworn and non-sworn) are all veteran members of the department that continue to feel like their efforts make a positive difference.

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Post A - Job Satisfaction was rated (3.5) – good to excellent. The majority of personnel believed they are making a difference in their assigned area. Troopers and supervisors feel the job they perform positively impacts the communities they live in. Both groups expressed how people in the community express to them and show them how much they appreciate the service they provide. Troopers expressed appreciation for the support they receive from the supervision. Troopers recognize the efforts of the supervision to motivate them. Supervisors encourage troopers to set goals. Supervisors are always available to answer questions and assist subordinates when needed. The troopers appreciate the recognition of the “Employee of the Quarter”, “GEM” and “Trooper of the Year” awards presented by the department. The troopers also appreciate the local awards given to post personnel at the Christmas party. The troopers expressed how much they enjoy coming to work and how much they like the people in their communities. The supervisors take pride in seeing their men succeed. Supervisors want to help subordinates grow and improve. Supervisors really enjoy their teams and feel they can make a substantial difference in the troopers personal and professional lives by making them feel appreciated.

Post B - The overall level of job satisfaction among those interviewed was good. All of the troopers interviewed stated they were living a dream of being a State Trooper. They feel they are making a positive difference in the community and the job they do is appreciated. The troopers stated that citizens in the community tell them they are doing a good job or unknown citizens may sometimes pay for their meals as an expression of appreciation. All the troopers state that they appreciate receiving recognition for the job they perform.

Post C - The personnel assigned to the post describe their job satisfaction as good to excellent. All personnel describe a personal satisfaction with the job. Most personnel (supervisory and non-supervisory) interviewed feel like their efforts make a positive difference.

Post D - Despite the same repeated concerns expressed when discussing morale, the majority of the personnel assigned to the post describe a personal satisfaction with the job. Most personnel (supervisory and non-supervisory) interviewed, feel like their efforts make a positive difference. Although some question the motive, most agree that personnel are recognized and appreciated for the work they do within the post.

OPERATIONAL EFFECTIVENESS

Headquarters - Troop personnel describe the overall operational effectiveness as “good - excellent”. Troop personnel describe shortages in staffing, particularly in Horry County, as having a negative effect on the overall operational effectiveness of the troop. Support personnel, such as MAIT, ACE Motors, and ACE SIT are considered valuable resources and often provide a positive impact on the overall operational effectiveness of the troop. Other than described manpower shortages, personnel did communicate the sentiment that the resources needed to perform assigned job duties are available, upon request.

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Post A - Operational effectiveness was rated (3.6) - good to excellent. Troopers stated that they feel like they have everything they need to do the job. The troopers credit the Law Enforcement Networks (LEN) and multi-jurisdictional enforcement events with providing the manpower essential to conduct safety checkpoints. Troop enforcement events are limited. The troopers credit the air cards with the much needed ability to obtain DMV information wirelessly with improving the overall operational effectiveness. Troopers would like to see e-tickets and the CAD system implemented much sooner. Troopers expressed the need for more LIDARs to utilize in traffic enforcement. Troopers appreciate the supervisors when the supervisors respond to calls for service when the call volume is excessive. Troopers expressed they are satisfied with the service provided by communications. TCOs are described as both good and bad. Troopers felt like the TCOs do the best job they can considering the circumstances. The TCOs do provide the needed information to the troopers. The troopers feel they have a good relationship with the command staff and rated the overall Supervision/Leadership as excellent. Troopers feel the supervision is knowledgeable and keeps the troopers informed. Troopers like the fact that supervisors are there to help them on their own time and they feel their supervisors put the needs of the troopers above their own.

The most negative issue affecting operational effectiveness communicated by the troopers interviewed was equipment. The troopers specifically commented on the condition of the computers and the LIDARS. Troopers stated if the computer assigned to them needs repairs, it takes weeks to get another computer or to have repairs completed. These factors create an untimely delay for the troopers completing reports. The lack of a working computer creates duplication documenting the public contacts. The supervisors expressed concerns regarding the current office in Post A. Concerns specifically addressed the age of the building and the fact that the current office is a shared facility with the DMV. These two factors result in issues with parking, office space, storage space, privacy, and functionality (in general).

Post B - The overall operational effectiveness of among those interviewed was good. The majority of troopers feel they do have access to the resources needed to perform their assignment. Equipment issues (high mileage cars, outdated computers), and lengthy DI investigations are some things that negatively affect the operation of the post. The troopers feel the TCC being located in Florence is an advantage for them. Some of the troopers would like to get paid for working events such as the football games, horse races, etc.

Post C - Operational effectiveness was given the lowest rating by interviewees. Personnel commented that they would be more effective if personnel levels were higher. Although Williamsburg County is mainly rural, it covers a large area that is far from Georgetown. Georgetown presents problems arising from tourism.

Although it is consistently stated by patrol command that this should not be considered, field personnel relate that the lack of personnel does negatively affect morale and operational effectiveness. Comments were made that the strict attention to the number of

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restraint cases has led to them to patrol in more urban areas in lower speed zones and higher traffic volume areas only to produce a consistent number of restraint cases. Personnel believe that they would be more effective reducing fatalities if they patrolled in a more balanced manner. Personnel referred to the past when they worked the more rural areas and back roads.

Post D - Personnel consistently describe the lack of manpower as the leading issue negatively affecting this category. Personnel describe a frustration with the affects the lack of manpower combined with the leadership style of the post commander (micro-manager) has on the overall operational effectiveness of the post. The personnel routinely describe calls for service that far exceed the manpower needed to respond in a timely manner combined with selective enforcement plans that are mandated by the post commander regardless of the manpower needs as obvious concerns. Personnel view the requirement to complete non-departmental forms, required by the post commander, as unnecessary and negatively impacting performance. The supervisors are not permitted to make changes to the overall daily operational plan unless approved by the post commander.

SUMMARY/ CONCLUSION

Headquarters - Personnel assigned to the troop office communicate and display a desire to excel. The personnel assigned to the troop office (sworn and non-sworn) possess a positive, proactive attitude. The morale of the troop office is positive. Communication is described as a focal point of the troop commander – both within the troop office and in the entire troop. All assigned personnel communicate a personal and professional satisfaction with their job. During the staff inspection process, as related to the troop office, the main area of concern was record retention.

Post A - Overall, Troop Five / Post A is operating effectively. The Quality of Management, Job Satisfaction, Communication and Operational Effectiveness were all rated above (3.3) and many subordinates expressed approval of and respect for the supervisors. The personnel feel the command staff supports and understands them. The troopers and supervisors have positive attitudes and are supportive of each other. The troopers are satisfied with their job and feel they make a positive difference in the community.

Despite an emphasis on activity combined with the excessive calls for service at times, supervisors are viewed as trying to set realistic goals. Troopers describe the supervisors as competent, knowledgeable, and helpful. Communication throughout the troop is described as good. Troopers indicate they receive short notices regarding training and special assignments that create hardships. Troopers stated that they do receive information that is relevant to their job duties.

The post office was very old and had an infestation of wasps in the first sergeant's office when upon arrival. Morale was the lowest rated category; primarily due to the combination of a lack of manpower and the volume of calls for service. Despite the low

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rating for morale, personnel remain satisfied with their jobs and work hard daily to provide excellent law enforcement services to the public. Personnel are proud to be State Troopers and feel the department is on a “very good footing”.

Post B - Overall, Post B is operating effectively. The quality of Management/Supervision/Leadership and Job Satisfaction was rated highest among the personnel interviewed.

Morale is good in the post. Troopers stated they feel appreciated for the job they perform. The troopers are visible in the community. Troopers talk with kids at schools, people at churches, and fellowship with other agencies at LEN meetings. Some issues expressed as negatively affecting the morale were the lack of manpower, the poor condition of the spare cars and equipment (computers), and the fear of a DI conducted on them for doing their job.

The two areas of greatest concern detected during the inspection or interviews were identified as (1) the filing system in the post will need a complete overhaul. The current General Records Retention Schedule requires files to be retained in the post. Many of the deficient areas, identified as ‘Not in Compliance’, may have been compliant with a properly maintained file/record retention system; and (2) the troopers that are working eighty-six (86) or more hours in a pay period not being able to document the overtime as compensatory time.

Generally speaking, the troopers interviewed supported all aspects of target zero (DUI, speeding, seatbelt enforcement and pedestrian contacts). Supervisors were appreciative of the job the troopers were doing. The troopers feel the supervisors do what they can to take care of them. They displayed trust and felt their supervisors were competent.

The troopers feel communication was good in the troop and the post. Personnel receive the information and have the resources they need to perform their jobs. The troopers have a positive attitude, are satisfied with their jobs, and feel they do make a positive difference in the community.

Post C - After completing the inspection of the post, this inspector came away with a sense that personnel there are satisfied in their job duties. Personnel work well together, have a high opinion of the leadership within the post and troop, and enjoy the communities in which they live and work.

Recommendations for improvement center mainly on updating the methods for file retention. For example, the videotapes are still managed through a manual log, making it difficult to audit them for compliance with policy. Both First Sergeant Tyler and Sergeant Owens are fairly new in their positions, with First Sergeant Tyler arriving the week of the staff inspection. With the post commander position filled, strides should be made to update the post’s operations and delegation of supervisory duties. As the supervision of the post implements changes to a more electronic process of record keeping, personnel and workload should be easier to manage.

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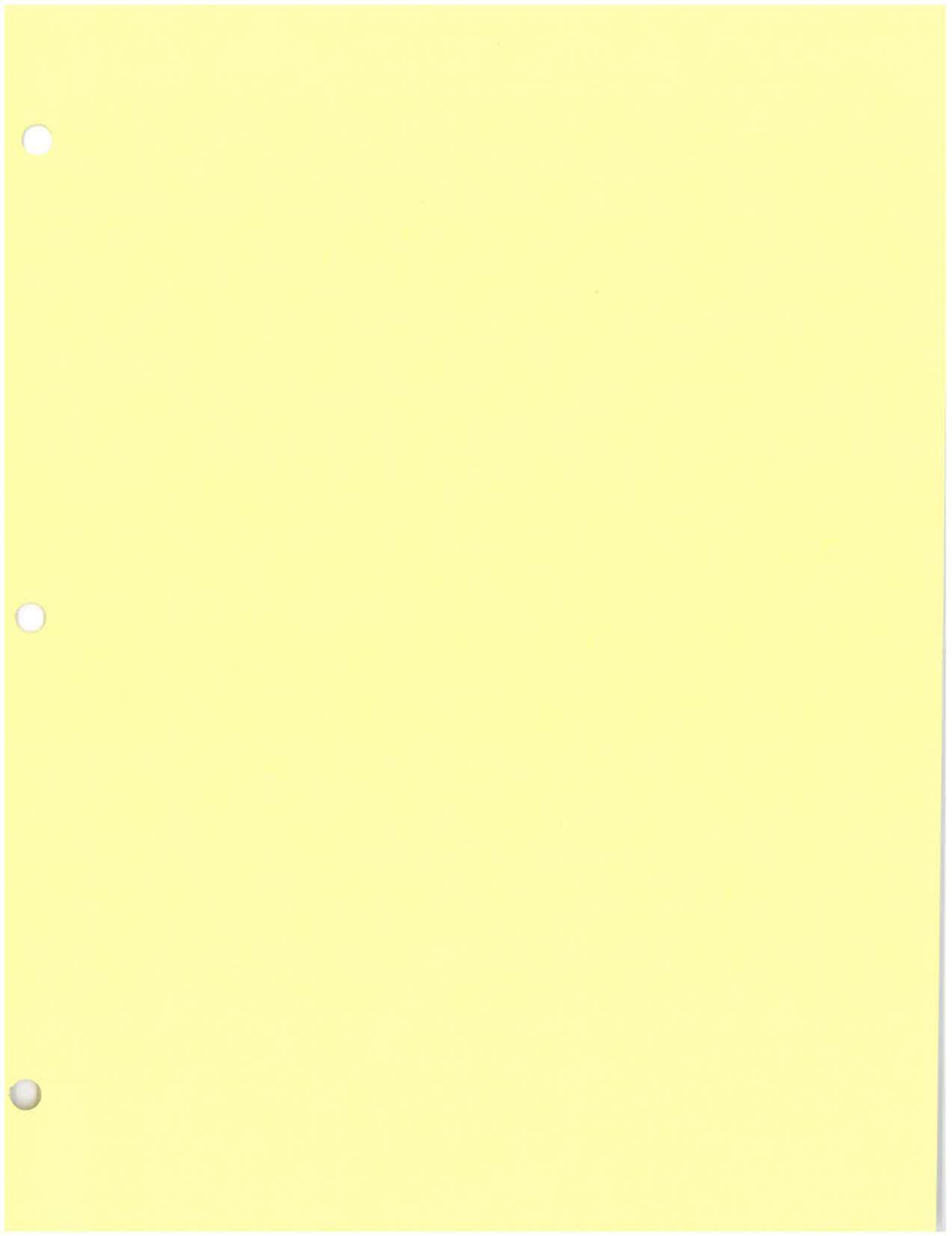
Post D – Although an aged facility, the Post D office presents a physical and logistical environment that would easily permit the assigned personnel to comply with all defined staff inspection requirements. During the staff inspection process, the majority of the non-compliance issues were related to records and records retention. The post records are best described as incomplete.

The leading cause for concern among the interviewed personnel assigned to the post is (1) the low morale of the post – rated by the majority of personnel interviewed as “poor” and (2) the overall lack of manpower. The post commander is routinely described as an intelligent individual that possesses the experience and organizational skills needed to successfully lead the post; however, is viewed by most as a micro-manager.

Communication on the post level is described as good; however, personnel, again, describe a “disconnect” with the post commander. The majority of assigned personnel communicate a personal and professional satisfaction with their job.

Operational effectiveness was directly correlated to the overall lack of manpower; as well as, issues defined as causing the described low morale. Other issues identified were related to time entry (inability for personnel to enter work hours into SCEIS or properly document earned compensatory time); evidence procedures; Audio/Video procedures; ticket tracking; and field reporting procedures.

The post commander is credited with utilizing a computerized mapping system to inform post personnel regarding the most current fatality statistics. The map is described by most as effective. Additionally, the post commander mandates monthly meetings (conducted every Sunday morning) between first-line supervisors and subordinate personnel. The program implemented includes the review and critique of an in-car video, a departmental policy, and a state law. Subordinates are tasked with leading the policy and law review. The personnel assigned to the post provided credit to the post commander for implementing the program and positive feedback regarding the purpose and educational value gained.



LOCATION: _____ DATE: _____

DEPARTMENT OF PUBLIC SAFETY



ENFORCEMENT DIVISIONS

STAFF INSPECTIONS CHECKLIST COVERSHEET

ENFORCEMENT DIVISIONS INSPECTIONS MODULE

STAFF INSPECTIONS CHECKLIST RATING SYSTEM

KEY TO RATINGS:

"C" - **COMPLIANCE**: The DPS requirements appear to be met by the Troop/ District/Unit/Post.

"NC" - **NOT IN COMPLIANCE**: It appears that the DPS requirements are not met or not adequately documented.

"NA" - **NOT APPLICABLE**: The requirement does not apply to this Troop/ District/Unit/Post, because of function or other reason.

"NI" - **NOT INSPECTED**: This requirement was not, or could not be inspected or observed by Inspecting Officers. (This is also used during inspections of limited scope such as in Follow-up).

Comments/Remarks: Noted in the "INSPECTIONS CHECKLIST SUMMARY" section. Each comment and/or remark is to be listed by the appropriate checklist letter and number of the item.

Staff Inspection Checklist

Location: _____ Date: _____ Inspector: _____

A: DOCUMENTS AND PROCEDURES	C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
Collision Records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2. Cash Receipts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3. Employee Training Records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4. Evidence / Property Storage Room / Documentation: (Includes DVD Maintenance & Retention)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5. Evidence Destruction / Documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodial Change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7. Secondary Employment Policy Compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8. Agency Property Accountability / Inventory Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
9. Purchasing and Procurement Compliance + P-Card	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10. Telecommunication Centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
11. Traffic Summons Book / Bond Money Amount	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
12. Ticket Tracking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
13. Body Armor Replacement Date:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
14. Child Custody Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
15. Juvenile Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
16. Juvenile Custodial Release Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
17. Line Inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
18. Safety Checkpoint Documentation (Statistical Data)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
19. EPMS (Probationary, Annual)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
20. Disciplinary Action Records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
21. Victim / Witness Files – Secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
22. Use of Force Reports (Supervisory Review)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
23. Pursuit Reports (Supervisory Review)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
24. Prisoner Transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
25. Legal Process Forms – for service of warrants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
26. Subpoena Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
27. Radar Logs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
28. Radar Proficiency Certification/Recertification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
29. Records Retention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
30. Wrecker Inspections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
31. Region Hand Scale Calibration Date	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
32. Freedom of Information Act (FOIA) Requests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
33. Miscellaneous Forms / Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

B. FACILITIES	C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
1. General Appearance and Upkeep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2. Timely Reporting of Needed Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
OHSA/ Fire Codes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
4. Building Evacuation Route – posted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
5. Fire Extinguisher Inspection Tags	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

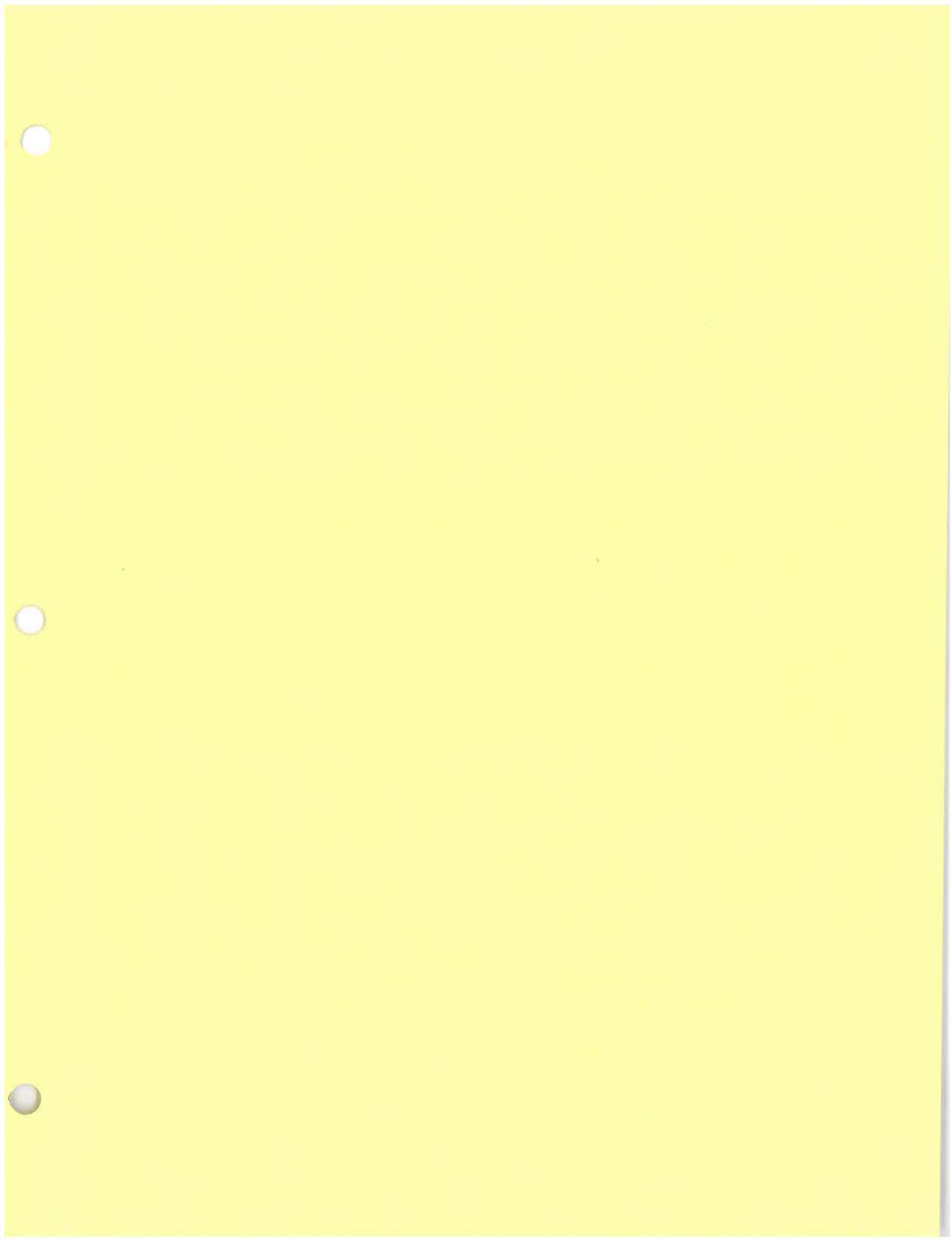
6. Defibrillator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
7. First Aid Kit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
8. Weight Station Scale Calibration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
9. BPS Operations Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
10. Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

INSPECTIONS CHECKLIST SUMMARY

Examples / Comments (Indicate by subject and number)

INSPECTOR(S) SIGNATURE(S):

DATE:



TROOP 5
Headquarters
STAFF INSPECTION
December 14-18, 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)		1=3	1=3	2=6
FAIR (2)				
POOR (1)				
TOTAL		2=7 3.5	1=3 3.0	3=10 3.3

MORALE = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)		1=3	1=3	2=6
FAIR (2)				
POOR (1)				
TOTAL		2=7 3.5	1=3 3.0	3=10 3.3

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)		1=3	1=3	2=6
FAIR (2)				
POOR (1)				
TOTAL		2=7 3.5	1=3 3.0	3=10 3.3

TROOP 5
 Headquarters
 STAFF INSPECTION
 December 14-18, 2015

OVERALL COMMUNICATION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)		1=3	1=3	2=6
FAIR (2)				
POOR (1)				
TOTAL		2=7 3.5	1=3 3.0	3=10 3.3

OPERATIONAL EFFECTIVENESS = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)		1=3	1=3	2=6
FAIR (2)				
POOR (1)				
TOTAL		2=7 3.5	1=3 3.0	3=10 3.3

TROOP 5
 Post A – Darlington / Marlboro
 STAFF INSPECTION
 December 14-18, 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)		3=9		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=16 4.0	4=13 3.3		8=29 3.6

MORALE = 2.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=4			2=4
GOOD (3)	1=3	3=9		4=12
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	4=9 2.3	4=11 2.8		8=20 2.5

JOB SATISFACTION = 3.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	2=6	2=6		4=12
FAIR (2)				
POOR (1)				
TOTAL	4=14 3.5	4=14 3.5		8=28 3.5

TROOP 5
 Post A – Darlington / Marlboro
 STAFF INSPECTION
 December 14-18, 2015

OVERALL COMMUNICATION = 3.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12			3=12
GOOD (3)	1=3	4=12		5=15
FAIR (2)				
POOR (1)				
TOTAL	4=15 3.8	4=12 3.0		8=27 3.8

OPERATIONAL EFFECTIVENESS = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)		3=9		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=16 4.0	4=13 3.3		8=29 3.6

TROOP 5 – Post B
 Florence / Marion / Dillon
 STAFF INSPECTION
 December 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	12=48	2=8		14=56
GOOD (3)	3=9	2=6		5=15
FAIR (2)				
POOR (1)				
TOTAL	15=57 3.8	4=14 3.5		19=71 3.7

MORALE = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	8=32	1=4		9=36
GOOD (3)	5=15	3=9		8=24
FAIR (2)	1=2			1=2
POOR (1)	1=1			1=1
TOTAL	15=50 3.3	4=13 3.3		19=63 3.3

JOB SATISFACTION = 3.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	11=44	2=8		13=52
GOOD (3)	4=12	2=6		6=18
FAIR (2)				
POOR (1)				
TOTAL	15=56 3.7	4=14 3.5		19=70 3.7

TROOP 5 – Post B
 Florence / Marion / Dillon
 STAFF INSPECTION
 December 2015

OVERALL COMMUNICATION = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	10=40	2=8		12=48
GOOD (3)	5=15	2=6		7=21
FAIR (2)				
POOR (1)				
TOTAL	15=55 3.7	4=14 3.5		19=69 3.6

OPERATIONAL EFFECTIVENESS = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	9=36	2=8		11=44
GOOD (3)	6=18	2=6		8=24
FAIR (2)				
POOR (1)				
TOTAL	15=54 3.6	4=14 3.5		19=68 3.6

TROOP 5 – Florence
 Post C – Georgetown / Williamsburg
STAFF INSPECTION
 December 14-18, 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	3=9	2=6		5=15
FAIR (2)				
POOR (1)				
TOTAL	5=17 3.4	4=14 3.5		9=31 3.4

MORALE = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	2=6	3=9		5=15
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	5=16 3.2	4=13 3.3		9=29 3.2

JOB SATISFACTION = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	2=8		5=20
GOOD (3)	2=6	2=6		4=12
FAIR (2)				
POOR (1)				
TOTAL	5=18 3.6	4=14 3.5		9=32 3.6

TROOP 5 – Florence
 Post C – Georgetown / Williamsburg
 STAFF INSPECTION
 December 14-18, 2015

OVERALL COMMUNICATION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	3=9		4=12
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	5=17 3.4	4=13 3.3		9=30 3.3

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		2=8		2=8
GOOD (3)	4=12	2=6		6=18
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	5=14 2.8	4=14 3.5		9=28 3.1

TROOP 5 – Florence
 Post D – Horry
 STAFF INSPECTION
 December 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	7=21	3=9		10=30
FAIR (2)	1=2	3=6		4=8
POOR (1)				
TOTAL	10=31 3.10	7=19 2.71		17=50 2.94

MORALE = 1.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	2=6	1=3		3=9
FAIR (2)	3=6			3=6
POOR (1)	5=5	6=6		11=11
TOTAL	10=17 1.70	7=9 1.28		17=26 1.52

JOB SATISFACTION = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	2=8		3=12
GOOD (3)	4=12	5=15		9=27
FAIR (2)	5=10			5=10
POOR (1)				
TOTAL	10=26 2.60	7=23 3.28		17=49 2.88

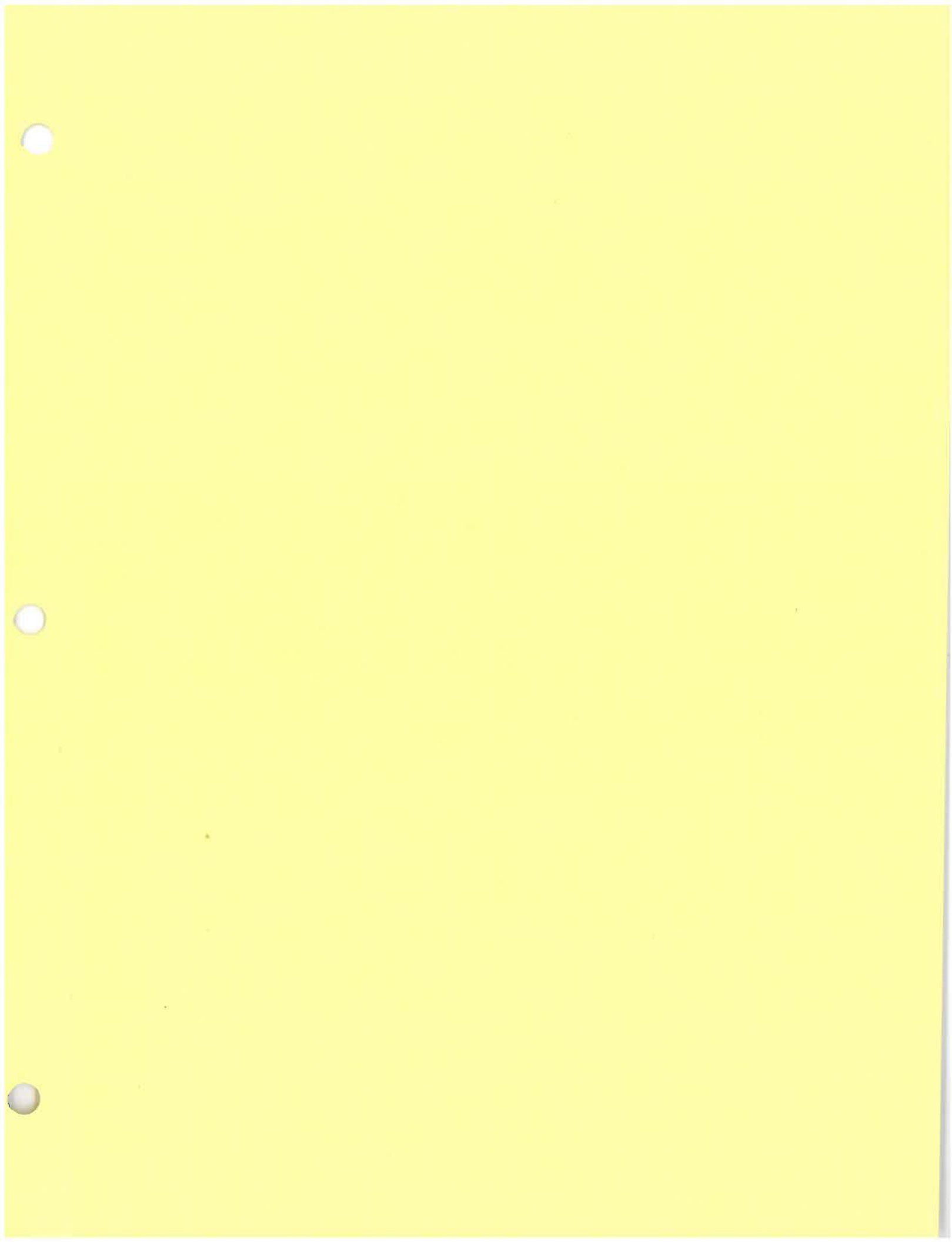
TROOP 5 – Florence
 Post D – Horry
 STAFF INSPECTION
 December 2015

OVERALL COMMUNICATION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	8=24	5=15		13=39
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	10=30 3.00	7=21 3.00		17=51 3.00

OPERATIONAL EFFECTIVENESS = 2.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	5=15	3=9		8=24
FAIR (2)	4=8	3=6		7=14
POOR (1)				
TOTAL	10=27 2.70	7=19 2.71		17=46 2.70



Staff Inspection Chart

	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
SCHP Troop Five					
Troop Five Headquarters	3.3	3.3	3.3	3.3	3.3
Post A - Darlington / Marlboro	3.6	2.5	3.5	3.8	3.6
Post B - Dillon / Florence / Marion	3.7	3.3	3.7	3.6	3.6
Post C - Georgetown / Williamsburg	3.4	3.2	3.6	3.3	3.1
Post D - Horry	2.9	1.5	2.9	3.0	2.7

