

South Carolina Department of Public Safety



Staff Inspection Report

South Carolina Highway Patrol Troop One

August 4-11, 2015

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South Carolina Highway Patrol – Troop One
August 4-10, 2015

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

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Executive Summary

The Staff Inspection of Highway Patrol Troop One (Richland) revealed minimum 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, 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

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- Secondary Employment Policy Compliance
- Agency Property / Inventory Control
- Purchasing and Procurement Compliance
- Telecommunication Centers

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

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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.

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 One Headquarters is located in Columbia, South Carolina. The majority of Troop One is located in the midlands area of the state. Richland is the largest county in the troop with a population, as of the 2010 census, of 320,677. As of the 2010 census, the county is comprised of a demographic compilation of 48% White, 46% Black, and 2.7% Hispanic.

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

- Post A: **Sumter**, Clarendon
- Post B: **Kershaw**, Lee
- Post C: **Lexington**
- Post D: **Richland**

Troop One currently maintains approximately 100 sworn officers (Trooper – Captain) and two administrative staff. The troop currently has one (1) post commander vacancy – Post A. Troop One is operating at a post average of 46% (Post A: 53%; Post B: 45%; Post C: 43%; Post D: 43%) of the Personnel Allocation Model.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Tuesday, August 4, 2015. Attendees included the Inspector-in-Charge (IC), Major J. D. Moore of the Office of Strategic Services, Accreditation, Policy and Inspections; Region I Major, Major M.S. Wright; Troop One personnel: Captain C.T. Stephens, Lieutenant R.D. Grubbs, Lieutenant W.L. Herrington, Lieutenant G.T. Levine; Sergeant J. Ham (Post A), First

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Sergeant M.R. Danback (Post B), First Sergeant C.S. Shelton (Post C), First Sergeant E. Patterson (Post D).

The IIPs were introduced and provided their post of responsibility as noted below:

- | | |
|-------------------------------------|----------------------------|
| • Post A: Sumter , Clarendon | Lt. S.N. Gadsden - Troop 6 |
| • Post B: Kershaw , Lee | Lt. W.R. Taylor - Troop 7 |
| • Post C: Lexington | Lt. R.H. Sapp – Troop 4 |
| • Post D: Richland | Lt. S.A. Stankus - Troop 3 |

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 Monday, August 10, 2015. IIPs provided a brief overview of their findings to the attendees that included the aforementioned Troop One staff.

It was conveyed during the conference that the Troop One 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 One staff members as vital for the future of the Highway Patrol division.

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**TROOP ONE
HEADQUARTERS
(Richland)**

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

An inspection of the Troop One Headquarters office was conducted on August 4-5, 2015. Present at the inspection were Lieutenant R.D. Grubbs, Lieutenant G.T. Levine, Lieutenant W. L. Herrington Jr., Sergeant T. P. Alford, Administrative Assistant Bonnie Walker, and Administrative Specialist II Patricia Sloan. The inspection revealed...

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All collision report approvals and second approvals are handled in the originating post. Lieutenant Grubbs reviews all fatal packets for completeness and files them electronically. He ensures all information including Coroner's Reports, at scene videos (including witness recordings), Toxicology, and MAIT packets are included. The on-scene supervisor completes a synopsis of the facts of the collision and forwards to all Troop One personnel. The fatal log is maintained daily by Lieutenant Herrington. The on-call lieutenant, who fields the call, receives the original copy of the fatal packet. Once the original packet is reviewed and approved, the packet is submitted to Lieutenant Grubbs who files it along with all DVD recordings. The time frame for submission of the fatal packet is ten (10) days; but, exceptions are made for extenuating circumstances. All hit and run collisions are tracked through the SCHP console with each post commander documenting monthly the status of all open cases. At the time of this inspection, there were no active hit and run cases in the troop. (All open hit and run collision investigations were classified as "cold cases").

2. Cash Receipts

Not applicable.

3. Employee Training Records

Compliance. Field Training Officers (FTO) submit the Field Training and Evaluation Program (FTEP) reports to Lieutenant Herrington at the end of each training phase. The first phase is the forty (40) hour observation phase; followed by the one-hundred twenty (120) hour field application phase; the one-hundred fifty (150) hour field demonstration phase; and the ninety (90) hour field evaluation phase. At the completion of all the FTO phases, once released to perform as a solo unit, the trooper is monitored by the assigned first line supervisor. The supervisor is required to complete a South Carolina Highway Patrol Training Report, monthly, until the trooper(s) have completed the first year of

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employment. The reports are reviewed by Lieutenant Herrington for completeness and documented review. The reports are filed by basic class number and trooper's name until the training is completed. File retention included 2012 to present. The monthly training reports are moved to the trooper's personnel file secured in the locked file room in the troop office.

A review of the monthly training reports revealed each report was properly completed – to include signatures of the trainee, the post level supervisor, and the troop commander.

4. Evidence / Property Storage Room / Documentation

Not applicable. No evidence room is maintained in the troop office.

5. Evidence Destruction / Documentation

Not applicable. No evidence room is maintained in the troop office.

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

Not applicable. No evidence room is maintained in the troop office.

7. Secondary Employment Policy Compliance

Compliance. The troop office staff is familiar with the policy 200.01 (Outside Employment Policy). When a trooper submits an outside employment request and the request is approved, a copy is retained within his / her personnel file. Request(s) are re-submitted annually. For file retention purposes, there were four (4) complete years on file: 2012, 2013, 2014, and 2015. All form(s) were complete and appropriate signatures were in place.

8. Agency Property Accountability / Inventory Control

Compliance. All Troop One Annual Equipment Inventory forms are retained by the troop administrative sergeant. The forms are securely stored within the administrative sergeant's office. The administrative sergeant maintains a file containing all documentation of equipment inventory discrepancies. Annual Equipment Inventory forms were presented from 2009-2015.

RECOMMENDATION(S):

1. The General Records Retention Schedule requires Property Inventory Sheets be retained, at the troop level, for a period of two (2) years. The files should be purged.

9. Purchasing and Procurement Compliance + P-Card

Not applicable.

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10. Telecommunication Centers

Not applicable.

11. Traffic Summons Book / Bond Money

Compliance. Summons books are secured in a locked room with limited access and are issued in numerical order as per SCDPS Policy 300.29. Traffic summons books are audited quarterly and bond money is checked monthly on the SCDPS Line Inspection Report by supervising personnel.

12. Ticket Tracking

Compliance. All Troop One personnel utilize Electronic Mail (e-mail) to request summons books. All requests are forwarded to the troop administrative sergeant. Once the request is received, summons books are issued by utilizing a written log that documents the summons number sequence issued, the date issued, the receiving trooper, and the date the summons book receipt is returned. The sergeant utilizes the SCHP console to complete the issuance of the summons book, electronically; in turn, producing a computer generated summons book receipt. The receipt is printed and forwarded, accompanying the summons books, to the requestor. Once signed by the recipient, the summons book receipt is returned to the troop office. The administrative sergeant presented summons book receipts dated 2012-2015.

13. Body Armor Replacement Date:

Compliance. Body armor is inspected annually at in-service and during line inspections. The expiration date is noted on the monthly line inspection form. Any reported issues with body armor are referred to Patrol Supply for correction.

14. Child Custody Procedures

Not in Compliance. When a child endangerment case is made and/or a child custody transfer takes place, the documentation is forwarded to Sergeant Alford at the troop office. Sergeant Alford forwards the information to Captain Gamble - per SCDPS Policy 300.19. A review of the file found all documentation properly signed and in order. The review consisted of approximately twenty (20) packets in the file with dates ranging from 2014 to 2015. According to the DPS console, one-hundred thirty (130) child endangerment cases were made within the troop, from 01/01/2012 - 12/31/2014. The contents of the file indicated incomplete record retention at the troop level. All child custody files are secured in a locked file cabinet in a drawer separate from all other files.

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15. Juvenile Procedures

Not in Compliance. The storage and security of the juvenile files in the troop office is prescribed by South Carolina Code of Law 63-19-2030. The files, retained and stored separately from all other records, consisted of:

2015: Two (2) juvenile arrest files retained from May 2015: one (1) for a stolen vehicle and one (1) for a DUI. All forms were properly signed and reviewed by a supervisor.

2014: Post C (Lexington) recorded two (2) juvenile cases in 2014: One (1) for a simple possession of marijuana charge, dated 08/29/2014; (1) one for a No SC DL and a Too Fast for Conditions charge, dated 12/27/2014. None of the paperwork was retained at the troop office.

Sergeant Alford was familiar with juvenile procedures related to taking a juvenile into custody, although she stated this is a rare occurrence. There was no paperwork indicating compliance with SC Code of Laws 63-19-810 (School Principal notification) regarding the charge of Simple Possession of Marijuana.

RECOMMENDATION(S):

According to S.C. Code of Laws Section 63-19-810 section C: When making a charge that would be a misdemeanor or felony if committed by an adult law enforcement is compelled to notify the principal of the school in which the juvenile is enrolled, if any. If the juvenile is not enrolled in school, a recommendation is made to document the circumstances surrounding enrollment on an incident report for clarification and to ensure compliance.

SECTION 63-19-810. Taking a child into custody. Section (C) When a child is charged by a law enforcement officer for an offense which would be a misdemeanor or felony if committed by an adult, not including a traffic or wildlife violation over which courts other than the family court have concurrent jurisdiction as provided in Section 63-3-520, the law enforcement officer also shall notify the principal of the school in which the child is enrolled, if any, of the nature of the offense. This information may be used by the principal for monitoring and supervisory purposes but otherwise must be kept confidential by the principal in the same manner required by Section 63-19-2220(E).

16. Juvenile Custodial Release Forms

Compliance. There were Juvenile Custodial Release Forms on file where juveniles had been released to DSS Custody or to a responsible adult or legal guardian. All forms had the proper information and signatures affixed (from the officer and the receiving DSS personnel, responsible adult, or legal guardian). The forms were secured in the troop administrative sergeant's office in a locked file drawer.

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17. Line Inspections

Not in Compliance. Line Inspections are completed monthly according to SCDPS policy 300.10. Line inspections are conducted properly and documented accordingly. Each is filed in the troop office, separated by post and by month for 2014 and 2015. The following files were reviewed:

Post A for September 2014 and January 2015. There were a few clerical issues or errors observed:

- Joseph Ham (09/25/2014): documented “Not in Compliance” (NC) for item B(10), Body Condition - Paint chip on roof. (Neither the date the deficiency was corrected, nor the supervisor’s initials were properly recorded);
- S. M. Lowder (09/14/2014): documented his GPS was not working and was waiting on a replacement. (Neither the date the deficiency was corrected, nor the supervisor’s initials were recorded);
- O.T. McCray (01/15/2015): date not recorded by the employee;
- B.D. Robinson (01/26/2015): supervisor comments notate the decals on the driver’s side are turning loose; but, the category is rated “Compliance” (C) under section B(10) - Body Condition - Paint/Glass/ Decals;
- P.W. Dick (01/19/2015): Section B(12), fire extinguisher/jumper cables, rated (NC) for fire extinguisher. Listed in the inspection summary, under supplies needed: “needs new fire extinguisher; ordered 01/19/2015”; however, it does not indicate the date corrected or the supervisor’s initials.

RECOMMENDATION(S):

When documenting items as “Not in Compliance” (NC) on a Line Inspection form, the inspecting supervisor shall ensure the item is corrected, document the date, and record his/her initials on the corresponding Line Inspection form.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. All operations are properly planned, organized, executed and documented. According to Lieutenant Herrington, there is no documentation retained in the troop office listing pre-approved check point locations. There is no statistical data gathered that is filed in the troop office supporting any safety checkpoint locations.

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RECOMMENDATION(S):

Obtain a list, from each post commander, of desired locations to conduct safety checkpoints. Gather statistical data to support conducting safety checkpoints in a specific location and maintain files supporting those locations. Keep a list of all pre-approved safety checkpoint locations on file in the troop office.

19. EPMS (Probationary, Annual)

Compliance. All EPMS reviews are located in the corresponding trooper's personnel file. The files are stored in the secured file room with limited access. All EPMS reviews are performed according to the established EPMS reporting cycle. The reviews were signed and reviewed prior to being presented to the employee. EPMS reviews were on file according to the current file retention list (3 years). The following probationary EPMS reviews for 2013 were inspected: R.G. Conyers; 2014: J.P. Dubose. The following annual EPMS reviews for 2013 were inspected: G.M. Colbert; 2014: Angel Avila; and 2015: J.P. Dubose. The only issue observed resulted from a planning stage not being completed for G.M. Colbert on June 13, 2013.

RECOMMENDATION(S):

EPMS reviews shall be reviewed to ensure all planning stages are complete and shall be properly retained.

20. Disciplinary Action Records

Disciplinary action records are maintained secured within the trooper's personnel file - locked inside the file room. A reviewed of this file revealed retention of several disciplinary action files, dated from 2010 to 2015, that ranged from a counseling session to a two day suspension.

21. Victim / Witness Files – Secure

TAVA files are received in the troop office when completed in the post by the investigating trooper. The investigator explains the form(s) and secures the appropriate signatures from the victim - indicating the information has been explained to the victim. Victims and witnesses are treated with compassion and dignity and all TAVA files are kept secured in the file room in the troop office. The completed forms are forwarded, electronically, to Christina Toler, the department's victim advocate, located in Blythewood, for follow-up. Victim and witness information is not provided to the media or the public unless permitted by DPS policy. Victim / witness information is stored in a secured file for three years as prescribed by the SChP General Records Retention Schedule.

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The following files, retained from 2013-2015, were reviewed: Berry (05/31/2013); Glover (05/29/2013); Kelly (03/01/2013); Fields (02/24/2014 - not signed by Victim); Holley (07/09/2014); Dicks (06/10/2014); Brooks (08/29/2015); Lykes (03/07/2015); Clyburn (05/20/2015 - not signed by victim); and Posey (09/07/2015). Of the files reviewed, two (2) were not signed by the victim or documented, “unable to sign”.

RECOMMENDATION(S):

Each victim shall sign the TAVA checklist form indicating acknowledgement of the required notification(s) or information. If the victim is not capable or available to sign the TAVA checklist form, indicate the reason.

22. Use of Force Reports (Supervisory Review)

Compliance. Troop One maintains all Use of Force (UOF) reports and related written documentation for a period of three (3) years. The following files were reviewed:

- January 11, 2013 (B.O. Stokes);
- September 29, 2014 (S.M. Lowder and Cpl. J.P. Dubose);
- January 2, 2014 (B.O. Stokes and R.J. McCoon);
- June 8, 2015 (E.M. Koty and R.G. Conyers).

Each UOF report was reviewed by supervisors from both the post and troop level. Signatures of review were affixed indicating that the UOF was necessary and reasonable to affect a lawful arrest. Policy and procedural violations were properly documented. Administrative errors were observed, including missing signatures or initials on Police Central reports, statements, Videotape Monitor Reports (VMR), and chains of custody. The files are secured in the troop office file room with limited access to only essential personnel.

RECOMMENDATION(S):

1. The reviewing troop supervisor shall ensure the UOF packet is complete; to include, all relevant documentation and required forms needed to properly conduct a complete and thorough review.
2. The reviewing troop supervisor shall ensure that all written reports or written statements require the signature or initials of the arresting, reporting, or reviewing officer.

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23. Pursuit Reports (Supervisory Review)

Compliance. Troop One maintains all pursuit reports and related written documentation for a period of three (3) years. The reports are securely stored in the troop file room. All pursuit reports inspected contained the proper documentation and were reviewed by both post and troop level supervisors.

The pursuit reports reviewed were observed to contain administrative errors. Those observed errors included: missing signatures from either the reporting officers or the reviewing supervisors; Police Central Reports (SCIBRS) were observed without the signature of the arresting officer; VMR were observed without the initials of the reviewing supervisor; and Videotape Chain of Custody forms were not included in all reviews. Policy and procedural violations are properly documented by the reviewing supervisor(s). Once the review process is completed at the post level, all pursuit reports are properly forwarded to the troop level for review.

RECOMMENDATION(S):

1. The reviewing troop supervisor shall ensure the pursuit packet is complete, to include all relevant documentation and required forms needed to properly conduct a complete and thorough review.
2. The reviewing troop supervisor shall ensure that written statements require the signature of the arresting officer.
3. The reviewing troop supervisor shall ensure that signatures are properly affixed by the reviewing supervisor(s).

24. Prisoner Transport

Compliance. Lieutenant Herrington explained the prisoner transport process. Arrest reports and in-car videos are reviewed to ensure individuals are under legal custody when transported by DPS personnel. Troopers follow all applicable DPS policies and procedures when transporting individuals. Written reports are submitted, detailing the circumstances of the escape, when individuals escape during transport. The reports are submitted to the troop office for review.

25. Legal Process Forms – for service of warrants

Not Applicable. Troop One does not utilize legal process forms for the service of warrants.

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26. Subpoena Maintenance

Subpoenas that are received in the post offices are forwarded to the troop office where the documents are reviewed by a lieutenant. The subpoenas are forwarded to the Office of General Council (OGC) to be reviewed and returned for service. Once returned, the subpoenas are forwarded to the post commander to be assigned to the trooper for compliance. There is no formal tracking system in place.

RECOMMENDATION(S):

The troop commander should develop a system to track subpoenas from service until appearance - necessary to verify compliance.

27. Radar Logs

Compliance. Radar Logs are forwarded to the troop office from the post office(s) and are retained in a file separated by trooper and by month. The following files were reviewed and found to be complete with appropriate signatures: R.H. Rowe (April 2015); M.B. Mose (July 2015); and W.H. Labounty (March 2015).

28. Radar Proficiency Certification / Recertification

Compliance. Troopers are responsible for completing SMD re-certification through ACADIS. When certificates are awarded, the trooper forwards a copy to the troop administrative specialist (Patricia Sloan) who files the certification in a folder, labeled certificates, located within the trooper's personnel file.

At the direction of the training lieutenant, it is incumbent upon the Trooper and the SMD instructor to get the proficiency completed, within the appropriate time frame, and returned to the training lieutenant. The proficiency results are then reviewed by the training lieutenant, approved by the troop captain, and returned to Patrol Training for submission to the Criminal Justice Academy (CJA).

29. Records Retention

Compliance. All records listed on the General Record Retention Schedule (Revised 2006), to include retention periods specified for troop retention, were inspected and the following was noted: all files present within the troop filing system appear to be complete and contain the appropriate signatures indicating required reviews are conducted.

RECOMMENDATION(S):

The troop commander should purge the files that exceed the required retention specified by the current General Records Retention Schedule.

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30. Wrecker Inspections

Compliance. Lieutenant Herrington maintains all wrecker files to include inspections and disciplinary actions for a period of three (3) years. All files are maintained according to the assigned post and the assigned wrecker zone location. All Inspection forms and fee sheets are signed and dated by the wrecker service's owner and the inspecting supervisor. Disciplinary actions are documented and tracked to ensure compliance with wrecker regulations and DPS policy and for progressive disciplinary action.

31. Miscellaneous Forms / Procedures

Compliance. All work-related injury (worker's compensation) documentation is completed by the injured subordinate and provided to his / her immediate supervisor. Once the supervisor reviews the documentation and completes all required worker's compensation forms, the proper case worker is notified. All related documentation is forward to the troop office (Patricia Sloan) for proper handling. All documentation is forwarded to the Office of Human resources (OHR). A copy is retained at the troop office, within the employee's personnel file, for the lifetime of the employee's career. A review of completed documentation presented (Dickens: 05/27/2013) and (Elliott: 07/03/2015) verified all work-related injuries are properly documented and the files are securely retained.

Signature / Acknowledgement forms are retained at the troop office for a period of three (3) years. The forms are retained in the troop file room – filed by post and by year.

Sergeant Alford properly explained procedures required should a bomb threat be received in the troop office. The response included all proper notifications, including, but not limited to, the local fire department, law enforcement, troop office personnel, and department command personnel. Sergeant Alford informed this inspector that once proper notifications were made, proper procedures would be followed as provided by the identified incident command.

There was no system in place to track Ishmael tickets.

RECOMMENDATION(S):

The troop commander should develop a tracking system to ensure tickets that are re-opened and returned to the inventory are tracked until adjudicated.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The office space was neatly kept and clean. The building is well-maintained. There is adequate space for employees and more than adequate storage space.

2. Timely Reporting of Needed Maintenance

Compliance. If maintenance is needed, Sergeant Alford contacts Eric Cobia or John Moore. The response time is generally immediate. Concerns are addressed in a timely manner.

3. OSHA/ Fire Codes

Compliance. A placard was displayed by the entrance documenting the maximum occupancy of the office space. OSHA literature was properly displayed for all personnel to review.

4. Building Evacuation Route

Compliance. Three (3) diagrams of evacuation routes were posted in conspicuous locations showing exit routes from the various locations inside the building according to the floor plan.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected monthly by Sergeant Alford. The fire extinguishers were recently replaced in May and were initialed for June and July.

6. Defibrillator

Not Applicable.

7. First Aid kit

Compliance. The first aid kit was located under the cabinet in the administrative assistance's work space. The first aid kit was stocked and ready for use.

8. Other

Not Applicable.

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TROOP ONE / POST A
(Sumter, Clarendon)

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

An inspection of the Troop One Post A (Clarendon, Sumter) Office was conducted from August 4-7, 2015. Present during the inspection was the acting Post Commander, Sergeant Josepha Ham.

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All members of Post A are currently capturing all collision investigations utilizing Report Beam. Sergeant Ham was able to retrieve the collision reports utilizing Report Beam, and communicated the approval process of these reports. Once collision reports are submitted into the system, the approval process goes as follows: The 1st tier of report beam is checked by the corporals. The corporals will only check their assigned shift's reports, unless instructed differently by Sergeant Ham. Sergeant Ham approves all reports in the 2nd tier. If necessary, the sergeant will obtain assistance approving pending reports from the post lieutenant. All collision reports are filed electronically. Currently, Post A does not have any unsolved hit and run collisions involving fatalities; however, at the time of this inspection, the post did have 4 pending MAIT investigations.

Post A has investigated sixteen (16) fatal collisions to date in 2015. The submission of fatality packets are tracked by Sergeant Ham. Fatality packets are normally submitted by the investigating trooper to the supervisory staff within ten (10) days of the collision. Once reviewed for completeness and accuracy, the fatality packets are forwarded to the troop office for review and approval. Sergeant Ham maintains a copy of the completed fatality packets in his office. Most of the fatality packets reviewed contained the proper documentation, to include, copies of the collision report, field sketches, field notes of the investigating trooper, and copies of the driver's record. At least one fatal packet reviewed did not contain witness affidavits and at least one fatal packet contained a MAIT checklist with checklist boxes checked indicating a contradiction.

2. Cash Receipts

Not Applicable.

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3. Employee Training Reports

Compliance. The training reports for Post A personnel were located in the first sergeant's office in a file cabinet. The reports were completed in their entirety and contained the required documentation verifying ride-a-longs had been conducted by a corporal, sergeant or first sergeant, and a lieutenant. Training reports were signed appropriately by all applicable parties.

4. Evidence / Property Storage Room / Documentation

Compliance. The Post A evidence room is located in Sergeant Ham's office. There is a locked file cabinet which is located inside the evidence room where marijuana and alcohol evidence is stored. Sergeant Ham is the primary and only evidence custodian at this time and is the only person with access to the evidence locker. Sergeant Ham was able to present all of the evidentiary items requested. All of the evidence inspected was properly labeled and secured. There are two evidence lockers: one (1) locker for marijuana and (1) one locker for alcohol. These lockers have different keys, but the same evidence log is utilized for both. Blood evidence is stored in a refrigerator in the trooper's work room. A review of this log determined all blood evidence is being submitted within established timeframes.

DVD/Videotapes are located in the trooper's work room. There is a log book where troopers sign out each blank DVD/Videotape. A corporal retrieves the videotape log sheet and logs the videotape information on a spreadsheet to track which videos are assigned to each trooper. When no longer needed for court purposes, the DVD/Videotapes are returned to Sergeant Ham. The videotapes are stored in his office on three different shelves utilized to identify which videotapes are ready for destruction. The DVD/videotapes were properly labeled and stored. Videotape audits are conducted bi-annually. The videotape audit system is kept online and videos assigned to troopers are accounted for on an individual basis. Videotape Chain of Custody & Disposal forms are kept inside a file cabinet located in Sergeant Ham's office. A review of these documents determined the forms were being completed properly and stored in conjunction with retention provisions.

5. Evidence Destruction / Documentation

Compliance. All documents regarding evidence destruction were filed inside a file in Sergeant Ham's office. The sergeant was able to provide (5) years of documentation to support the destruction of evidentiary items.

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

Compliance. Sergeant Ham provided (4) quarterly evidence inspections, (1) unannounced evidence inspection, and (1) annual inspection for calendar years 2013 and 2014. Sergeant Ham provided (1) evidence custodian inventory/change, (1) unannounced

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evidence inspection, (1) annual inspection, and (2) quarterly evidence inspections for the 2015 calendar year.

7. Secondary Employment Policy Compliance

Compliance. Secondary employment requests for 2013, 2014, and 2015 were filed in the first sergeant's file cabinet in his office. A review of the secondary employment requests for 2013, 2014 and 2015 revealed the forms were properly completed. The forms contained appropriate descriptions of the outside employment, immediate supervisor signature and recommendation, and the approval from the captain and deputy director.

8. Agency Property Accountability / Inventory Control

Compliance. Sergeant Ham was able to provide copies of equipment inventory reports for 2014 and 2015. The sergeant struggled to locate these forms because they were filed incorrectly. These forms were filed in the first sergeant's office.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Traffic Summons Books and Bond Money are checked and verified in conjunction with line inspections conducted on all uniformed personnel within the post on a monthly basis. The supervisors verbally ask the trooper who is being inspected if they are in possession of bond money. Possession is confirmed by physically checking the trooper's traffic summons book. If the trooper has bond money in his / her possession, the supervisor will notate the monetary amount of bond money and document on the line inspection.

12. Ticket Tracking

Compliance. Summons tickets audits are conducted on every trooper within the post on a quarterly basis. The audit conducted confirms possession of undisposed and unissued tickets by the custodian. Sergeant Ham provided copies of summons ticket audits for 2013, 2014, and 2015.

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13. Body Armor Replacement Date

Compliance. The expiration date for body armor is verified on a monthly basis in conjunction with the line inspection. The date is recorded on the line inspection checklist. All troopers, with the exception of the post commander, are mandated to wear issued body armor. The post commander, when performing in an administrative capacity, maintains his assigned body armor in the tactical cover, readily available, in his patrol vehicle.

14. Child Custody Procedures

Compliance. Whenever any Post A trooper makes an arrest of an adult where a juvenile is present, and the adult is arrested for DUI, Felony DUI, DUAC or Failure to Stop, the trooper will immediately notify the on-duty supervisor. The supervisor will report to the scene and will ensure attempts to contact a guardian are made. The supervisor will ensure the Department of Social Services (DSS) is notified, immediately. If another parent or legal guardian is reached, the custody of the child will be relinquished to the parent or legal guardian. If no parent or legal guardian can be located to assume custody of the child, DSS will take custody of the child. In either case, a Child Custody Transfer report will be completed documenting the transfer. The supervisor will send a text message to Sergeant Ham notifying him of the child custody transfer. Copies of the documentation will be forwarded to the troop administrative sergeant for proper handling. Sergeant Ham also ensures DSS is provided a copy of the child custody transfer documents. The child custody transfer reports and attached SCDPS Incident reports were filed in a locked cabinet separate from other files. The post commander was able to provide copies of child custody transfer reports with SCDPS incident reports for 2013, 2014, and 2015.

15. Juvenile Procedures

Compliance. Sergeant Ham was able to accurately depict the procedures involving the arrest of juveniles. There were no current reports contained within the juvenile file. The file for juveniles is maintained within the same cabinet as the Child Custody Transfer reports. This area is secured and separate from any other files.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Compliance. Sergeant Ham had all monthly line inspections from 2014, and all monthly line inspections, year to date, for 2015. The line inspection forms reviewed were completed properly. Line inspection forms indicating an area of non-compliance displayed the proper documentation indicating that the deficiency was corrected.

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Corporal Koty performed a line inspection on Lance Corporal R.C. Conyers. Corporal Koty failed to physically check Lance Corporal Conyers' shotgun and failed to visually verify bond money. He noted that there was dust in the trigger on the Taser; however, checked the compliance section on the line inspection form, noted corrective action taken, and noted the date of the corrective action. Corporal Koty did not appear to be familiar with the proper procedure in regards to notating deficiencies and correcting them on the line inspection form.

RECOMMENDATION(S):

The post commander shall ensure all supervisors within the post are informed of the proper way to record deficiencies on a line inspection form.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. In the past, the post maintained a pre-approved list of safety checkpoints. The post supervisors decided to discontinue this practice. The corporals routinely decide on the location of the safety checkpoints based on CREP data, statistics maintained on DUI arrests, and crash locations. The corporals are responsible for conducting a minimum of four (4) safety checkpoints each month. The safety checkpoints are documented on the Driver/Vehicle Inspection Form. Sergeant Ham was able to provide copies of Driver/Vehicle Inspection forms for the current year (2015). In addition to CREP data, the pre-checkpoint and post checkpoint reports, required by policy, are attached to the Driver/Vehicle Inspection reports; as well as, CREP data.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are conducted on all troopers within the post on an annual basis. The EPMS reviews are completed by the trooper's immediate supervisor. The EPMS reviews are stored in conjunction with personnel files which are maintained in the first sergeant's office. Sergeant Ham was able to provide both probationary and annual reviews for the calendar years 2013, 2014, and 2015. An inspection of the reviews revealed all necessary signatures were affixed.

20. Disciplinary Action Records

Not Applicable. Sergeant Ham stated the post did not maintain copies of formal disciplinary documents.

21. Victim / Witness Files – Secure

Not in Compliance. Sergeant Ham advised TAVA documents are forwarded to the troop office. The post did not retain copies of TAVA documents.

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RECOMMENDATION(S):

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

22. Use of Force Reports (Supervisory Review)

Compliance. Sergeant Ham maintains all Use of Force (UOF) reports and documents as required by records retention. This inspector reviewed UOF reports from 2013, 2014, and 2015. The reports contained the appropriate documentation associated with each incident. Violations of procedure and / or policies were properly noted. All reviewing supervisors' signatures in the post were affixed to the concurrence statement.

23. Pursuit Reports (Supervisory Review)

Compliance. Pursuit reports are filed in Sergeant Ham's office. The sergeant was able to provide pursuit reports for the calendar years 2013, 2014, and 2015. All reports were properly documented and contained the signatures of the reviewing supervisors.

24. Prisoner Transport

Compliance. Sergeant Ham explained the proper procedure for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Sergeant Ham was able to provide proper procedures, per policy, regarding the escape of a prisoner.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

Post A does not have a system established to track and ensure troopers are attending court based on subpoenas. Subpoenas are delivered to the trooper's box.

RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are managed to include appearance by the subpoenaed personnel.

27. Radar Logs

Compliance. Radar Logs are maintained, individually, by trooper. Sergeant Ham did inform this inspector that the post is establishing a file to maintain copies of all radar logs.

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28. Radar Proficiency

Compliance. SMD Certification records are kept in each trooper's training file located in the first sergeant's office. The certification expiration date for all personnel is listed on the line inspection checklist. The expiration date is verified monthly.

29. Records Retention

Compliance. Sergeant Ham is maintaining most files and folders in accordance with the current retention schedule and policy. There were a few files (First Report of Injury and Annual Equipment Inventory) which were not organized; however, Sergeant Ham was able to provide the requested documents. Most of the files were in order, easily accessible, and were retained for the appropriate period of time.

30. Miscellaneous Forms / Procedures

Compliance. Sergeant Ham did not have a file specifically for First Reports of Injury; however, did locate these reports elsewhere. The First Reports of Injury were completed properly and contained the proper signatures. Sergeant Ham was able to provide copies for 2013, 2014, and 2015. Sergeant Ham did create a file for these reports prior to the completion of the inspection.

Sergeant Ham maintained Signature / Acknowledgement forms for calendar years 2013, 2014, and 2015. These forms were maintained inside the first sergeant's office.

Sergeant Ham was able to competently explain the proper procedures should a bomb threat be received at the post office.

31. Wrecker Inspections

Compliance. Wrecker inspection forms are maintained in a file in Sergeant Ham's office. Wrecker inspection forms for 2013, 2014, and 2015 were filed appropriately. A review of wrecker inspection forms for 2013 (Absolute Towing), 2014 (Williams Towing), and 2015 (Graham Towing) revealed the following: The inspections were conducted in accordance with department policy and procedure. The appropriate supervisors conducted the inspections, and the inspections included verification of the business, trucks, equipment, and insurance. The forms were signed appropriately by the inspector and the owner of the respective companies. The wrecker rotation fee schedule was attached to each of the wrecker inspection forms.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. The post office was clean and neat in appearance. The building was properly secured.

2. Timely Reporting of Needed Maintenance

Compliance. Sergeant Ham advised there were no issues with maintenance concerns being addressed within a timely fashion. The building custodian is John Moore.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the trooper's work room.

4. Building Evacuation Route – posted

Compliance. Evacuation routes were posted at both doorways within the post office.

5. Fire Extinguisher Inspection Tags

Compliance. All fire extinguisher tags were properly inspected and initialed.

6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. The first aid kit was located in the hallway of the trooper's work room.

8. Other

Not Applicable.

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TROOP ONE / POST B
(Kershaw / Lee)

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

An inspection of the Troop One / Post B (Kershaw / Lee) office was conducted from August 11-15, 2015. Present during the inspection was First Sergeant M.R. Danback - Post Commander.

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All collision reports are submitted by the investigating officer through Report Beam. Hit and run investigations are logged and tracked on the agency's Hit and Run Console. Fatality packets are on file at the post and the packets inspected contained all necessary information, including: Coroners' reports and amended collision reports indicating any toxicology results. Digital photographs are kept online on the MAIT photograph folder for Troop One. Any witness statements are attached to the collision report in Report Beam. All other investigative notes are retained by the investigating officer. First Sergeant Danback displayed sufficient knowledge to access the Report Beam server for needed reports; however, when the SCHP Hit and Run Console was accessed, there were several hit and run collisions that were pending approval. First Sergeant Danback had no knowledge. He stated that he had not been notified, through the SCHP Console, of any pending tasks - to include hit and run collisions that were pending approval.

2. Cash Receipts

Not Applicable. There is a folder that contains no records.

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 First Sergeant Danback's office. Field Training Officer (FTO) reports were reviewed for years 2014-2015. There were no trainees assigned to Post B in 2013; therefore there were no training reports on file for that year. These training reports contained required evaluations at each phase of field training, including documentation of ride-along evaluations from each level of supervision within the post and troop. An End of Phase Counseling Session for Trooper Zachary Garrison, dated January 30, 2014, did not contain the immediate supervisor's signature as required.

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RECOMMENDATION(S):

The post commander shall ensure that reports are properly reviewed and signed by supervisors prior to submission.

4. Evidence / Property Storage Room / Documentation

Compliance. The Post B Evidence / Property Storage Room is of sufficient size and is adequately secured by a dead bolt lock. All evidence is secured in a locked cabinet that provides a secondary security measure. There is one key that remains locked in First Sergeant Danback's office. First Sergeant Danback is the primary evidence custodian and was present at the 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. All evidence, randomly inspected, was present, properly labeled, and secured.

Blood and bodily fluid evidence is logged into one of two refrigerators that are in the common work area. Each refrigerator has a secure lock; neither contained any evidence at the time of inspection.

Post B maintains a log listing all videotapes and DVDs issued to officers. Videotapes and DVDs are audited on a regular basis. After all cases are adjudicated, videotapes and DVDs are returned to the evidence custodian and stored as evidence, in the evidence room. They remain in evidence for ninety (90) days, until reviewed for policy or procedural violations, and then destroyed. Videotape reviews are properly documented on the appropriate form. Chains of custody and destruction forms for recordings are also maintained in the evidence room. All evidence records date from 2010 to current date.

5. Evidence Destruction / Documentation

Compliance. Evidence destruction documentation, for at least the previous five (5) years, was stored in the Evidence Room.

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

Compliance. Inspection forms are maintained on-line and a hard copy is on file in the evidence room. Each required inspection was accounted for and presented. This included the following inspections:

2013: (4) Quarterly Inspections, (1) Unannounced Inspection, (1) Annual Inspection, and (1) Change of Custodian;

2014: (4) Quarterly Inspections, (1) Unannounced Inspection, (1) Annual Inspection, and (1) Change of Custodian;

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2015: 1st and 2nd Quarterly Inspections, (1) Unannounced Inspection, (1) Annual Inspection.

7. Secondary Employment Policy Compliance

Not In Compliance. Secondary (Outside) Employment requests are not stored in compliance with SCHP General Records Retention Schedule. Post B only retained requests for 2015.

RECOMMENDATION(S):

Pursuant to SCHP General Records Retention Schedule, Secondary (Outside) Employment Requests shall be filed and stored in the post office for a period of three (3) years.

8. Agency Property Accountability / Inventory Control

Not in Compliance. There are adequate controls on inventory including office supplies. Equipment Inventory Reports for 2015 were properly stored in the post office. There were no Equipment Inventory Reports on file for 2014.

RECOMMENDATION(S):

Pursuant to SCHP General Records Retention Schedule, Property Inventory Sheets shall be stored in the Post B 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 for any bond money possessed. This process is utilized to ensure compliance with policy.

12. Ticket Tracking

Compliance. All receipts for summons books issued to troopers are sent back to the troop office. Supervisors conduct summons ticket audits on personnel quarterly. All pending and unissued summons tickets are inspected. All summons ticket audits are forwarded to the troop office.

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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 replacement date, is listed on the Line Inspection Checklist - completed monthly.

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. Juveniles are transported to a safe location by an assisting officer or supervisor and 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 a Child Custody Transfer Report pursuant to South Carolina law and SCDPS policies and procedures. These forms are sent to Sergeant Alford at the troop office. A copy is retained in the post office. Juvenile files were on file for 2014 and 2015. Juvenile files are filed separately from all other files. Juvenile files are locked to ensure that they are secure and not available for routine inspection or dissemination.

During inspection, an arrest on June 7, 2015, of Whitney Grainger, for Driving under the Influence and Child Endangerment was documented on an incident report. The Child Custody Transfer Report incorrectly listed the grandmother in the Parent/Guardian/Responsible Party Release section instead of the caretaker section. The grandmother's address was not noted and the witness section was not completed. The parent who was arrested, Whitney Grainger, was not listed on the form. The same omissions are present in a separate arrest of Billy Fluellen on December 28, 2014.

RECOMMENDATION(S):

1. The post commander shall ensure that Child Custody Transfer Reports and SCDPS Incident reports are completed accurately.
2. The post commander shall retain copies of the Child Custody Transfer Report for a period of three (3) years.

15. Juvenile Procedures

Compliance. The same documentation procedures are in place for juvenile arrests. There were no juvenile arrests on file for inspection. Supervisors are made aware of juvenile arrests and ensure that proper procedures are followed pursuant to South Carolina law and SCDPS policies and procedures.

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16. Juvenile Custodial Release Forms

Not Applicable. No Juvenile Custodial Release Forms are on file.

17. Line Inspections

Compliance. Monthly line inspections are conducted on all uniformed personnel and documented on the approved Line Inspection Checklist. Line Inspections for years 2012-2015 are stored electronically on the SCDPS server and are available for inspection. Of the line inspections randomly inspected, items were checked off at the time of inspection and not pre-checked and printed out. Any enforcement vehicles assigned to an officer will be stored at the post office should the assigned officer be absent from work for an extended period of time. Enforcement vehicles are inspected for proper maintenance and upkeep.

Corporal J.C. McWhorter conducted a line inspection on Lance Corporal M.O. Southern on August 7, 2015. All equipment and serial numbers were physically inspected to ensure proper inventory and to ensure that all equipment was in proper condition for operational readiness. Corporal McWhorter did mark Lance Corporal Southern's issued Glock and S&W 38 revolver as "NC" (Not in Compliance - needing to be cleaned) The deficiency was corrected immediately following the line inspection and noted on the Line Inspection Checklist.

18. Safety Checkpoint Documentation (Statistical Data)

Safety checkpoints, conducted within the post, are based on empirical data related to past fatal collision locations. These locations are mapped and posted in the workroom for all officers to review. Pre-checkpoint and post checkpoint forms are completed as required.

RECOMMENDATION(S):

Maintain a list of approved checkpoint locations, after a review, to ensure that locations are safe.

19. EPMS (Probationary, Annual)

Not in Compliance. EPMS reviews are stored with the personnel files located within the post commander's office. The post commander was not familiar with probationary performance reviews. No probationary reviews were retained or presented by the post commander for review. Performance evaluations were stored beyond the established retention schedule of three (3) years.

RECOMMENDATION(S):

1. Probationary reviews should be conducted as employees' job duties change.

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2. The post commander shall ensure that EPMS reviews are maintained pursuant to the SCHP General Record Retention Schedule.

20. Disciplinary Action Records

All records of disciplinary actions are filed with personnel records and are locked in a file cabinet in First Sergeant Danback's office.

21. Victim / Witness Files – Secure

Not in Compliance. All victim forms are forwarded to troop headquarters. Victim forms are not retained at the post level. Victim forms are maintained on the Troop One server (electronically); however, First Sergeant Danback was unaware of this.

RECOMMENDATION(S):

Pursuant to SCHP General Records Retention Schedule, each post should maintain a secure file of all TAVA documentation for a period of three (3) years.

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 were reviewed and signed by the reviewing supervisor. UOF reports reviewed during inspection included the following: Corporal J.C. McWhorter on 1-27-2013, reviewed by First Sergeant T.A. Borowski; Corporal J.C. McWhorter on 11-17-2014, reviewed by Lieutenant R.D. Grubbs; Trooper R.L. Bass on 1-4-2015, reviewed by Sergeant M.R. Danback.

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 were reviewed and signed by the reviewing supervisor. Pursuit reports reviewed during inspection included the following: Lance Corporal J.T. Myers on 2-2-2013, reviewed by First Sergeant T.A. Borowski; Lance Corporal T.W. Kelley on 1-4-2014, reviewed by Sergeant T.P. Alford; Lance Corporal M.O. Southern on 6-17-2015, reviewed by First Sergeant M.R. Danback.

24. Prisoner Transport

Compliance. First Sergeant Danback provided dialogue outlining the proper procedures for prisoner transport, including informing telecommunications of vehicle mileage and time when transporting members of the opposite sex and juveniles. Supervisors are made aware of any transport involving juveniles. First Sergeant Danback is familiar with the

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requirements should a prisoner escape occur. Any prisoner escapes will be properly documented for review.

25. Legal Process Forms – for service of warrants

Not Applicable. First Sergeant Danback advised that warrants on NCIC are verified by Telecommunications; but, he is unsure of the process. No Legal Process Forms were presented for inspection.

RECOMMENDATION(S):

The post commander and all supervisors should be familiar with the process for warrant verification.

26. Subpoena Maintenance

First Sergeant Danback maintains copies of subpoenas with his work schedules and ensures that officers appear as scheduled. Subpoenas are disposed of after the appearance date passes.

27. RADAR Logs

Compliance. Radar logs are checked monthly during the line inspection and are maintained in a file maintained by the post commander.

28. RADAR Proficiency Certification/Recertification

Compliance. All certifications are maintained on the Troop One server and are available as needed.

29. Records Retention

Compliance. First Sergeant Danback has a copy of the SCHP General Records Retention Schedule; however, he does not possess an understanding of the compliance requirements for maintaining the records. The first sergeant was not involved in the filing system when it was originally organized.

RECOMMENDATION(S):

First Sergeant Danback must become more familiar with record(s) retention related to file maintenance. This should assist him in proper file retention schedules; as well as, training subordinate officers in this area.

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30. Wrecker Inspections

Compliance. First Sergeant Danback presented physical copies of 2015 wrecker inspections and presented electronic copies maintained online for years 2013-2014. The wrecker inspection for Excell Towing (2015) was reviewed at time of inspection and was completed according to established procedures. The inspection was completed by Sergeant M.R. Danback and included the completed inspection checklist, all insurance information, and signatures by both the inspector and the wrecker owner.

31. Miscellaneous Forms/Procedures

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

First Sergeant Danback stated that he was unaware of any instances of work-related injuries in the post and presented no records retained reporting work-related injury. He was able to adequately explain procedures for reporting an injury should one occur.

First Sergeant Danback was able to adequately explain procedures in the instance of receiving a bomb threat.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Post B Office appeared well-maintained. The facility was neat, clean, and orderly. 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 maintenance issues is John Moore.

3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the trooper's work room. The posting 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.

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5. Fire Extinguisher Inspection Tags

Compliance. All fire extinguisher tags are properly inspected and initialed. The fire extinguisher is located in the center of the building and is clearly posted.

6. Defibrillator

Not Applicable.

7. First Aid Kit

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

8. Other

Not Applicable.

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TROOP ONE / POST C
(Lexington)

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

An inspection of the Troop One, Post C office was conducted with the First Sergeant, C.S. Shelton. 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 will check the supervisors' 1st tier reports and completes the approval for 2nd tier reports. If the first sergeant approves the initial report, then the sergeant will approve the 2nd tier. First Sergeant C.S. Shelton demonstrated how reports are submitted and reviewed. Post C (Lexington) did not have any felony hit and run collisions over the past twenty four (24) months.

Felony hit and run collisions are coordinated through the troop supervisors with the assistance of 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. At the end of each month a letter is sent to the troop commander outlining any additional progress on the collision. The operational lieutenant reviews all hit and run collisions on the console for accuracy and to ensure they have been updated.

The fatal collision files are in order and have been maintained for accuracy and updated as additional documentation is received. Photographs are saved to the troop folder on the administrative console page and photos are stored under the CAD number assigned to the collision. A complete hard copy of every fatal collision is sent to Lieutenant Grubbs to be reviewed and kept on file in the troop office. Post C had three (3) years of fatal files retained. This inspector reviewed the following files: 01/12/2012 – Sheila Cusserly, investigated by Trooper Gureey; 07/28/2013 – Betty Smith, investigated by Trooper Robinson; 03/15/2014 – Evin Coombes, investigated by Trooper Stoertz; and 3/9/15, Jeremiah Henderson, investigated by Trooper Robinson. All files were properly documented.

2. Cash Receipts

Not Applicable.

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3. Employee Training Records

Compliance. This inspector reviewed the following employee training records: Basic 93 (R.D. Green); Basic 94 (J.T. Atwood); Basic 95 (T.S. Hoard); and Basic 96 (Jason Gilbert). The assigned Field Training Officer (FTO) completes and submits FTO reports as required, documenting acceptable behavior, addressing deficiencies and recommending corrective actions. Supervisors also complete a Supervisors Observation report. The supervisor's report is submitted along with the End of Phase Counseling report, documenting the provisional trooper has passed all phases and completed the Field Training and Evaluation Program (FTEP). Performance appraisals are completed prior to the end of the probationary period and are kept in the trooper's personnel file. These training reports are retained for one year. The FTO reports are forwarded to the training lieutenant at the troop office. The post training records were current and all documentation was properly reviewed. The reports were signed by the probationary employee, training officer, and supervisor.

4. Evidence / Property Storage Room / Documentation

Compliance. An inspection of the evidence room was conducted with the evidence custodian, Sergeant C.S. Harrelson. The evidence room was properly secured. The drug locker was secured – located inside the evidence room. The blood / urine refrigerator was located in the common area - secured with a pad lock. Evidence items were inventoried from the Central Evidence Facility (CEF) evidence log, printed from Police Central, on 08/7/2015. Twenty-five (25) items were randomly reviewed from the CEF evidence log. All items reviewed were found to be properly stored with the appropriate documentation attached and all signatures in place documenting the movement of each item. The written evidence log in the drug locker and the log on the blood / urine refrigerator were accurate and were reflective of the items present in the drug locker and blood / urine refrigerator. All evidentiary items had the proper chain of custody and central evidence labels attached.

Videotapes / DVDs are securely stored and maintained. Destroyed videotapes and DVDs are documented and paperwork is retained according to the current retention schedule. The videotape / DVD log had the appropriate signatures of the troopers who received videotapes / DVDs. Videotape monitor reports were maintained and retained according to the current retention period of one (1) year.

5. Evidence Destruction / Documentation

Compliance. Audio and videotapes are treated as evidence. Form DPS-LE-027 (Audio/Video recording chain of custody) is attached to the videotape when submitted for review and destruction. Videotapes are held for ninety (90) days after all cases have been adjudicated. The videotape is reviewed and a Form SCHP-E-021 (Video Tape Monitor Report) is completed prior to the videotape / DVD being destroyed. Videotape Monitor Forms were reviewed for 2014 and 2015.

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11. Traffic Summons Book / Bond Money

Compliance. Troopers request summons books through electronic mail (email) by sending a request to Sergeant Alford at the troop office. The sergeant will fill the request and inter-office mail the summons books to the requesting trooper with a receipt attached. When the trooper receives the summons books, he /she will sign the attached receipt. A copy is retained in the post. The original receipt is returned to Sergeant Alford. Supervisors inspect each trooper monthly in coordination with their monthly line inspection to verify possession of bond money. If possessed, the monetary amount is documented on the monthly line inspection form. Troopers receive a receipt from the court for any bond money they submit prior to adjudication.

12. Ticket Tracking

Compliance. Post supervisors audit all undisposed and unissued tickets when performing quarterly ticket audits on subordinates. Troopers print a copy of the summons ticket audit for the supervisor to reference. Summons tickets are visually inspected. Outstanding summons tickets are checked for accuracy and documented on the quarterly audit sheet. Troopers must provide an explanation regarding the pending status. All outstanding magistrate level DUI summons tickets are kept in Sergeant Harrelson's office until disposition. General Session summons tickets are kept at the Clerk of Court's office - secured in a file pending disposition. A copy of the completed audit is forwarded to the troop office.

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 annually during in-service training and monthly as part of the line inspection. Any defects, damage, or wear to the ballistic panels or the outer cover is noted and is taken immediately to patrol supply for inspection and replacement, if required. The expiration date is noted on the monthly line inspection form. Any reported issues with body armor will be addressed through Patrol Supply, if necessary.

14. Child Custody Procedures

Not in Compliance. First Sergeant Shelton was able to explain the SCDPS policy of documenting and reporting child endangerment cases and child custody procedures. A review of the files containing child custody and child endangerment documentation revealed the files to be in proper order. The files were stored separately from all other files secured by lock and key. He was able to explain the new child custody procedures and a signature / acknowledgement sheet was on file in the post office documenting the procedure had been discussed and reviewed by all subordinates. According to the console, they post should have documented nineteen (19) cases in 2012; thirteen (13) cases in 2013; fourteen (14) cases in 2014; and eight (8) cases, to date, in 2015. A review of the files revealed 2012 and 2013 were incomplete; however, 2014 and 2015 were all

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present 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.

RECOMMENDATION(S):

Documentation must be maintained for all Child Custody Transfers and all charges for Child Endangerment. The number of case files shall match the console to maintain accountability.

15. Juvenile Procedures

Not in Compliance. First Sergeant Shelton is familiar with the SCDPS policy 300.19 (Juvenile Operations). Courtesy summons tickets 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. The post recorded two juvenile cases in 2014: (1) a simple possession of marijuana charge dated 08/29/2014; (2) a No SC DL and Too fast for Conditions charge dated 12/27/2014. Both cases were properly documented and filed containing supervisory reviews and signatures. There was no paperwork indicating compliance with SC Code of Laws 63-19-810 on the charge of Simple Possession of Marijuana.

RECOMMENDATION(S)

According to S.C. Code of Laws Section 63-19-810 section C: When making a charge that would be a misdemeanor or felony if committed by an adult law enforcement is compelled to notify the principal of the school in which the juvenile is enrolled , if any. If the juvenile is not enrolled in school, a recommendation is made to document the circumstances surrounding enrollment on an incident report for clarification and to ensure compliance.

SECTION 63-19-810. Taking a child into custody. Section (C) When a child is charged by a law enforcement officer for an offense which would be a misdemeanor or felony if committed by an adult, not including a traffic or wildlife violation over which courts other than the family court have concurrent jurisdiction as provided in Section 63-3-520, the law enforcement officer also shall notify the principal of the school in which the child is enrolled, if any, of the nature of the offense. This information may be used by the principal for monitoring and supervisory purposes but otherwise must be kept confidential by the principal in the same manner required by Section 63-19-2220(E).

16. Juvenile Custodial Release Forms

Compliance. Juvenile files are stored in First Sergeant Shelton's office separate from all other files under lock and key. First Sergeant Shelton stated there has been no interaction with juveniles that would require a custodial release form; therefore they had no paperwork on file.

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17. Line Inspections

Compliance. Corporal R. H. Rowe conducted a line inspection on Lance Corporal. K. W. Fowler on Wednesday August 5, 2015. Cpl. Rowe thoroughly inspected L/Cpl. Fowler'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:

12/19/14 (B.W. Lind):

- Section A: Equipment, O.C. Spray – both compliant and not in compliance ratings were checked. In the remarks section, documentation was recorded: Expired/Replaced 12/22/14; date corrected 12/22/14; and the initials KGG.
- Section B: Vehicle, Body Condition (Paint/Glass/Decals): no rating checked indicating compliance or not in compliance. In the remarks section, documentation was recorded: Scratch on Pass side; no date corrected or supervisor's initials were recorded. When reviewed on the January and February line inspections, this item was shown corrected on the March 2015 line inspection.

RECOMMENDATION(S):

DPS Policy 300.10 Line & Staff Inspections Section IV. Line Inspection - D. Follow-Up

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. [41.3.2] [53.1.1 (c) (e)]

If items are indicated as not in compliance, leave that designation and list the corrective action and date corrected and the initials of who inspected the corrected item. If remarks are made indicate the items compliance or not in compliance and if it is not to be corrected make a note under supervisor comments and indicate compliance or have the item corrected and date and initial. Always go back and correct the original line inspection that indicated the deficiency.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. All check points, 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 describing the enforcement purposes and reason for choosing the location, detailing the officers present, total officer hours, number of arrest made, and the number of tickets and warnings recorded. First Sergeant Shelton plans all checkpoints by gathering empirical data from the fatal facts sheet, CREP

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data, and collision locations recorded in Report Beam. Checkpoints are continuously evaluated for safety and effectiveness.

RECOMMENDATION(S):

First Sergeant Shelton should select several high crash and high DUI arrest areas. This data could be utilized to create files for each area by collecting empirical data needed to substantiate future enforcement checkpoints and plot out half (½) mile radiuses for approved checkpoint locations. This would allow supervisors flexibility in setting up checkpoint locations that comply with *Brown v. Texas*, 443 U.S. 47 (1979) that established a three part balancing test for determining the constitutionality of a traffic checkpoint.

19. EPMS (Probationary, Annual)

Compliance. All EPMS reviews are conducted according to SCDPS policy and filed in each subordinate's personnel file. The post retains these reviews for a period of three (3) years. A review was conducted on the following EPMS reviews: K.G. Guinn (2013); A.L. Antley (2013); R.H. Rowe, Jr. (2014); M.B. Moser (2014); and K.G. Guinn (2015). Each review was signed by the supervisor rating the officer and the supervisor conducting the review. The subordinate only signs the review after it has been approved. All EPMS reviews are checked for accuracy and fairness in the rating.

20. Disciplinary Action Records

Disciplinary Action Records are filed according to SCDPS policy with the trooper's personnel file. The records are secured and access is restricted. Disciplinary actions are discussed with the troopers and the trooper is provided appropriate improvement strategies to help them become successful. There were no specific disciplinary action records retained in the post. The only document presented was a counseling session conducted on K.E. Myers addressing the handcuffing of a suspect.

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 and initialed by the victim. The form is signed, dated, and a copy is provided to the jail, if the violator is incarcerated. Victims and witnesses are treated with compassion and dignity.

All TAVA files are kept secured by lock and key. Victim and witness information is not given to the media or the public; except, in accordance with SCDPS policy. The completed forms are forwarded to Lieutenant Grubbs at the troop office. Lieutenant Grubbs forwards the completed forms to the SCDPS Victims Advocate, Christina Toler. The lieutenant maintains a digital copy on the troop server.

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A review of the following files was conducted:

- 2013: Jenkins (07/21/2013); Cokley (08/24/2013); Hutto (08/3/2013); and Long (10/4/2013). Documents related to Long were not signed by the victim.
- 2014: Gunter (03/1/2014); Bell (05/17/2014); Ritch (08/24/2014); Pringle (12/08/2014); and Kinney (02/16/2014). The Bell, Ritch, Pringle, and Kinney documents did not contain victim's signatures.
- 2015: Bolanos (03/6/2015); Hall (09/1/2015); Clark (08/08/2015); and Asbill (10/15/2015). The Bolanos, Hall, and Asbill documents did not contain victim's signatures. Two (2) of the above documents indicated the documents were provided to the victim by e-mail.

RECOMMENDATION(S)

For accountability and consistency, the victim should sign the form - acknowledging all information has been explained, the victim(s) have received the information, and the victim(s) understand their rights as a victim.

22. Use of Force Reports (Supervisory Review)

Compliance. Use of Force (UOF) reports are reviewed by supervisors to ensure that the use of force 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 post commander's office. A review of written reports from 2013, 2014, and 2015 determined the use of force was properly documented. All supervisory reviews were completed by the post commander and the troop lieutenant. Each report contained the signatures of the reviewing supervisory personnel. The following reports were reviewed: Milbourne (06/28/2015); Atwood (09/07/2014); and Antley (02/25/2013).

23. Pursuit Reports (Supervisory Review)

Compliance. When a trooper is involved in a pursuit, the trooper 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 in accordance to SCDPS Policy and emergency vehicles are operated in a manner described by law. The pursuit supervisor will review the DPS-LE-028 (Pursuit Report), and review the in-car video of the pursuit. The reports are then reviewed by the post commander or sergeant for completeness and adherence to policy. Once approved by the post supervisors, the report is submitted to the troop office for review and proper handling. All reviewing supervisors affix signatures. The post retains three (3) years of pursuit reports. The following pursuit reports were reviewed: Rothell (03/18/2013); Antley (02/25/2013); Snider, Green, and Crouch (07/05/2014); and Driggers (05/11/2015).

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24. Prisoner Transport

Compliance. Troopers follow all applicable SCDPS policies and procedures when transporting individuals taken into custody. Written reports detailing the circumstances of the escape are submitted when individuals escape during transport. No such incidents had occurred within the post.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

When a subpoena is received by a trooper, the subpoena is forwarded to First Sergeant Shelton. Subsequently, the first sergeant forwards the subpoena to the troop office. The subpoena is forwarded to SCDPS Office of General Counsel. A copy is retained by First Sergeant Shelton who ensures the trooper is placed on the work scheduled to appear. 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 the trooper complied with the requirements of the subpoena.

27. Radar Logs

Compliance. RADAR / LIDAR logs are maintained electronically by each trooper certified as an operator. Trooper K.W. Fowler's radar log was reviewed, by this inspector, during the conducted line inspection. Radar logs are submitted monthly with line inspections. The 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 assigned the re-certification course by Patrol Training, it is the responsibility of the individual trooper to ensure recertification is completed prior to the expiration date. SMD courses are assigned from training to the trooper through ACADIS. When the course is completed, a SMD instructor, approved by the troop training lieutenant, conducts the road proficiency portion of the training. The proficiency documents are submitted to the training lieutenant for approval. The troop commander is also required to sign the completed document.

A review was conducted of the following proficiencies: A.L. Antley (10/15/2013); B.W. Milbourn (07/15/2014); and A.J. Marshall (07/03/2015). All proficiencies were complete

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with approving signatures affixed.

29. Records Retention

Compliance. Files are kept secured and are maintained in accordance with SCDPS policy and the applicable General Records Retention Schedule. Files are neat and orderly. Only minor clerical errors, associated with missing supervisory signatures or initials, were observed.

RECOMMENDATION(S)

Review documents thoroughly and ensure all required signatures are affixed.

30. Wrecker Inspections

Compliance. Wrecker services submit applications for the SCHP wrecker rotation list with an October 31st deadline. Wrecker services are inspected prior to the end of December. Wrecker inspections are completed by Sergeant Harrelson and First Sergeant Shelton. Completed wrecker inspections are forwarded to Lieutenant Herrington, at the troop office. Lieutenant Herrington verifies insurance compliance and retains the wrecker inspections at the troop office. Three (3) years of wrecker files were presented for review. The following wrecker files were randomly inspected: Al's Wrecker Service (12/2013-2015); County Towing (11/2013-2015); Carolina Paint and Body (11/2013-2015); Schnoovers Towing (10/2013-2015); and Brooks Paint and body (11/2013-2015). All files were complete, including the signature of the wrecker service owner and patrol supervisor (inspector). The above files contained inspections dated 2009-2011.

RECOMMENDATION(S)

When updating wrecker inspection files, purge the files necessary to adhere to the SCDPS General Records Retention Schedule.

31. Miscellaneous Forms / Procedures

Compliance. Personnel report injuries and medical emergencies to supervisors. The following First Report of Injury, dated on 07/26/2015 (A.H. Crouch) was reviewed. All required documentation was presented. The report was complete and properly forwarded to the Office of Human Resources (OHR).

Directive/Memorandum Acknowledgement forms are maintained according to SCDPS policy and the current retention schedule.

First Sergeant Shelton was familiar with policies and procedures dealing with suspicious persons and bomb threats.

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B. FACILITIES

1. General Appearance and Upkeep

Compliance. Building is kept clean, organized and is well-maintained. The building is properly secured at all times.

2. Timely Reporting of Needed Maintenance

Compliance. Maintenance is reported to the Town of Lexington's Facilities Manager, Tony Harsey, in a timely manner. Randy Flack is notified of any issues dealing with SCDPS equipment.

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.

4. Building Evacuation Route – posted

Compliance. Building evacuation routes are posted in the troopers' work area diagramming building exits.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguishers are inspected monthly by the Sergeant. The inspection tags are initialed for compliance.

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. Other

Not Applicable.

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TROOP ONE / POST D
(Richland)

IIP's utilized the attached form, DPS LE-030 (Staff Inspections)

An inspection of the Troop One; Post D (Richland) Office was conducted from August 4-10, 2015. Present during the inspection was First Sergeant E. Patterson - Post Commander.

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Compliance. All collision reports are on file electronically. First Sergeant Patterson demonstrated the ability to effectively retrieve collision reports. Each corporal is responsible for approving all 1st tier collision reports. The first sergeant and sergeant are responsible for approving all 2nd tier collision reports. At the time of this inspection, Post D had forty-two (42) collision reports pending approval in the 1st tier. 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 are logged – only MAIT involved investigations (collisions resulting in death or serious injury) - for tracking purposes.

Post D has investigated fifteen (15) fatal collisions, to date, in 2015. Fifteen (15) fatal collision investigations are filed electronically on the Troop One server. The on-scene supervisor is required to update the post fatal log electronically. The fatal packet is reviewed and signed by the on-scene supervisor. Unless circumstances require additional investigative measures, all fatal investigations are submitted to the post commander for review within ten (10) days. Prior to submission to the troop office, the fatal packet is reviewed and countersigned by the first sergeant or sergeant. A review was conducted of the written documentation associated with fatal investigations dated 02/06/2015; 10/10/2014; and 05/30/2013. Photographs are stored electronically. All other media is submitted to the troop office for retention. The review of the fatal collision investigation, dated 02/06/2015, found the packet lacked the signature of the post level reviewer. The other fatal packets contained the proper written documentation.

RECOMMENDATION(S):

The post commander shall verify that all fatal investigations are reviewed and countersigned, by the post commander or his / her designee prior to submission for troop level review.

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2. Cash Receipts

Not Applicable.

3. Employee Training Reports

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.P. Wilson (2013) - revealed documentation for each of the phases properly retained; however, the required supervisor's signature was missing on the end of phase documentation retained in the post commander's office. (The signature was properly recorded on the electronic copy retained on the troop server.) There were no supervisor's ride-a-longs presented.
- Trainee G.S. Shropshire (2014-2015) revealed all documentation was properly accounted for and presented for review.
- Trainee W.A. Davidson (2015) revealed all documentation, to date, was properly accounted for and presented for review.

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 post file room.

RECOMMENDATION(S):

1. Employee Training Records (FTO Reports) shall contain documentation of required supervisor's reviews (ride-a-longs), conducted by the corporal, sergeant / first sergeant, and captain or lieutenant.
2. All training reports shall be properly signed by the trainee, FTO, and supervisor. The reports shall be retained for a period of one (1) year.

4. Evidence / Property Storage Room / Documentation

Compliance. The Post D Evidence / Property Storage Room is of sufficient size and is adequately secured. Evidence is stored securely in a locked cabinet, located within a secured supply room. The post evidence refrigerator is located in the common area (hallway) outside of the sergeant's office. The security of the refrigerator is a combination padlock. Access is only controlled by the padlock. All personnel have access to the security combination padlock. Only the post supervisors have access to the supply room. Only the primary and secondary evidence custodians have access to the evidence locker. Evidence is logged in, utilizing Form DPS-LE-009, completed as an evidence "drop box log", by each individual trooper, placing evidence in the evidence drop box. At the time of inspection, one (1) evidentiary item was stored in the Post D

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evidence drop box (Case # 15BW166753HP40). The item was properly labeled, logged, and secured on August 4, 2015. The primary evidence custodian transfers the evidentiary item to the Evidence Locker (EL) or to the Central Evidence Facility (CEF). When the “drop box log” is completed, the log becomes the “Post D Evidence Log”. The movement of all evidence is only tracked on the evidence log and is documented as moved to: “EL” or “CEF”. Once the initial movement is recorded, the CEF evidence log is the only means available to audit the contents of the evidence locker.

The primary evidence custodian, Sergeant C.L. Herring, presented the evidentiary items requested during inspection. Other than evidence requiring refrigeration, all other evidence is stored, within the evidence room, secured in a locked cabinet that provides a secondary security measure. All evidence randomly inspected was present, properly labeled, and secured.

DVD / videotapes are labeled, issued, and stored in the supply room. DVD / videotapes pending destruction are stored in the supply room. The videotapes pending destruction are secured in a locked cabinet. Sergeant Herring presented the videotape / DVD log – retained from 2007 to present. The log is stored, securely in the supply room. Videotape chain of custody and destruction documentation (2007-2015) is filed and stored, securely, in the supply room. Videotapes are destroyed by physically damaging the videotape utilizing a hammer. Once damaged beyond serviceability, the remains of the videotape are disposed of in a dumpster behind the post office. Audits are conducted quarterly by the shift supervisor. The most recent audit was completed on July 15, 2015. Videotape chain of custody forms and evidence destruction forms are retained for five (5) years. Videotape monitor reports are retained for two (2) years.

RECOMMENDATION(S):

All movement of evidentiary items should 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.

5. Evidence Destruction / Documentation

Compliance. Post D evidence is stored in alphabetical order utilizing the trooper’s first name. The system of filing and storage coincides with the Police Central evidence documentation format. Closed case reports were presented for inspection. Closed case reports are on file for 2012-2015. Evidence destruction documentation, for at least the previous five years, was securely filed and stored in the supply room.

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

Compliance. A review of the required inspection forms was as follows: 2013: (4) Quarterly Inspections, (1) Unannounced Inspection; (1) Annual Inspection; and (1) Custodian Change Inspection; 2014: (4) Quarterly Inspections, (1) Unannounced

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Inspection (1) Annual Inspection; and (1) Custodian Change Inspection; 2015: (2) Quarterly Inspections; (1) Unannounced Inspection; and (1) Annual Inspection.

7. Secondary Employment Policy Compliance

Compliance. Secondary employment requests are stored in the post commander's office. The post commander provided the 2015 secondary employment requests for review. Post personnel are properly requesting approval for secondary employment. Personnel are requesting approval on an annual basis.

8. Agency Property Accountability / Inventory Control

Not In Compliance. The post commander informed this inspector annual equipment inventory forms are stored at the troop office.

RECOMMENDATION(S):

Property inventory sheets shall be stored in the post 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.

12. Ticket Tracking

Not in Compliance. Summons ticket books are requested, utilizing email, from the Troop Administrative Sergeant. Once summons books are received by post personnel, the recipient signs and returns the summons book receipt to the troop office. Supervisory personnel conduct summons ticket audits on subordinate personnel quarterly. All pending and unissued summons tickets are audited by the corporals; however, the post commander informed this inspector that copies of the audits are retained for the first and third quarter audits only. Alternating summons ticket audits (second and fourth quarter) are conducted and considered completed when the supervising officer provides an email to the post commander – indicating that the summons ticket audit was

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completed. Annual summons ticket audits are completed and forwarded to the troop office.

RECOMMENDATION(S):

Summons ticket audits shall be conducted by supervisory personnel on a quarterly basis. 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 monthly line inspection. 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 sergeant, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available.

RECOMMENDATION(S):

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.”

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.

14. Child Custody Procedures

Not in Compliance. All personnel have been notified of the new Child Custody Transfer policy. The post commander, per policy, requires subordinate personnel to complete a SCDPS Incident Report and 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 office. The post commander presented forms retained from years 2013-2015. Juvenile records and files were not stored separate from adult files. The post commander corrected this deficiency immediately.

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 files of adults.

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2. Juvenile records and files shall be stored in the post office for a period of three (3) years.

15. Juvenile Procedures

Compliance. The post commander properly explained the procedure for arresting a juvenile. The post commander explained that juveniles are issued summons tickets (the summons ticket serves as proper notice to the juvenile's parents). Family Court is the required jurisdiction. A General Sessions Court packet is required to be completed by the arresting officer and utilized as a juvenile referral. 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.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Compliance. Monthly line inspections, conducted on uniformed subordinates, are forwarded to the troop office for review. Once reviewed, the line inspection forms are scanned for electronic retention. Once the forms are scanned at the troop office, the forms are printed and filed at the post office. A review of the line inspection forms revealed the July 2015 monthly line inspection forms were still located in the troop office – awaiting review. The June 2015 monthly line inspection forms were not printed and properly filed. A review of the provided monthly line inspection forms revealed a monthly line inspection form (Bigg; 02/2015) with multiple ratings for the same category. Line inspection forms were observed with deficiencies identified and notated (Bradacs: 02/2015; Herring: 02/2015); subsequently, corrections were completed and properly documented.

The post sergeant, Sergeant C.L. Herring, performed a line inspection on Senior Trooper R.W. Hampton. 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."

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1. Once corrective action is taken to address “NC” (non-compliant) ratings, the rating supervisor shall document the corrective action, the date corrected, and should initial the line inspection form.
2. The post commander should review all line inspections, on a monthly basis, to ensure compliance.

18. Safety Checkpoint Documentation (Statistical Data)

Compliance. The post commander stated there is no “official” plan based on a specific empirical data. The post commander further explained that usually checkpoint locations are determined by the corporals. The corporals utilize and review data collected by the various reports generated (CREP, Impact Analysis Report, prior checkpoint statistics, citizen’s complaints, and personal experience or knowledge). Supervisors are required at all checkpoints. The post commander explained the “new” policy requirements for conducting safety checkpoints. 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 for each county. The post commander has established a system to file the required documentation by calendar year; however, the file was incomplete prior to 2014. A review of the safety checkpoint documentation collected in February 2015 revealed that the Post D supervisory personnel are currently complying with policy and procedures related to safety checkpoints.

RECOMMENDATION(S):

The troop command staff should consider implementing a comprehensive, written Driver’s License / Safety Checkpoint Plan based on documented or recorded empirical data – capable of being reviewed, updated, or modified based on the most current data available.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are stored with the personnel files located within the post commander’s office. The post commander presented a 2015 Probationary Review (Couch); a 2015 Annual Review (Oxandaboure); a 2014 Probationary Review (White); a 2014 Annual Review (Stewart); a 2013 Probationary Review (Altman); and a 2013 Annual Review (Zang). With one exception (Altman - 2013), all reviews inspected were signed by the employee, the supervisor conducting the review, and the reviewing supervisor. The 2013 probationary review, conducted on Trooper Altman, was not properly signed by the reviewing supervisor.

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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.

All EPMS appraisals shall be signed by the rater and the reviewer prior to being discussed with the employee.

20. Disciplinary Action Records

The post commander informed this inspector that all disciplinary action records are retained at the troop level. There were no disciplinary action records, presented at the post level for review, at the time of this inspection.

21. Victim / Witness Files – Secure

Not in Compliance. 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 shift supervisor. Compassionate Guides are provided to the victim's family, when possible. All TAVA documentation is forwarded to Lieutenant R.D. Grubbs at the troop office. The documentation is stored electronically. Once the documentation is forwarded to the troop office, the post commander stated there is no post level involvement unless contacted and additional action is requested. There is no post level retention of victim / witness files.

RECOMMENDATION(S):

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

22. USE OF FORCE REPORTS (Supervisory Review)

Compliance. The post commander explained that a supervisor is required to be notified regarding any use of force. The on-scene supervisor determines the proper investigative authority related to the type and use of the specific force. The supervisor is tasked with preparing and / or reviewing all documentation (reports, statements, media) related to the use of force, if appropriate. Once the post level review is complete, the documentation is forwarded to the troop office for review. The post commander maintains all use of force reports and related written documentation for a period of three (3) years. The reports are stored in the post commander's office. The post commander presented one (1) written report from 2013 (Alford), one (2) written reports from 2014 (Hershner, Starkey), and

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one (1) written report from 2015 (Gulley). All use of force reports are properly documented and reviewed by both the post commander or his / her designee and the troop lieutenant (both reviewing supervisors affix signatures.) Policy and procedural violations are properly documented.

Of the reports reviewed, administrative errors were observed, including missing signatures (both reporting officers and reviewers) and missing video Chain of Custody forms.

RECOMMENDATION(S):

The reviewing supervisor shall ensure that all required documentation, related to each incident is included in the completed report – to include all required signatures [reporting officer and reviewing supervisor(s)].

23. Pursuit Reports (Supervisory Review)

Compliance. The post commander maintains all pursuit reports and related written documentation for a period of three (3) years. The reports are stored in the post commander's office.

Of the reports reviewed, all pursuit reports are properly documented and reviewed by the post commander. Administrative errors, including missing signatures (both reporting officers and reviewing supervisors), were observed. Police Central Reports (SCIBRS) were observed without the signature of the arresting officer.

Policy and procedural violations are properly documented by the reviewing supervisor(s). Once the reviewing process is completed at the post level, all pursuit reports are properly forwarded to the troop office for review.

RECOMMENDATION(S):

1. Ensure that written statements require the signature of the arresting officer.
2. Ensure that signatures are properly affixed by the reviewing supervisor(s).

24. Prisoner Transport

Compliance. First Sergeant Patterson explained the proper procedure for transporting prisoners, per DPS policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. First Sergeant Patterson properly explained the procedure for transporting multiple prisoners (seating requirements), prisoners of the opposite sex, and juveniles. First Sergeant Patterson properly explained the procedure if / when a prisoner escapes.

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25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

The post commander informed this inspector that he schedules all criminal (Magistrate level) trials. The post commander stated no court-generated summons is issued. The post commander documents all scheduled court trials on the post work schedule. The post commander was currently coordinating and scheduling criminal trials for the months of September, October, and November 2015, at the time of this inspection. Civil subpoenas are routed through the troop administrative sergeant. Otherwise, the post does not have an established system to manage subpoenas to ensure appearance by subpoenaed personnel. The post commander stated he is not aware of personnel missing criminal court appearances.

RECOMMENDATION(S):

The post commander should implement a tracking system to ensure subpoenas are received and complied with - to include appearance by the subpoenaed personnel.

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.

28. RADAR Proficiency

Compliance. All personnel utilizing speed measuring devices are certified and recertified. The post commander presented radar / Lidar certifications for Winkeler / Shealy (2013); Riley (2014); and Parks / Seigler (2105). A review of the above listed documentation revealed post personnel are properly complying with the testing and documentation requirements governing radar certification / recertification proficiencies in the field. Radar proficiencies are filed, by calendar year, for three (3) years, retained in the post commander's office.

29. Records Retention

Compliance. The post commander presented files retained at the post level for a minimum number of required years (2012 – present). The majority of the files are securely stored in file cabinets located within the post commander's office or the supply / file room. The security measures practiced offer a primary (locked office door) and a

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secondary (locked file cabinets) security measure for each file. Based on the current retention schedule, the majority of files are retained beyond the required retention.

30. Wrecker Inspections

Compliance. Wrecker inspection forms are maintained at the troop office. A review of forms, dated from 2012-2015 (Inspection years 2013-2015) 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. The post commander does not retain a copy of wrecker inspection documentation within the post office. All wrecker inspection documentation is retained at the troop office; however, the documentation is accessible to the post supervisors - electronically.

31. Miscellaneous Forms / Procedures

Compliance. The post commander maintains first report of injury reports for a period of three (3) years. The post commander presented reports 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 – should one be encountered, to include notifying the Richland County Sheriff's Office (RCSO) and the State Law Enforcement Division (SLED). The post commander maintains all Signature / Acknowledgement forms for a period of three (3) years. The signature / acknowledgement forms are stored in the supply / file room. The post commander presented reports dated 2012-2015.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Post C office appeared properly maintained. The facility was neat, clean, and orderly. The post commander informed this inspector the facility was recently touched up to include fresh paint, repaired ceiling tiles, and cleaned floors. The facility is secured with a key-coded security 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 Eric Cobia.

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3. OSHA

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

4. Building Evacuation Route – posted

Not in Compliance. All routes leading in and out of the building were unobstructed and properly posted. There was no evacuation route posted at the time of inspection.

RECOMMENDATION(S):

The post commander shall post the evacuation route(s) in plain view at multiple locations within the Post D office.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguisher tags were properly inspected and initialed. The post office is equipped with three (3) fire extinguishers. The most recent inspection was conducted in July 2015.

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 located in the trooper's work room.

8. Other

Not Applicable.

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GENERAL INFORMATION:

Headquarters – Troop One consists of Clarendon, Kershaw, Lee, Lexington, Richland, and Sumter Counties. The population within the troop, as of the 2010 census, was an estimated 870,239. Troop One is currently operating at fifty-three percent (53%) in Post A (Sumter, Clarendon); forty-five percent (45%) in Post B (Kershaw, Lee); forty-three percent (43%) in Lexington; and fifty-one percent (51%) in Post D (Richland) manpower allocation. The troop office is located in Richland County. In addition to the troop commander, interviews were conducted with six (6) of the personnel [sworn: (4); non-sworn: (2)] assigned to the troop office.

Post A - Troop One / Post A consists of Sumter and Clarendon Counties. Post A is currently operating with nineteen (19) total sworn officers – five (5) of the nineteen (19) are supervisory personnel. The post office is located in Sumter County. Interviews were conducted on eight (8) of the nineteen (19) total sworn officers; three (3) of which were supervisory officers for a sampling of forty-two percent (42%) of the total personnel assigned to the post.

The supervisors all agree the operational effectiveness of the post is most important. The relationships between the supervisors and the troopers are working well. Troopers consistently receive recognition for outstanding job performances. The recognition is usually conducted at the end of the month and consists of “The First Sergeant’s Challenge” and lunches provided by the command staff for those troopers with thirty (30) or more DUI arrests for the year. The supervisors interviewed in the post all agree that the troopers assigned to the post are all within the expected parameters when it comes to performance. When necessary, supervisors address low performance by providing additional instruction, guidance, and coaching.

Post B - Troop One / Post B consists of Kershaw and Lee Counties. Post B is currently operating with thirteen (13) total sworn officers – five (5) of the thirteen are supervisory personnel. The post office is located in Kershaw County. The post office is in a good location, is well-maintained, and offers a pleasant workplace environment. The post office is sufficient in size; however, does have intermittently poor internet service that frustrates employees. Interviews were conducted with seven (7) of the thirteen assigned personnel [Supervisory: (2); non-supervisory: (5)] for a sampling of fifty-four percent (54%) of the total assigned personnel.

Post C - The top priorities in the post and where supervisory personnel focused most of their attention was on fatality reduction, fostering positive morale, and overall enforcement. Supervisors are working with the troopers, communicating expectations, and monitoring administrative tasks. The corporals make it a priority to do things at work and outside of work with their respective teams. Corporals have cookouts and go to movies together. Corporals believe this helps build rapport, makes their team stronger, and promotes teamwork.

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Rewarding positive performance is telling them they are doing a good job. Supervisors assist with collision investigations; thus, allowing subordinates to focus on proactive enforcement. Supervisors attempt to promote a competitive approach. Supervisors are supportive of subordinate personnel.

Addressing issues of substandard enforcement activity was achieved by sitting down and talking with the person about any underlying problems that may be affecting their work. The supervisor may conduct ride-a-longs with subordinates, observe how they perform, and provide guidance. If subordinates continue to underachieve and show no interest in improving, the subordinate may be required to video record daily activities. Supervisors attempt to provide subordinates with a clear and precise plan regarding expectations. Subordinates are counseled regularly and monitored to see if they are meeting expectations. If no improvement is achieved, the supervision will continue to document pending an identified deadline for improvement. Without documented improvement, disciplinary action for substandard performance will be initiated.

Post D - Troop One / Post D consists of Richland County. Post D is currently operating with thirty-five (35) total sworn officers – six (6) of the thirty-five are supervisory personnel. The post office is located in Columbia. Interviews were conducted with fifteen (15) of the thirty-five assigned personnel [supervisory personnel: (3); non-supervisory personnel: (12)] for a sampling of forty-three (43%) 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 from supervisors, the post commander has implemented a “First Sergeant’s Challenge Award” utilized to recognize performance within the post. 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. The post commander summarized by stating he continues to focus efforts on re-building the post. The attempt is to bring the overall post together by promoting a team concept with a goal-oriented work environment.

MORALE:

Headquarters – Division Investigations (DI) was noted as a negative contributor to troop morale. In particular, it was noted that in addition to behavior investigations, the troop was also delegated with performing performance investigations. The DI’s were also a concern due to the amount of time to perform (investigate, report write, etc.) as well the potential for an investigation to delay a career path pay increase.

It was felt by some that the commander lead through intimidation.

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Post A – The morale in the post is good. The troopers are content with the supervision in the post. The supervisors are known to have an open door policy, and the troopers feel they can rely on the supervisors to properly guide and mentor. The troopers and the supervisors, in the post, both agree that the post works on a team concept and relationships between the supervisors and troopers are solid.

Post B - The overall morale within Post B lies between poor and fair. Of the personnel randomly interviewed, the majority describes supervision (post level through lieutenant) as good; however, dissatisfaction with the troop commander is expressed. Opinions are that Captain Stephens is intelligent; yet, lacks interpersonal skills in dealing with people. At times, he has attended events at the post office and has never spoken with personnel. Any accolades received from him are viewed as “blowing smoke” and insincere. Some personnel believe there is much favoritism displayed from the troop commander. If one is not in his circle of influence, Captain Stephens may not even acknowledge that person. Some feel that there is a “disconnect” between the troop command staff and the road trooper. The troop command is viewed as judging the value of a trooper’s efforts in the community solely through enforcement activity displayed in the console. Troopers believe that travel time is not factored when determining their workload or lack of enforcement activity. Comments were made concerning the length of time that a collision with injuries requires to conduct an adequate investigation; especially, when investigators have to travel to hospitals located in Florence, Sumter, or Columbia. One subordinate even stated that Post B is treated like the “red-headed stepchild” within Troop One.

Post C - This category was rated (2.8) overall. Morale in the post is good. The most positive comment was the troopers have faith in the supervisors. The troopers believe the supervisors do care about them and they are always available. The troopers feel they can talk with their supervisors any time and they trust their supervisors. The supervisors expressed their desire to help the troopers and ensure the troopers felt appreciated. The supervisors understood how important it was to spend time with their teams on and off duty. The troopers like the fact that the corporals spend time with them off duty by going out to eat, to the movies, or to someone’s house to cook out. The troopers feel this builds a strong team. The supervisors trust the troopers to do their jobs and keep up with administrative duties. The first sergeant attempts to give the troopers time off when permissible because he understands the troopers attend administrative hearings on regularly scheduled days off, as well as, working over scheduled shifts when the need arises. The two issues discussed that affect morale were: (1) some of the punishments for the use of profanity may have been a bit harsh, considering the circumstances. The troopers feel if it is a highly stressful situation, the circumstances should be taken into consideration. In light of the fact that the use of profanity could be an unconscious response, the troopers understand being held to a higher standard; however, the troopers believe they are still human; (2) some troopers feel that supervisors are too worried about the next promotion. Supervisors are viewed as promoting numbers and forget about all the other things that subordinates have to do that prevents proactive enforcement of the law. Ultimately, the troopers want to be troopers. The troopers are happy to have the opportunity to perform this job.

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Post D - The overall morale within Post D is described as fair. Morale is the lowest rated category within the post. Of the personnel randomly interviewed, a majority of the personnel associate the morale issues (negatively) with the leadership style of the troop commander. The troop commander is consistently described by subordinates as an intelligent individual; however, the troop commander is perceived negatively and described by subordinates as not approachable.

The post commander is described in a positive light and the majority of the supervisors, within the post, are viewed as proactive, productive and approachable. The post commander is credited with implementing and promoting proactivity by personally sponsoring the "First Sergeant's Challenge Award". The program is an awards recognition program designed to provide positive recognition to subordinates based on overall job performance. Subordinates responded positively when describing the awards program and the positive recognition received.

COMMUNICATION:

Headquarters – The sharing of information can be improved since it is vitally important to the success of the troop. It was conveyed by some that they do not receive regular communication or feedback.

Post A – The overall communication in the post is rated close to excellent. The supervisors employ several different methods to keep the troopers informed of where fatalities are occurring and the areas where enforcement activities should be focused. One such method is a spreadsheet in the troopers' squad room. The spreadsheet contains the locations of DUI crashes and DUI traffic stops. The troopers feel like supervisors are readily available for guidance. Troopers and supervisors communicate by utilizing emails and phone calls. Meetings are scheduled to distribute important information, when necessary. Most information is communicated utilizing the chain of command and delivered to the troopers by the first line supervisors. The only complaint related to limited communication between troopers working different shifts.

Post B - Communication within Post B, with few exceptions, is described as good. Assigned personnel consistently describe the main method of communication as electronic mail (e-mail). All agree that communication within the post is good; however, communication between troop headquarters is, at times, lacking. Comments were made that main communication from troop headquarters is at the end of month when enforcement activity is examined. All personnel are aware of problem areas within the post and understand the core violations affecting highway safety.

Post C - This category was rated (3.2) overall. Communication is good to excellent. The primary way information is communicated to troopers is through email, text message or cell phone. Secondarily, information is communicated through face to face meetings. Statistical data is observed by viewing the map boards that display the locations where DUI fatalities and DUI arrests are occurring. Troopers utilize the weekly wrap to

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monitor the location of all other fatalities. Enforcement plans are normally relayed through email or in a meeting preceding the enforcement event. Informing subordinates of crash prone locations and causation factors is accomplished by utilizing a map and charting where fatal crashes are occurring within the post. The troopers receive guidance from their corporals during each shift as to specific locations they need to work. Everyone feels they are provided information needed and they are pleased with how information is relayed. Post meetings are conducted quarterly. Information from the monthly supervisor meetings is communicated to the troopers through the corporals. Most meetings between supervisors and troopers are informal. Troopers spoke of two negative factors regarding communication: (1) redundancy - the same email is forwarded multiple times; and (2) the need for a more timely notification of special assignments.

Post D - Communication within Post D was the second lowest 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 schedules quarterly meetings and relays relevant information utilizing the "chain of command". The post commander utilizes charts, posted within the office, to keep the personnel informed of the most current statistical data. The post commander and 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. The troop commander is perceived by subordinate personnel as not approachable.

JOB SATISFACTION:

Headquarters – It was conveyed by all troop lieutenants that their job satisfaction was excellent. Additional comments supported this rating albeit the job is high in volume and responsibility.

Post A – With one exception, all of troopers in the post are satisfied with the job and feel like they make a positive difference in the success of their assigned area. The one exception expressed concern regarding the departmental focus on DUI and seatbelts when fatalities are still increasing. The lack of manpower was described as a reason for the rise in fatalities. A trooper expressed concern about the redundant paperwork and the different programs utilized to capture the same information. The troopers feel they are adequately recognized by their supervisors when performance is good. The majority of those interviewed expressed a genuine love for the job.

Post B - The personnel assigned to Post B describe their job satisfaction as good. 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 C - This category was rated (3.2). Job Satisfaction is good to excellent. The majority feel they are making a difference in their assigned area. Personnel feel the job they perform impacts lives in a positive manner and people appreciate them. Troopers expressed appreciation for the support they receive from the supervision. Troopers

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recognize the efforts of the supervision to motivate them by encouraging troopers to set goals and strive to achieve them. The troopers appreciate the recognition of the “Employee of the Quarter” and other awards presented. The troop commander presents a certificate and coordinates a luncheon, annually, for troopers who record thirty (30) or more DUI arrests. The troopers feel appreciated by these efforts. The supervisors take pride in the successes achieved by subordinates. They want to help them grow and improve. The personnel concluded that the job is very stressful at times; however, when you work hard and see the number of fatal crashes decrease, and DUI arrests increase, you realize the lives you touch and feel rewarded.

Post D - All personnel assigned to Post D describe a personal satisfaction with the job. All personnel (supervisory and non-supervisory) interviewed, feel like their efforts make a positive difference. The post commander regularly provides individual recognition based on job performance. Most personnel appreciate receiving the recognition. The overall level of job satisfaction rates between good and excellent.

OPERATIONAL EFFECTIVENESS:

Headquarters – Personnel rated this category from fair to good. Improvement is expected with the implementation of Body Worn Cameras (BWC) and Mobile Data. Improvements from the post level leadership would evolve by working closer with the troopers and the concept, “management by wondering around” (MBWA).

Post A – Overall the operational effectiveness in the post is rated as good. The troopers interviewed expressed that they have access to the resources needed to perform their duties; however, felt the department is lacking in the technological area.

Several troopers complained of slow computers and the utilization of the older Mobile Vision in-car video camera system. One trooper complained that due to the lack of manpower, time is limited when it comes to completing thorough collision investigations. Another trooper stated that time is wasted focusing on pedestrian contacts. Concerns were expressed that time is wasted talking to the same people, repeatedly, to obtain a number for statistical purposes. The purpose was questioned in the perspective that the need for the statistical data documented does not outweigh the dangers created when approaching a pedestrian - considering the pedestrian could run into the roadway attempting to avoid law enforcement. The same trooper expressed the need for additional training regarding firearms. The trooper expressed concern for the manipulation of current training requirements – alleging that this is done to accommodate for the troopers who are not able to successfully complete the training requirements.

The troopers believe, considering the resources and manpower available, supervisors are effectively assigning personnel to address problem areas. The troopers in the post appear to trust the supervisors. Troopers feel the supervisors lead by example.

Post B - Operational effectiveness was rated between fair and good. Equipment issues, especially the condition of patrol vehicles, were cited as negatively affecting operational

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effectiveness. A subordinate commented that he / she would be more effective if NCIC was available to road troopers now that we have mobile connectivity with the laptops. Personnel stated that operations would be more effective if personnel levels were higher. At times, troopers in the post simply investigate collisions one after another with little time available to effectively reduce collisions through enforcement. Sometimes troopers work alone on a shift. Although it is consistently stated by patrol command that this should not be considered, road troopers relate that lack of personnel does affect morale and operational effectiveness, and should be considered.

Post C - Operational effectiveness was rated (3.1) – good, overall. Events identified that had a positive impact on the overall operational effectiveness was the special enforcement initiatives such as DUI checkpoints and nighttime seatbelt initiatives. The LEN and Multi-jurisdictional enforcement events work well with both Lexington and Richland County Sheriff's Offices. Cross-troop enforcement events are limited. The troopers feel it is very helpful to have air cards allowing information to be accessed within their cars. Connectivity helps relieve the demands placed on dispatch. Troopers expressed the need for more LIDARs to utilize in traffic enforcement. Troopers described the majority of LIDARs as "broken" – without the ability to repair them. Troopers appreciate the supervisors when they assist them with calls for service when the volume of calls is excessive. Many troopers expressed pleasure with the service provided by communications. TCC Operators are described as both good and bad. Troopers concluded, "If you work with the good one, it's a good day. If you work with a bad operator, it makes it tough to do your job." Troopers concluded that the TCC is effective. The troopers feel they have a good relationship with the command staff and rated their overall supervision / leadership as good. Troopers feel the supervision is very knowledgeable and keeps the troopers informed. The troopers described the supervisors as understanding and compassionate. Troopers like the fact that supervisors do things with them on their own time and they feel the supervisors put the needs of the troopers above their own. The biggest negative was equipment; such as, spare cars and computers. Troopers stated if they need a spare car, they have to take the spare to the shop and have repairs completed before they can use it. Troopers stated if their computer needs repaired, it takes weeks to get a replacement computer or to have repairs completed. These factors delay the troopers completing work tasks.

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 has on the overall operational effectiveness of the post. Personnel describe a consistent expectation, based on the post's geographical location and the need to supply personnel for spontaneous events in and around the State Capital, to ensure public safety, as regularly depleting the resources needed to properly staff the post and respond to routine calls for service. Personnel expressed concerns regarding the lack of quality applicants; therefore, resulting in less desirable trainees. Personnel, both supervisory and non-supervisory, recognize the lack of "experienced" personnel as a cause for lower ratings in this area. Duplication of administrative job functions, mainly related to data entry, is communicated by personnel as negatively affecting the overall operational effectiveness of the post.

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SUMMARY / CONCLUSION:

Headquarters – Personnel at headquarters would benefit and appreciate improved communication from the commander. In addition, development was noted as a crucial component to ensure troopers are prepared for promotion. Professional development was particularly noted at the first-line and mid-level supervisory level.

Uniformity and consistency with command level decision making was noted. An example would be how an employee is rewarded. e.g., ensuring decisions are not construed as having favorite employees.

Post A – This inspector, while conducting the inspection of the post office, identified the need for supervisors to be provided updated guidance on file retention and file maintenance. Sergeant Ham is an example of the need to create guidelines regarding file retention and file maintenance. With the promotion of the first sergeant, Sergeant Ham was placed in a position to supervise a post with little or no administrative experience. The inspection revealed some areas regarding file retention which need to be addressed. Overall the filing system and the efficiency of the post are adequate. The troopers assigned to the post are content with the supervision of the post and the troop. The troop commander, Captain Stephens, is viewed as establishing more consistency within the posts and the troop.

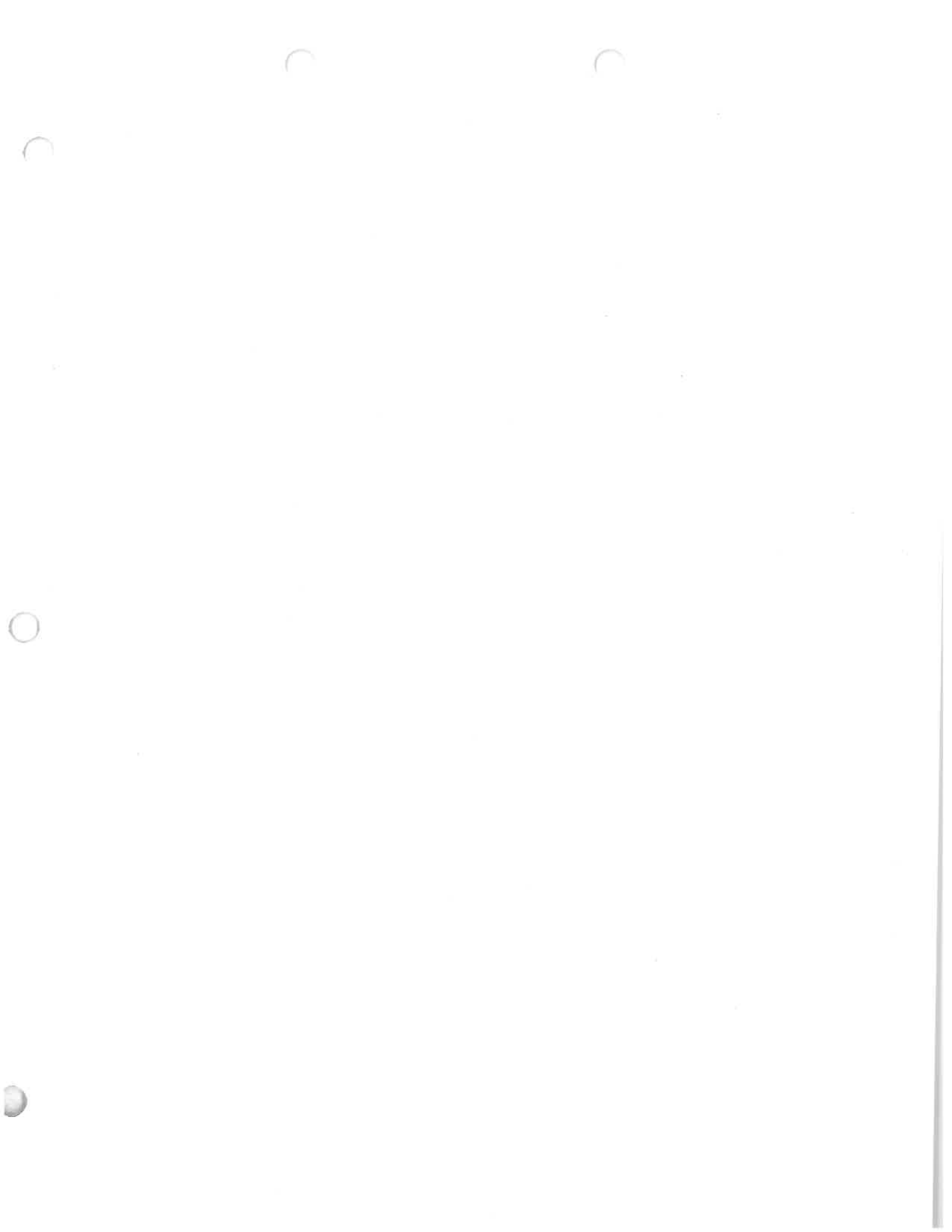
Post B - After completing the inspection of the post, assigned personnel seemed to want to succeed; but, may lack the proper direction needed to work to their potential. Morale was low. Most personnel cite the troop commander as the root cause. Many feel that their work is unappreciated and any recognition from the troop level is viewed as insincere. Furthermore, recognition is dismissed due to a lack of trust in the troop commander. Although morale is low, all personnel express satisfaction with post leadership - citing good communication and satisfaction with their job duties. First Sergeant Danback works hard to instill a team approach, but needs more support at all levels. At times, this inspector felt that he was fighting an uphill battle in his efforts to influence a paradigm shift with subordinates. Although he has been a post commander for fourteen (14) months, this inspector believes that First Sergeant Danback could benefit from additional training on file maintenance and the applicable CALEA standards. Completing such training could possibly allow the post commander to provide more guidance to subordinates regarding administrative requirements. Subordinates would then be able to assist in the administrative process. The records retention system is adequately maintained, with minor exceptions regarding forms being completed incorrectly (child custody forms) or not completed at all (probationary reviews).

Post C - Overall, the post is operating very effectively. The Quality of Management, Job Satisfaction, Communication and Operational Effectiveness were all rated above (3.0) and many subordinates expressed trust in the supervision. Personnel described how they felt their efforts made a difference. The personnel feel the command staff really understands them. Despite an emphasis on activity, supervisors are viewed as trying to

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set realistic goals. Subordinates believe the supervisors are extremely competent. The personnel feel there is good communication throughout the troop. The only negative comment concerning communication was related to short notices regarding training and special event assignments. The troopers are all satisfied with their job and feel they make a positive difference in the community. The post office was very organized. The personnel have a positive attitude and are supportive of each other. Moral was the lowest rated category; primarily due to the lack of manpower. Despite the low rating, personnel remain upbeat and work hard daily. Personnel are proud to be state troopers. Overall, this inspector would rate the post - good to excellent.

Post D - Overall, both the supervisory and the non-supervisory personnel assigned to the post communicate a desire to excel. During the staff inspection process, the majority of the non-compliance issues were related to record retention. The post office presents an environment that would easily permit the assigned personnel to comply with all defined staff inspection requirements. The leading cause for concern among the personnel assigned to the post is the noticeable reduction in manpower. The morale of the post is fair. The troop commander is routinely described as an intelligent individual that possesses the detailed operational knowledge to successfully lead the troop; however, is viewed overall as not approachable. Communication on the post level is described as good; however, personnel, again, describe a “disconnect” with the troop 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, the lack of experienced personnel assigned to or retained within the post.



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. Miscellaneous Forms / Procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

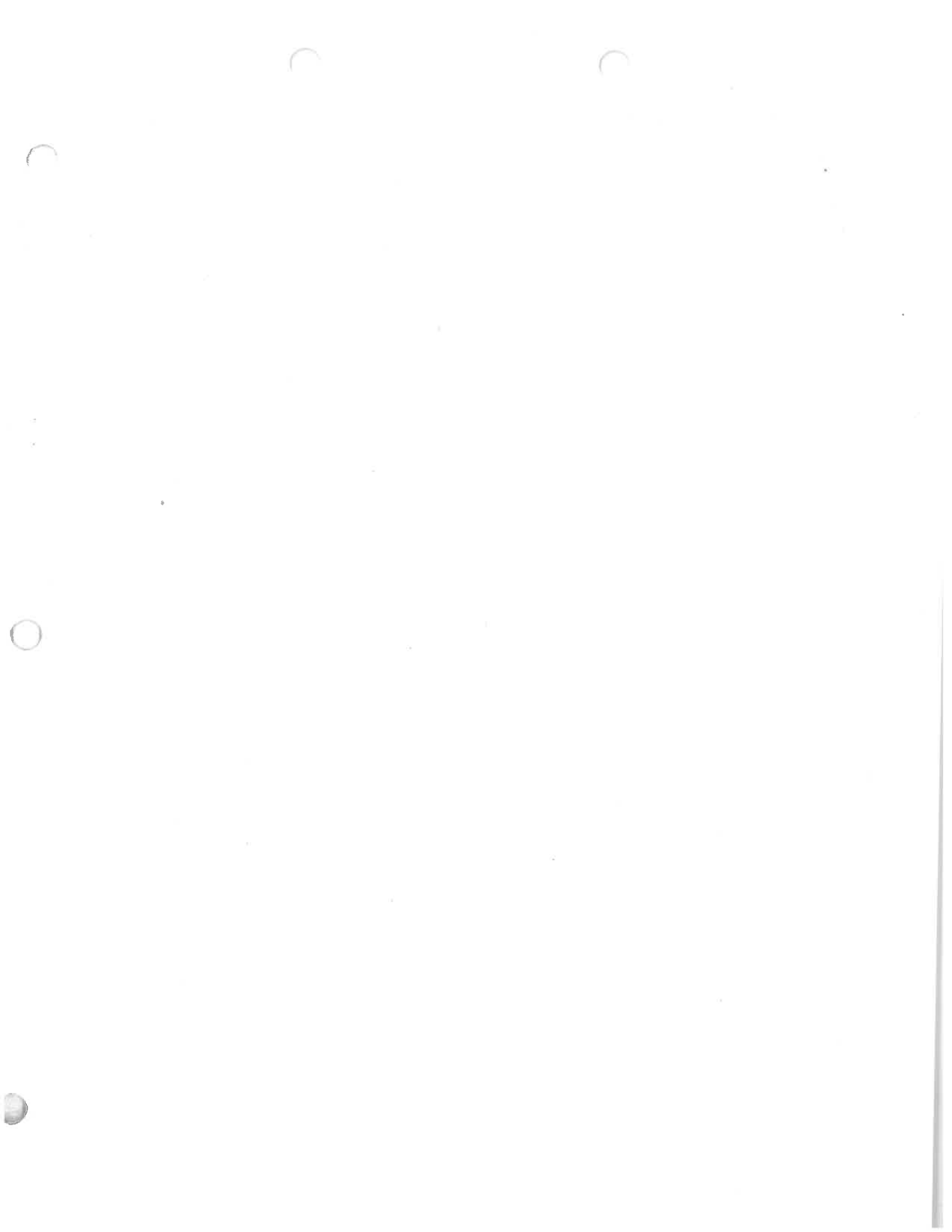
B. FACILITIES	C	NC	NA	NI	Remarks/Corrective Action	Date Corrected	Initials
1. General Appearance and Upkeep	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
2. Timely Reporting of Needed Maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
3. OSHA/ 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"/>			
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"/>			

INSPECTIONS CHECKLIST SUMMARY

Examples / Comments (Indicate by subject and number

INSPECTOR(S) SIGNATURE(S):

DATE:



TROOP 1
Headquarters
STAFF INSPECTION
January 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)		3=9	1=3	4=12
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL		4=11 2.8	2=7 3.5	6=18 3.0

MORALE = 2.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)		2=6	1=3	3=9
FAIR (2)		1=2	1=2	2=4
POOR (1)		1=1		1=1
TOTAL		4=9 2.3	2=5 2.5	6=14 2.3

JOB SATISFACTION = 3.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		4=16	1=4	5=20
GOOD (3)			1=3	1=3
FAIR (2)				
POOR (1)				
TOTAL		4=16 4.0	2=7 3.5	6=23 3.8

TROOP 1
Headquarters
STAFF INSPECTION
January 2015

OVERALL COMMUNICATION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)		3=9	1=3	4=12
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL		4=11 2.8	2=7 3.5	6=18 3.0

OPERATIONAL EFFECTIVENESS = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)		3=9	1=3	4=12
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL		4=11 2.8	2=7 3.5	6=18 3.0

TROOP 1
Post A – Sumter/Clarendon
STAFF INSPECTION
August 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	2=8		6=24
GOOD (3)	1=3	1=3		2=6
FAIR (2)				
POOR (1)				
TOTAL	5=19 3.8	3=11 3.6		8=30 3.8

MORALE = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	2=6	3=9		5=15
FAIR (2)	2=4			2=4
POOR (1)				
TOTAL	5=14 2.8	3=9 3.0		8=23 2.9

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	3=9	1=3		4=12
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	5=17 3.4	3=9 3.0		8=26 3.3

TROOP 1
 Post A – Sumter/Clarendon
 STAFF INSPECTION
 August 2015

OVERALL COMMUNICATION = 3.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	2=6	2=6		4=12
FAIR (2)				
POOR (1)				
TOTAL	5=18 3.6	3=10 3.3		8=28 3.5

OPERATIONAL EFFECTIVENESS = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	2=6	2=6		4=12
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	5=16 3.2	3=10 3.3		8=26 3.3

TROOP 1
Post B – Kershaw / Lee
STAFF INSPECTION
August 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	2=8	1=4	2=8
GOOD (3)	3=9	1=3	1=3	5=15
FAIR (2)		2=4		2=4
POOR (1)				
TOTAL	4=13 3.3	3=7 3.5	2=7 3.5	9=27 3.0

MORALE = 1.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	1=3		1=3	2=6
FAIR (2)	1=2	1=2	1=2	3=6
POOR (1)	2=2	2=2		4=4
TOTAL	4=7 1.8	3=4 1.3	2=5 2.5	9=16 1.8

JOB SATISFACTION = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4	1=4	2=8
GOOD (3)	4=12	2=6	1=3	7=21
FAIR (2)				
POOR (1)				
TOTAL	4=12 3.0	3=10 3.3	2=7 3.5	9=29 3.2

TROOP 1
 Post B – Kershaw / Lee
 STAFF INSPECTION
 August 2015

OVERALL COMMUNICATION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)	3=9	2=6	1=3	6=18
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=13 3.3	3=8 2.7	2=7 3.5	9=28 3.1

OPERATIONAL EFFECTIVENESS = 2.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4		1=4	2=8
GOOD (3)	2=6	1=3	1=3	4=12
FAIR (2)	1=2	1=2		2=4
POOR (1)		1=1		1=1
TOTAL	4=12 3.0	3=6 2.0	2=7 3.5	9=25 2.8

TROOP 1
 Post C – Lexington
 STAFF INSPECTION
 August 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	2=8		5=20
GOOD (3)	6=18	4=12		10=30
FAIR (2)				
POOR (1)				
TOTAL	9=30 3.3	6=20 3.3		15=50 3.3

MORALE = 2.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	3=9	5=15		8=24
FAIR (2)	3=6			3=6
POOR (1)	1=1			1=1
TOTAL	9=24 2.7	6=19 3.2		15=42 2.8

JOB SATISFACTION = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)	4=12	4=12		8=24
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	9=30 3.3	6=18 3.0		15=48 3.2

TROOP 1
 Post C – Lexington
 STAFF INSPECTION
 August 2015

OVERALL COMMUNICATION = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	4=12	6=18		10=30
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	9=30 3.3	6=18 3.0		15=48 3.2

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12			3=12
GOOD (3)	5=15	6=18		11=33
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	9=29 3.2	6=18 3.0		15=47 3.1

TROOP 1
Post D – Richland
STAFF INSPECTION
August 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	7=28	1=4		8=32
GOOD (3)	4=12			4=12
FAIR (2)	1=2	2=4		3=6
POOR (1)				
TOTAL	12=42 3.50	3=8 2.67		15=50 3.3

MORALE = 2.7

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8			2=8
GOOD (3)	7=21	1=3		8=24
FAIR (2)	1=2	2=4		3=6
POOR (1)	2=2			2=2
TOTAL	12=33 2.75	3=7 2.33		15=40 2.7

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20	1=4		6=24
GOOD (3)	6=18	2=6		8=24
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	12=40 3.33	3=10 3.33		15=50 3.3

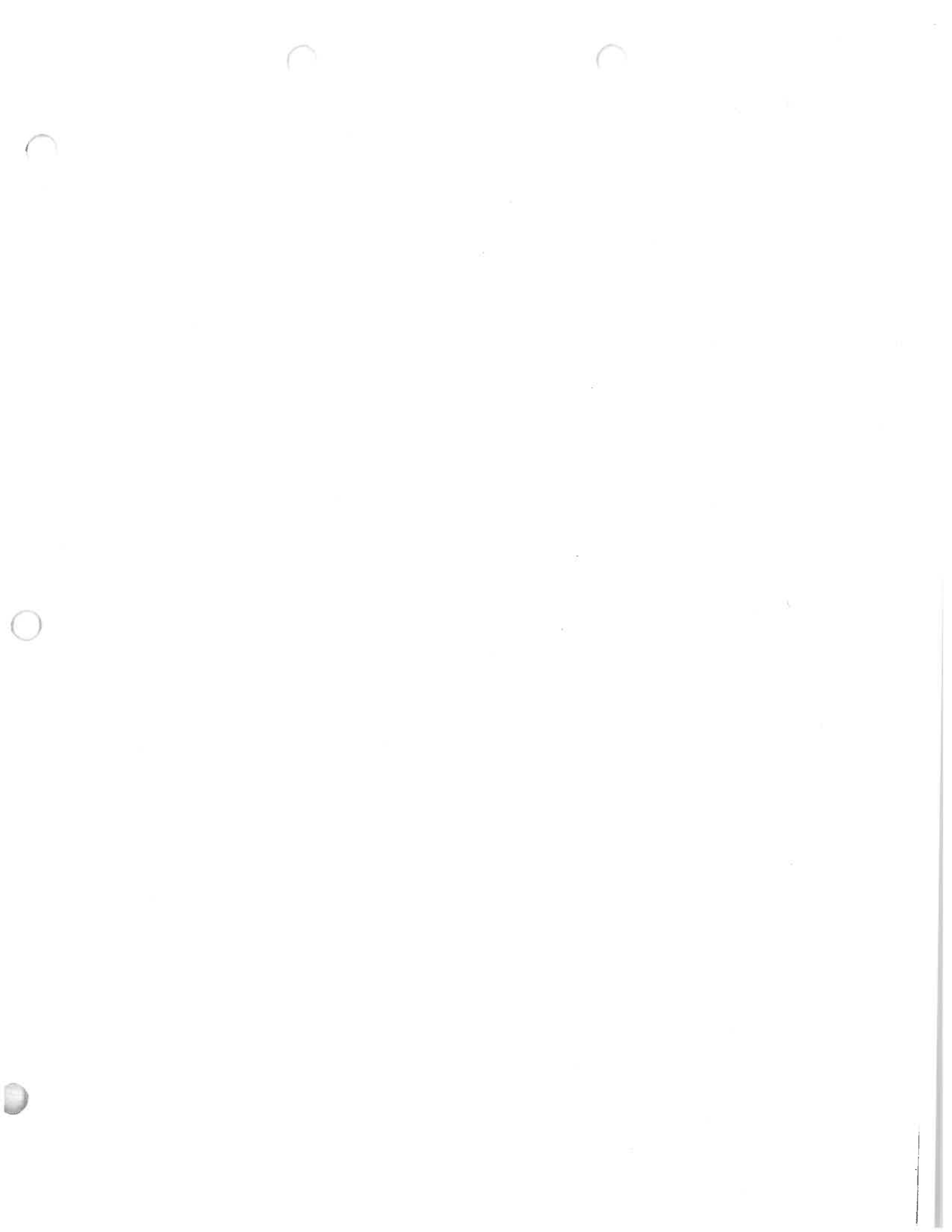
TROOP 1
 Post D – Richland
 STAFF INSPECTION
 August 2015

OVERALL COMMUNICATION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	8=24	1=3		9=27
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	12=38 3.17	3=9 3.0		15=47 3.1

OPERATIONAL EFFECTIVENESS = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	7=21	3=9		10=30
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	12=39 3.25	3=9 3.0		15=48 3.2



Staff Inspection Chart

SCHP Troop One	Quality of Management / Supervision / Leadership	Staff Inspection Metrics			
		Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
Headquarters	3.0	2.3	3.8	3.0	3.0
Post A Sumter / Clarendon	3.8	2.9	3.3	3.5	3.3
Post B Kershaw / Lee	3.0	1.8	3.2	3.1	2.8
Post C Lexington	3.3	2.8	3.2	3.2	3.1
Post D Richland	3.3	2.7	3.3	3.1	3.2

