

**South Carolina  
Department of Public Safety**



**Staff Inspection Report**

**South Carolina Highway Patrol  
Troop Four**

**April 27, 2015**

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South Carolina Highway Patrol – Troop Four  
April 27, 2015

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

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**Executive Summary**

The Staff Inspection of Highway Patrol Troop Four, Rock Hill, 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, IIP's 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.

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

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

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.

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**Sampling Methodology**

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

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

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 Four Headquarters is located in Rock Hill, South Carolina, in the northern part of the state. Rock Hill is the largest town in the troop with a population of 69,000. The county (York) is comprised of 239,000 with a demographic compilation of 71% white and 19% black.

In addition to Headquarters, Troop Four has four Posts; the county in bold indicates the post headquarters location.

- Post A: **Cherokee**/Union
- Post B: **York**
- Post C: **Chester**/Fairfield
- Post D: Chesterfield/**Lancaster**

Troop Four currently maintains approximately 79 sworn officers (Trooper – Captain) and two administrative staff. The troop currently has no post commander vacancies. Troop Four is operating at 52% of the Personnel Allocation Model.

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**Introduction**

The Staff Inspection was initiated with an Entrance Conference on Monday, January 29, 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 M. S. Wright, Troop 4 personnel, Capt. B. J. Albert, Lt. R. H. Sapp, Lt. L. K. Guempel, Lt. H. Dubose, F/Sgt. J. T. Benfield, Post A, F/Sgt. B. S. Benfield, Post B, F/Sgt. J. B. Wade, Post C, and F/Sgt. A. R. Walters, Post D.

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

- |  |                            |
|--|----------------------------|
| • Post A: <b>Cherokee</b> /Union         | Lt. S. A. Stankus, Troop 3 |
| • Post B: <b>York</b>                    | Lt. G. T. Levine, Troop 1  |
| • Post C: <b>Chester</b> /Fairfield      | Lt. M. F. Mars, Troop 2    |
| • Post D: Chesterfield/ <b>Lancaster</b> | Lt. G. M. Caulder, Troop 5 |

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

The Exit Conference was conducted on Friday, January 30, 2015. IIP's provided a brief overview of their findings to the attendees that included the aforementioned Troop Four staff with the exception of Sergeant Benfield but including F/Sgt. J. P. Harrison, Post B.

It was conveyed during the conference that Troop Four staff were very accommodating while providing the IC and the IIP's with exceptional courtesy and respect.

Attendees received all recommendations by the IIP's 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.

## Troop Four Headquarters

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

### A: DOCUMENTS AND PROCEDURES

#### 1. Collision Records

**Compliance.** A review of the collision records reporting system indicates that all TR-310 reports in Report Beam are handled properly within each Post. The Post Commanders are responsible for tracking hit and runs through the blue page and a follow up letter is sent to the captain each month updating any follow up and/or progress. Lt. R. H. Sapp is in charge of all fatal packets and a copy of each fatal is maintained in his office at the troop headquarters. A follow up letter is sent to next of kin.

A couple of the packets reviewed were missing updated alcohol analysis and coroner reports.

#### RECOMMENDATION(S):

Make sure all amended TR-310 reports, alcohol/ drugs analysis results, coroner reports, etc. are place in the packets when received.

#### 2. Cash Receipts

Not Applicable

#### 3. Employee Training Reports

**Compliance.** A review of the training reports revealed that the Field Training Officer (FTO) completes and submits the training reports as required, documenting acceptable behavior and addressing deficiencies and recommending corrective actions. Training reports are kept in the trooper's personnel file and a copy is electronically scanned into the server online at the post level.

It was also noted that Trooper Mungo's training report (July 2013) was not signed.

#### RECOMMENDATION(S):

Note the retention period of one year and purge the files accordingly. Ensure the training reports are completed in their entirety and signatures are obtained prior to scanning and placing online.

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**4. Evidence / Property Storage Room / Documentation**

**Not applicable.** The troop does not have an evidence room. DVD's and VHS tapes are ordered from patrol supply as needed. Headquarters stocks a minimum quantity of DVD/VHS tapes to utilize in case of an emergency.

RECOMMENDATION(S):

Ensure to maintain an adequate supply of DVD's and VHS tapes at the troop level.

**5. Evidence Destruction / Documentation**

**Not Applicable.**

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

**Not Applicable.**

**7. Secondary Employment Policy Compliance**

**Compliance.** The headquarters staff is familiar with the SCDPS secondary employment policy. A review of their records indicates the paperwork is properly completed/approved and a copy of the request is maintained on file. Employees submit secondary employment requests annually.

**8. Agency Property Accountability / Inventory Control**

**Not in Compliance.** Some property transfers are filed and retained within the trooper's personnel folder however, property inventory reports are missing. The inspection also revealed that some vehicle maintenance records were missing.

RECOMMENDATION(S):

Create a file for vehicle maintenance records. Attach property transfers receipt when equipment is transferred and maintain a copy of property inventories for two years.

**9. Purchasing and Procurement Compliance + P-Card**

Not Applicable

**10. Telecommunication Centers**

Not Applicable



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**11. Traffic Summons Book / Bond Money**

**Compliance.** Summons books are maintained in a secured area and stored sequentially. When issued, summons books are logged into a written log that documents the summons numbers, date issued, issued to and date completed. The summons books are also logged into the console and a receipt is printed and sent with the summons books to be signed by the recipient and returned. The administrative specialist files the receipts as they are returned and logged in the date completed.

**12. Ticket Tracking**

**Compliance.** A review of the records revealed that the ticket tracking system was in compliance. In addition, it was noted that the white copies were filed and in numerical order.

**13. Body Armor Replacement Date**

**Compliance.** A review of the Body Armor procedures revealed that the armor is inspected during monthly line inspections and the expiration date noted. The body armor replacement dates are also inspected at annual in-service training by personnel from Patrol Supply.

**14. Child Custody Procedures**

**Compliance.** The IIP determined that the Child Custody transfers files were maintained in the troop headquarters file room in a drawer within a lockable four drawer cabinet. The child custody files are maintained separately from other files. The newly revised Child Custody Procedures have been adopted and are in place. Generally, forms associated with child custody procedures are maintained in post office. The files that were inspected in the troop headquarters were missing information required to be present (CAD#, DDS rep., etc).

RECOMMENDATION(S):

When the missing information is documented in the form of an email, attach the email to the child custody form before filing.

**15. Juvenile Procedures**

**Compliance.** A review revealed that all juvenile files are maintained in the troop headquarters file room in a drawer within a lockable four drawer cabinet separately from other files.

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**16. Juvenile Custodial Release Forms**

Not Applicable

**17. Line Inspections**

**Line Inspection Files**

**Compliance.** Monthly line inspections are properly conducted and the documentation is maintained at headquarters.

**Witnessed Line Inspection – Headquarters**

**Compliance.** Lt M. F. Mars observed a line inspection on Sgt. M. D. Johnson conducted by Lieutenant Sapp on Tuesday January 27, 2015. Two deficiencies were noted: flares and the TR-310 manual were missing.

All post line inspections are online. Several months of line inspections reviewed online did not document any deficiencies.

RECOMMENDATION(S):

Ensure any and all deficiencies are noted and documented when corrected. A copy of the line inspections must be maintained in the troop headquarters for one year, per the record retention memorandum.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Compliance.** A review of the headquarters files indicates that all operations are properly planned, organized, executed and documented. In addition, proper approval for the safety checkpoints is conducted.

**19. EPMS (Probationary, Annual)**

**Compliance.** All troop 4 personnel files contain a folder for performance ratings. Several probationary and annual Trooper – First Sergeant EPMS's were reviewed. EPMS ratings are performed according to the established EPMS reporting cycle and are reviewed prior to being issued to the employee. It was noted that some of the EPMS's were over three years old.

RECOMMENDATION(S):

Purge the file for files pass three retention period.

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**20. Disciplinary Action Records**

**Compliance.** The inspection revealed that disciplinary action records are properly maintained in the trooper's personnel file.

RECOMMENDATION(S):

Purge the file for files pass three retention period.

**21. Victim / Witness Files – Secure**

**Compliance.** Victim and witness information is handled by Post Commanders. The inspection revealed that only a few Victim Advocate checklists were on file at troop headquarters. It is the current protocol that no forms are sent to SCHP headquarters from the troop headquarters.

RECOMMENDATION(S):

Per memo sent by Major C. J. Madden in 2010, Victim Advocate Protocol

Each Troop will be required to adhere to the following:

1. Each Troop Executive Officer will be the point of contact for the Victim Advocate. A back-up delegate will need to be chosen in the event that the main point of contact is not available. The names of these points of contacts and back-up points of contacts are to be sent to me no later than April 1, 2010.
2. The point of contact will be responsible for forwarding the appropriate forms to the Victim Advocate at SCHP Headquarters in Blythewood. It is important that a consistent protocol be established to ensure that each point of contact as well as the Victim Advocate, herself, is in compliance with the Victim Services policies and procedures.
3. Two important forms - the TR-310 and the DPS-LEO 25 (information sheet) - must be sent to the Victim Advocate within 72 hours of the collision. Initial information outlined on page 6 (D) of the attached protocol will be sent to the Victim Advocate within 24 hours of the collision. Any amended TR-310 reports will be submitted within 14 days of the completed investigation. Please keep in mind that turning in these forms on time is crucial.

**22. Use of Force Reports (Supervisory Review)**

**Compliance.** One Use of Force Report was reviewed. The report was submitted in a timely fashion and had been reviewed by all appropriate supervisors and forwarded to the patrol headquarters for review and proper handling. Uses of force reports are reviewed by Supervisors to ensure that the use of force was necessary and reasonable to affect a lawful arrest.

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**23. Pursuit Reports (Supervisory Review)**

**Compliance.** A review of the pursuit report process determined that written reports are submitted after a pursuit. Each pursuit is reviewed by the pursuit supervisor and then forwarded to the lieutenant who also reviews the report for accuracy, completeness and conformity to DPS policy and procedures. Each video of a pursuit is reviewed by supervision to ensure personnel operating patrol vehicles in an emergency manner are exercising reasonable care and safety for themselves and the public at all times. Pursuit reports are then forwarded to patrol headquarters for review and proper handling.

**24. Prisoner Transport**

**Compliance.** SCDPS policy as related to prisoner transport is followed throughout the troop. This procedure is monitored through video review and review of use of force and pursuit reports. Troop headquarters command staff ensures individuals are cared for and secured in accordance with DPS Policy while under legal custody until delivered to the detention facility.

**25. Legal Process Forms – for service of warrants**

**Not Applicable.** This process is completed and managed within each post.

**26. Subpoena Maintenance**

**Compliance.** When subpoenas are received at troop headquarters, each subpoena is provided to the post commanders to ensure compliance. The trooper is subsequently scheduled for attendance.

**27. RADAR Proficiency**

**Compliance.** Administrative Specialist Destiny Secrist is apprised and updated on information relating to RADAR proficiency through Lieutenant Sapp. This information includes the expiration of Radar Certifications. Ms. Secrist notifies the troopers as a reminder to complete their recertification.

It is incumbent upon the trooper and the SMD instructor to ensure the proficiency is completed within the appropriate timeframe and returned to Lieutenant Sapp. The proficiency results are then reviewed, approved/signed the captain and forwarded to patrol training for submission to the Criminal Justice Academy.

Certificates are filed in the troop headquarters as received by each trooper.

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RECOMMENDATION(S):

Files need to be purged and updated certificates need to be requested from all troopers.

**28. Records Retention**

**Compliance.** All records that are on the 2006 record retention schedule to include retention periods in the troop and post were inspected and the following was noted: all files are present either online or within the troop filing system. Most records that are noted throughout this report need to be purged and maintained within the retention period. Several files were two and three years past the retention period.

RECOMMENDATION(S):

Purge and comply with the retention schedule on all necessary files.

**29. Miscellaneous Forms / Procedures**

Lt. L. K. Guempel is assigned the management of wrecker procedures in troop 4. All applications from companies requesting inclusion on the troop 4 towing rotation list (new service or renewal) are forwarded to the post commander. Each post commander inspects the wrecker's service for compliance with towing procedures then returns the completed application to Lieutenant Guempel.

Wrecker services that successfully pass the inspection will be placed on the list to tow for the SCHP starting the following January 1<sup>st</sup>.

Further, any complaints made by an existing towing service are investigated either by the post commander or by Lieutenant Guempel.

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**B. FACILITIES**

**1. General Appearance and Upkeep**

**Compliance.** Headquarters was well-maintained. The facility was neat, clean, and orderly. The facility was properly secured at all times.

**2. Timely Reporting of Needed Maintenance**

**Compliance.** Maintenance issues are reported in a timely manner to the Facilities Manager, Randy Flack. Departmental maintenance staff completes the necessary repairs.

**3. OSHA**

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

**4. Building Evacuation Route – posted**

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

**5. Fire Extinguisher Inspection Tags**

**Compliance.** Fire extinguishers are inspected and signed off monthly by the building maintenance custodian. The fire extinguisher near the evidence room was inspected and signed off 1/26/15.

**6. Defibrillator**

Not Applicable – Building is not equipped with a defibrillator.

**7. First Aid Kit**

**Compliance.** First Aid kits are maintained and stocked.

**8. Other**

Not Applicable

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**Troop Four Post A  
Cherokee/Union**

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

**A: DOCUMENTS AND PROCEDURES**

An inspection of the Troop Four; Post A (Cherokee / Union) Office was conducted from January 26-30, 2015. Present during the inspection was F/Sgt. J.T. Benfield (Post Commander).

**1. Collision Records**

**Compliance.** A review of the collision records reporting system indicates that all TR-310 reports in Report Beam are handled properly within each Post. The post commanders are responsible for tracking hit and runs through the blue page and a follow up letter is sent to the captain each month updating any follow up and/or progress. Lieutenant Sapp is in charge of all fatal packets and a copy of each fatal is kept in his office at the troop headquarters. A follow up letter is sent to next of kin.

A couple of the packets reviewed were missing updated alcohol analysis and coroner reports.

**Compliance** - All collision reports are on file electronically. The post commander demonstrated the ability to effectively retrieve collision reports. The post corporals are responsible for 1<sup>st</sup> tier approval of all assigned subordinates. The post commander and Sergeant are responsible for 2<sup>nd</sup> tier approval of all collision reports.

The post does not have a felony hit and run collision pending. Felony hit and run collision investigations are coordinated through the troop four supervision with the assistance of the Multi-disciplinary Accident Investigation Team (MAIT).

The post investigated seventeen (17) fatal collisions in 2014 and, to date, three (3) fatal collisions in 2015. Fatal collision investigations are filed in the post commander's office. Each file reviewed contained the proper documentation to include a copy of the incident report(s), a copy of charging documents, search warrants, evidentiary forms, witness statements, scene documentation, and videotape / DVD recordings. Photographs are stored electronically.

A copy of each completed fatal investigation is forwarded to the troop four office for review. A log of all pending and completed fatal investigations is maintained by the post sergeant on the post group drive. The retention for fatal investigation documentation in the post dates from 2005 – present.

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**2. Cash Receipts**

Not Applicable

**3. Employee Training Reports**

**Not In Compliance** – All Employee Training Reports are stored in the Post Commander's Office. Post A has only been assigned three (3) Trooper trainees in the last five (5) years. Training reports for Troopers Millwood, Hamrick, and Felts were maintained in the Post Commander's Office and reviewed. The review found administrative violations pertaining to the FTO guidelines. A supervisor evaluation was not completed or properly documented by each of the required levels of supervision, prior to the trainee completing the FTO process. Additionally, one of the supervisor's signatures was not affixed to the final phase report.

RECOMMENDATION(S):

1. Employee Training Records (FTO Reports) must contain documentation of required ride-a-longs, conducted by the Corporal, Sergeant / First Sergeant, and Lieutenant.
2. All training reports must be properly signed by the trainee, FTO, and supervisor.

**4. Evidence / Property Storage Room / Documentation**

**Not In Compliance** - The post Evidence / Property Storage Room is of sufficient size and is adequately secured. The primary evidence custodian, Sergeant A.M. Gordon, presented the evidentiary items requested during inspection. Utilizing the CEF Troop Four / Post A Evidence Inventory Report (Attachment #1), all evidence randomly inspected was present, properly labeled, and secured. All evidence is properly stored, within a locked evidence room, secured in a locked closet that provides a secondary security measure. Blood evidence is logged into the refrigerated, secured evidence drop box located in the copier / supply area of the post office; however, all personnel assigned to the post have open access (lock combination) to the refrigerated drop box.

Non-refrigerated evidence is logged (by the seizing trooper), properly identified by attaching a completed SCDPS Evidence Chain of Custody and Evidence Destruction Form, and stored in a secured drop box. At the time of this inspection, one (1) item was located in the evidence drop box (CAD #15BW016965 – TA Hamrick; seized on 01/26). Sergeant Gordon demonstrated proficiency for entering the evidence into the CEF Inventory. A print error by the computer, regarding the label maker, prevented the evidence from being properly labeled at the time of this inspection.

A review of the 2014 Evidence Log (Attachment #2) and the 2015 evidence Log (Attachment #3) found that personnel are individually completing the SCDPS Evidence



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Log, separately by county (Cherokee / Union), as evidentiary items are seized by the arresting trooper. The log is originally posted in the troopers' work area. Once the current log is full, the completed log is removed from the troopers' work area, secured in a three-ring binder, and becomes the evidence log. A blank SCDPS Evidence Log is posted and replaces the previous log. A review of the completed logs (attached) found that no movement of evidentiary items has been recorded by the primary or secondary evidence technician(s) in all of 2014 or, to date in 2015. Two of the evidence log forms utilized to log evidence were outdated (Revised 4/98). Quarterly, Annual, Unannounced, and Change in Custodian (2012) were all properly completed and retained. All current evidence logs and evidentiary forms are stored in the Post Sergeant's office.

A review of blood evidence documentation revealed evidence submitted on March 28, 2014, was transported to CEF on April 3, 2014; evidence submitted on June 19, 2014, was transported to CEF on June 23, 2014; evidence submitted on July 18, 2014, was transported to CEF on July 22, 2014.

Blank DVD / Videotapes are stored, labeled, and issued from the supply closet in the Post Sergeant's office. DVD / Videotapes pending destruction are stored in the evidence room. Videotape Chain of Custody and destruction documentation is filed and stored in the evidence room. Numerous videotapes were located, within a file cabinet in the evidence room, without chain of custody forms attached. The videotapes were identified as videotapes assigned to post personnel. The file cabinet is utilized to store used videotapes assigned to post personnel. Incomplete chain of custody forms were found attached to videotapes pending destruction. VHS / DVD audits are completed by post supervisors - biannually. A review of 2014 Videotape Monitor Reports found only two (2) documented violations. Both violations were documented when a review of DE Millwood was conducted by Corporal CB Horne on 08/24/2014. Two body microphone violations were documented.

RECOMMENDATION(S):

Policy 300.15 VI; B, 2 – DPS policy states the evidence technician shall maintain a record of the status of all property and evidence held by the division or unit to include; location of storage, date and time received and released, type, amount, and chain of custody.

1. Recommend an immediate review of the memorandum (Attachment #4) addressed to Captain K.D. Phelps (former Troop Four Commander) from Homer E. Edwards (Auditor) for clarification of instruction to the post primary and secondary evidence technicians regarding the use of non-automated evidence logs.
2. An evidence log should be created – categorizing the different types of evidence (blood or urine, drugs, alcohol, weapons, other, etc.)
3. All movement of evidentiary items shall 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.

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

1. All blood or urine evidence shall be transported to CEF within 72 hours.

Policy 300.06 VI; B – DPS Policy states, the arresting officer shall maintain custody of and store recorded tapes / DVDs in a secure controlled area until final disposition of the case. Within five (5) working days of the final disposition of the case, the arresting officer will release the tape / DVD to the unit evidence custodian utilizing DPS-LE-027 (Audio / Video Recording Chain of Custody and Destruction).

1. All returned, stored videotapes shall have Form DPS-LE-027 (Video Chain of Custody) attached, properly documenting each custodian until destruction is complete.

Policy 300.06 IX; A – DPS Policy states, portions of each recording will be randomly reviewed on a regular basis by a supervisor prior to the disposal of the recording. IX; C – DPS Policy states, Each supervisor reviewing recordings shall evaluate an officer's actions to ascertain the following:

1. Compliance with standard operating procedures, safety procedures and other training;
2. Interactions with the public; and
3. Professional behavior and demeanor.

## 5. Evidence Destruction / Documentation

**Not in Compliance.** Evidence destruction documentation, for at least the previous five years, was stored in both the evidence room and the post Sergeant's office. Evidence destruction paperwork was found to be incomplete. There was no movement recorded in the post evidence log for 2014 and, to date, in 2015. Chain of custody forms were found to be incomplete.

### RECOMMENDATION(S):

Policy 300.15 VI; B, 2 – DPS policy states the evidence technician shall maintain a record of the status of all property and evidence held by the division or unit to include; location of storage, date and time received and released, type, amount, and chain of custody.

1. Review the memorandum (Attachment #4) addressed to Former Captain K.D. Phelps from Homer E. Edwards (Auditor) for clarification of instruction to the post primary and secondary evidence technicians regarding the use of non-automated evidence logs.
2. All movement of evidentiary items must be notated or recorded on the evidence log by an evidence technician to include; location of storage, date and time received and released, type, amount, and chain of custody.

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1. All returned, stored videotapes shall have Form DPS-LE-027 (Video Chain of Custody) attached, properly documenting each custodian until destruction is complete.

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

**Compliance.** Each required inspection was accounted for and presented. This included for 2013: (4) Quarterly Inspections, (1) Unannounced Inspection, and (1) Annual Inspection; 2014: (4) Quarterly, (1) Unannounced, and (1) Annual Inspection. The last recorded Custodial Change Inspection was documented in 2012.

**7. Secondary Employment Policy Compliance**

**Compliance.** Secondary Employment requests are made by post personnel annually. A review of requests submitted (McKinney- 2014/2015) and (White – 2014/2015) revealed that the forms are properly completed and forwarded to the troop office for review and approval. Secondary Employment requests are properly stored in the Post Commander's office.

RECOMMENDATION(S):

Determine the need for Secondary Employment Requests to be filed at the post level.

**8. Agency Property Accountability / Inventory Control**

**Compliance.** Equipment Inventory Reports for 2010-2014 were stored in the Post Commander's Office. Equipment Inventory Reports were found stored both individually in personnel files (2010-2012, 2014) and jointly as a post file – by year (2013).

RECOMMENDATION(S):

1. Property Inventory Sheets shall be stored in the post office for a period of two (2) years.
2. Property Inventory Sheets shall be stored separately, by audit year, in the post office.

**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.** 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. A random review of line inspections, completed on subordinate personnel, revealed supervisors are complying with procedures pertaining to Traffic Summons Book and Bond Money monthly.

RECOMMENDATION(S):

**12. Ticket Tracking**

**Compliance.** Supervisory personnel conduct Summons Ticket Audits on subordinate personnel. All pending and unissued summons tickets are audited, quarterly. All summons ticket audits are forwarded to the troop office for review. A copy of each Summons Ticket Audit is maintained in the post office.

**13. Body Armor Replacement Date**

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

**14. Child Custody Procedures**

**Not In Compliance.** All personnel have been notified of the new “Child Custody Transfer” policy. Only two occurrences were produced - both in 2014. A review of both occurrences revealed the required documents were properly completed; however, the documents filed were stored in a drawer in the Post Commander’s desk. The files were not stored separate from adult files and the drawer was not locked or secured.

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 must be retained at the post level for a period of three (3) years.
3. Juvenile records and files must be secured allowing only those authorized to have access.

**15. Juvenile Procedures**

**Not In Compliance.** The Post Commander properly explained the procedure for both a child custody transfer and a juvenile arrest. The new child custody transfer policy has been provided to all post personnel. The Post Commander properly explained the procedure for arresting a juvenile. The Post Commander stated there is not a procedure in place to verify all documentation is completed and submitted for all qualifying juvenile cases. The documents filed are not stored separate from adult files. The documents filed are not secured.

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

**16. Juvenile Custodial Release Forms**

Not Applicable

RECOMMENDATION(S):

Identify the form. Once identified, determine the purpose and the need for the requirement to remain on the Staff Inspection Checklist.

**17. Line Inspections**

**Compliance.** Monthly line inspections, conducted on all uniformed personnel, are stored in the post office – retention included 2008-2014. A review of random line inspections revealed a supervisor properly documented an equipment malfunction in January 2014. The malfunction was corrected and properly documented in April 2014. The monthly line inspection process is being completed in compliance with policy; however, a review

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of the line inspection forms revealed some inspection forms were not completed in their entirety (administrative errors). Inspection forms, on some post spare vehicles, were observed to be incomplete. One inspection form was observed with no supervisory signature affixed.

Corporal J.H. White performed a line inspection on Lance Corporal J.E. Greene. The line inspection was conducted in compliance with policy, to include physically checking all issued equipment (weapons checks, serial number verifications, all required equipment, sensitive items (badges), and summons books (bond money). A copy of the line inspection is attached.

RECOMMENDATION(S):

The Post Commander should ensure a review of all line inspections, verifying completeness, on a monthly basis, to ensure compliance.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Compliance.** The Post Commander maintains a list of approved Safety Checkpoint locations within the post. The list consists of pre-existing locations, dating back to 2008. Locations are identified considering volume of traffic, collisions, DUI Arrests, input from the other law enforcement agencies (Law Enforcement Network – LEN), and prior safety checkpoint results. Post-checkpoint data is collected and documented on Form SCHP-E-008. Statistics are collected for each approved checkpoint. Statistics are collected and documented, utilizing SCHP-E-007, monthly for each county.

During 2014, the post conducted two-hundred twenty-two (222) safety checkpoints. Of the (222), one-hundred eleven (111) of the checkpoints were conducted utilizing LEN officers in addition to post personnel. The Post Commander stated that post personnel (Lance Corporals) are permitted to participate in LEN safety checkpoints without a department supervisor present.

RECOMMENDATION(S):

Policy 300.03 (Roadblocks) Section VII; B; 4 states, “Enforcement checkpoints shall be conducted in the presence of at least one supervisor who shall organize and oversee the operation.”

Non-supervisory personnel shall not be permitted to participate in LEN safety checkpoints without at least one supervisor present.

**19. EPMS (Probationary, Annual)**

**Compliance.** EPMS reviews are stored with the personnel files located within the Post Commander’s Office. The Post Commander stated EPMS reviews are retained for the length of an employee’s career. The Post Commander presented a Probationary EPMS

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and an Annual EPMS review completed in 2014; a Probationary EPMS and an Annual EPMS review completed in 2013; and an Annual EPMS review completed in 2012. There were no Probationary EPMS reviews completed in 2012. There were no new employees in 2011 or 2012. There are no civilian employees assigned to the post.

The EPMS reviewed on A.M. Gordon (2013) did not have a signature indicating the EPMS was properly reviewed by the next level supervisor (Troop Lieutenant); otherwise, all reviews inspected were signed by the employee, the supervisor conducting the review (the rater), and the signature of the next level supervisor (the reviewer).

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 must be signed by the rater and the reviewer prior to being discussed with the employee.

**20. Disciplinary Action Records**

The Post Commander was unable to produce any disciplinary action records upon request; however, while reviewing other records, maintained in the post personnel files, this inspector did locate one (1) Level I disciplinary action record.

RECOMMENDATION(S):

Policy 400.08 VII – DPS Policy states supervisors may maintain supervisory notes and files.

1. Determine the intent of this category on the Staff Inspection Report. The SCHP General Records Retention Schedule indicates that “Disciplinary Forms” shall be retained in the post for a period of one (1) year.
2. Provide guidance to the field operations regarding the appropriateness of; or the need for Disciplinary Action Records (properly defined) to be retained at the post level.

**21. Victim / Witness Files – Secure**

The Post Commander informed this inspector that post personnel complete the proper TAVA documentation. Once completed, the documentation is stored in the Circuit Court case file located in the post office. The documentation is then forwarded to the victim’s advocate, employed by and assigned to each county (Cherokee and Union). The Troop Four Office is notified; however, the TAVA documentation is not forwarded to the Troop Four Office. The documentation is not forwarded to the State Headquarters Victim

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Advocate in Blythewood. The Post Commander maintains a file within the post. The file is retained for three (3) years. The Post Commander provided documentation from 2012, 2013, and 2014.

RECOMMENDATION(S):

- All TAVA records shall be forwarded to the Troop Four Office.
- All TAVA records shall be forwarded to the State Headquarters Victim Advocate.
- The Post Commander shall maintain a secure file, within the post, of all TAVA documentation for a period of three (3) years.
- The file shall be retained, by calendar year, separate from the Circuit Court case files.

**22. USE OF FORCE REPORTS (Supervisory Review)**

**Compliance.** 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 written reports from 2012, 2013, and 2014. A review of the reports revealed that each use of force incident was properly documented and reviewed by both the Post Commander and the Troop Lieutenant – both reviewing supervisors affixed their signature. Policy and procedural violations are properly documented.

**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. The Post Commander presented written vehicle pursuit reports from 2012, 2013, and 2014. All pursuit reports are properly documented and reviewed by both the Post Commander and the Troop Lieutenant - both reviewing supervisors affixed their signature. Policy and procedural violations are properly documented.

**24. Prisoner Transport**

**Compliance.** First Sergeant Benfield 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 Benfield properly explained the procedure for transporting prisoners of the opposite sex and juveniles. He explained the need for searching the transport vehicle for contraband immediately after transporting a prisoner. First Sergeant Benfield properly explained the procedural requirement of notifying the telecommunications center, notifying the on-call commander and completing an incident report when a prisoner escapes.



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**25. Legal Process Forms – for service of warrants**

Not Applicable

**26. Subpoena Maintenance**

**Not in Compliance.** Cherokee County: Subpoenas are mailed directly to post personnel utilizing the Post A Office address. Union County: The courts coordinate directly with the post personnel. There is no supervisory input. The post does not have an established system to manage subpoenas to ensure appearance by the subpoenaed personnel. To date, the Post Commander is not familiar with any failure of post personnel to appear for a scheduled trial.

RECOMMENDATION(S):

1. The Post Commander should implement a tracking system to ensure subpoenas are managed, to include appearance by the subpoenaed personnel.

**27. RADAR Proficiency**

**Compliance.** All personnel utilizing speed measuring devices are certified and recertified. The Post Commander presented his RADAR / LIDAR certification. During the observed line inspection of Lance Corporal J.E. Greene, the IIP was presented with Lance Corporal Greene's current RADAR / LIDAR log. Post A Personnel maintain RADAR / LIDAR logs individually.

**28. Records Retention**

The current record retention schedule specifically requires files / forms be maintained at the post level for defined periods of time. Once the defined period of time expires, the files should be purged. Security of files must be maintained at all times.

**29. Wrecker Inspection Forms**

**Compliance.** Wrecker Inspection Forms are maintained in the post office. The Post Commander has retained the Wrecker Inspection Reports from 2006-2014. A review of forms, dated in 2013 and 2014 revealed that supervisors 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. Reports were found to be completed on a computer, to include "computer-generated, pre-checked" ratings. This inspector was informed that once the inspection was completed, the inspector returned to a computer and created and "typed" versus a "hand-written" version of the Wrecker Inspection Form.

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RECOMMENDATION(S):

Determine if the practice of inspecting a wrecker service, utilizing an original “handwritten” wrecker inspection form can be properly replaced with a “typed” wrecker inspection form. A recommendation is made that the original “handwritten” wrecker inspection form should become the wrecker inspection form of record.

**30. Miscellaneous Forms / Procedures**

**Compliance.** The Post Commander maintains First Report of Injury Reports for a period of at least three (3) years. The Post Commander presented reports demonstrating that personnel report injuries or medical emergencies to the supervising officer. The reports document supervisors are properly reporting work-related injuries to health managers. The reports reviewed were dated 2013 (two reports) and 2014 (two reports).

The Post Commander maintains all Signature / Acknowledgement forms for a period of at least three (3) years. Post personnel are primarily informed, through e-mail, of changes in policy through the use of Power DMS. The Post Commander presented additional signature /acknowledgement reports dated 2013 and 2014. A review of the reports revealed that all post personnel are notified, in writing, of changes in policy, procedure, or directive. Post personnel affixed their signature acknowledging receipt or notification of any change.

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**B. FACILITIES**

**1. General Appearance and Upkeep**

**Compliance.** The post office appeared well-maintained. The facility was neat, clean, and orderly.

The post office is located within the Cherokee County Department of Transportation (SCDOT). The facility lacks a security system that limits access to authorized personnel.

RECOMMENDATION(S):

The Post Commander explained that the facility is maintained by the Cherokee County SCDOT. It is recommended, if feasible, that a security system be installed that limits access to authorized personnel only.

**2. Timely Reporting of Needed Maintenance**

**Compliance.** Any needed facility maintenance is primarily reported to the SCDOT office. The Post Commander's point of contact for all SCDPS maintenance issues is Randy Flack.

**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. The floor plan was posted; however, the evacuation route was not included in the posted diagram.

RECOMMENDATION(S):

The Post Commander must properly post the evacuation route(s) in plain view at multiple locations within the post office.

**5. Fire Extinguisher Inspection Tags**

**Compliance.** All fire extinguisher tags are properly inspected and initialed.

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**6. Defibrillator**

Not Applicable

**7. First Aid Kit**

**Compliance.** The Post Commander provided a first aid kit maintained within the post office.

**8. Other**

Not Applicable

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**Troop Four Post B  
York**

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

**A: DOCUMENTS AND PROCEDURES**

An inspection of the Troop Four Post B (York) office was conducted with the Lieutenant L. K. Guempel, Post Commander F/Sgt. J. P. Harrison and Sgt. B. S. Benfield present.

**1. Collision Records**

**Compliance.** The TR-310 is initiated when a trooper generates a report in the Report Beam (the computerized system used to generate and maintain accident reports). Corporals check their teams initial reports; the sergeant or first sergeant review the corporals reports and complete second approvals. All hit and runs are managed through the blue page and a follow up letter is sent to the troop captain each month updating any progress. The complete fatal packet is maintained within the sergeant's office and a copy is sent to the troop headquarters.

**2. Cash Receipts**

**Not applicable**

**3. Employee Training Records**

**Compliance.** The Training records that were reviewed were kept in the troopers personnel file and online. Some were dated 2012 (Trooper's Dulude and Revels). The Post Commander forwards the employee training records to the training unit upon completion.

**RECOMMENDATION(S):**

These files need to be purged. The retention for employee training records is one year in post.

**4. Evidence / Property Storage Room / Documentation**

**Compliance.** An inspection of the Post B evidence room was conducted with the primary evidence custodian, Sergeant B. S. Benfield. The inspection revealed the following: the Evidence / Property Storage Room is of sufficient size and is adequately secured. Sergeant Benfield, presented the evidentiary items requested during inspection. All evidence randomly inspected was present, properly labeled, and secured. Marijuana evidence is securely stored within the evidence room in a locked metal cabinet. Alcohol is stored, within the evidence room, secured in a locked cabinet that provides a secondary security

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measure. All evidence was present and accounted for. There was no blood or urine evidence on hand at the time of this inspection however, when blood or urine is collected, it is collected according to SCDPS Policy 300.15 VII; C., Blood or urine samples shall be stored in an authorized refrigerated storage area until transported to a laboratory for analysis; D., Blood or urine samples shall be transported for analysis to SLED or other approved laboratories within 72 hours of collection; and E., the arresting officer shall maintain a copy of the Chain of Custody and all analysis documentation with the original case file.

DVD / Videotapes are made available in a file cabinet within the workroom area in the office. Troopers can obtain DVD/ Videotapes as needed. The labels are placed on the DVD or videotape at the time of issue. DVD / Videotapes pending destruction are stored in the corporal's office inside of a medal cabinet along with the videotape Chain of Custody and destruction documentation.

RECOMMENDATION(S):

Although the marijuana and alcohol evidence is secondly secured within the evidence room, the ceiling is unsecured with removable ceiling tiles. It is recommended that the evidence locker is secured to the floor or some type of secure ceiling tiles be installed to prohibit access from the roof.

When troopers are issued a DVD/ Videotape, a supervisor should sign the logs for accountability purposes.

**5. Evidence Destruction / Documentation**

**Compliance.** All paperwork inspected (chain of custody, closed case, etc.) where present and retained for the proper period.

RECOMMENDATION(S):

Purge files and remove old paperwork pass retention period.

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

**Compliance.** All forms (Quarterly, Annual, Unannounced, Change of Custodian) were present and retained for the proper retention period however, change of custodian and quarterly inspection were completed on the same day.

**7. Secondary Employment Policy Compliance**

**Not in compliance.** The post commander is familiar with the SCDPS policy. However, no secondary employment forms for 2014 were on file in the post.

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RECOMMENDATION(S):

Per the retention schedule, secondary employment request must be kept on file in post for a three year period.

**8. Agency Property Accountability / Inventory Control**

**Compliance.** The inspection revealed that property transfers and equipment inventories are on file. Several were dated back to 2012.

RECOMMENDATION(S):

The files need to be purged; the retention period is two years in each post.

**9. Purchasing and Procurement Compliance + P-Card**

**Not applicable**

**10. Telecommunication Centers**

**Not applicable**

**11. Traffic Summons Book / Bond Money**

**Compliance.** Troopers send request for traffic summons books via email to the administrative sergeant, M. D. Johnson or Ms. Cythia Cuttino at troop headquarters. The summons book with a receipt is then placed in the trooper's mailbox. When the trooper receives the summons books, he/she signs the receipt and returns it to Sergeant Johnson who then signs the log indicating the trooper has received the summon books.

No bond money was in the troop's possession at the time of this inspection.

**12. Ticket Tracking**

**Compliance.** Unissued tickets are reviewed and documented through the use of ticket audits. A review of the process revealed that all ticket audits are maintained online. It was noted that one green copy (court copy) dated 1-17-15 was located in the out box.

RECOMMENDATION(S):

SCDPS policy 300.14 section IX, C, 3 states, the trial officer's copies of the Uniform Traffic Ticket shall be received by the magistrate or municipal judge within 72 hours from the time of the alleged traffic violation.

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**13. Body Armor Replacement Date:**

**Compliance.** The body armor replacement date is notated on the line inspection which is completed monthly. All Post B personnel, except the Post Commander when performing administrative duties, are mandated to wear issued body armor. The Post Commander, when performing administrative duties, has his body armor readily available.

**14. Child Custody Procedures**

**Not in compliance.** All personnel have been notified of the new “Child Custody Transfer” SCDPS policy/ procedures. The inspection revealed that currently, there is not a system in place to ensure a copy of all child custody transfer paperwork is maintained at the post and/or troop level. It was noted that some forms relating to child custody procedures were located at the post and a few were housed at the troop office.

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.

Juvenile records and files must be secured and stored separately from records and files of adults. Juvenile records and files shall be stored in the Post B Office for a period of three (3) years.

**15. Juvenile Procedures**

**Not in compliance.** The post commander is familiar with the SCDPS policy. As noted in Item #14, Child Custody Procedures, note the recommendation below.

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.

Juvenile records and files must be secured and stored separately from records and files of adults. Juvenile records and files shall be stored in the Post B Office for a period of three (3) years.

**16. Juvenile Custodial Release Forms**

**Not in compliance.** The post commander is familiar with the SCDPS policy however; the juvenile custodial release forms are maintained with files that were not juvenile files.



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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.

Juvenile records and files must be secured and stored separately from records and files of adults. Juvenile records and files shall be stored in the Post B Office for a period of three (3) years.

**17. Line Inspections**

**Compliance.** The IIP observed a line inspection on L/Cpl. R. S. Bennett conducted by Cpl. P. W. Harrell on Thursday January 29, 2015 where the following was noted: Corporal Harrell did an excellent job inspecting Lance Corporal Bennett's equipment. The corporal was very thorough in checking for serviceable equipment, cleanliness, serial numbers and expiration dates on all equipment. No deficiencies were noted during this inspection.

Regarding file maintenance, it was noted that line inspections forms are housed online only. Of note, there were no deficiencies noted on several months of inspections.

RECOMMENDATION(S):

The Line Inspection Checklist shall not be pre-filled prior to conducting the line inspection. All non-compliance issues shall be documented anytime an issue is detected and once corrected, ensure the checklist item is initialed and dated.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Compliance.** The inspection noted that all operations are properly planned, organized and executed. All information regarding checkpoints is properly documented. All documentation relating to safety checkpoints are maintained in the post commander's office.

RECOMMENDATION(S):

The post files can be purged per the one year retention period.

**19. EPMS (Probationary, Annual)**

**Compliance.** It was observed that EPMS documentation is stored with the personnel files which is housed within the post commander's Office. The IIP inspected a 2014 Probationary and Annual EPMS.

All reports were signed by the employee, the supervisor conducting the review (rater), and the signature of the reviewing supervisor.

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RECOMMENDATION(S):

The post files can be purged per the three year retention period.

**20. Disciplinary Action Records**

**Compliance.** The inspection revealed that all disciplinary action records are maintained within the trooper's personnel file.

RECOMMENDATION(S):

The post files can be purged per the one year retention period.

**21. Victim / Witness Files – Secure**

The inspection revealed that per procedure, victim advocate forms are provided to the SCHP victim advocate by the investigating trooper. In addition, Compassionate Guides are provided to the victim's family primarily the day of the collision or as soon as possible.

RECOMMENDATION(S):

Purge the file. The Post Commander shall maintain a secure file, within Post B, of all TAVA documentation for a period of three (3) years.

**22. Use of Force Reports (Supervisory Review)**

**Compliance.** A review of the files revealed that use of force reports are maintained for a period of three (3) years. The reports are stored in the trooper's personnel file within the post commander's office. The IIP inspected two written reports that provided the required information therefore being in compliance with policy and procedure.

**23. Pursuit Reports (Supervisory Review)**

**Compliance.** A review of the files revealed that pursuit reports are maintained for a period of three (3) years. The reports are stored in the trooper's personnel file within the post commander's office. The IIP inspected one written report that contained the required information to include signatures of approval, thus being in compliance with policy and procedure.

**24. Prisoner Transport**

**Compliance.** The sergeant explained the proper procedure for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Procedure was also explained regarding the transporting of prisoners of the opposite sex and the transporting of juveniles.

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**25. Legal Process Forms – for service of warrants**

**Not Applicable.**

**26. Subpoena Maintenance**

**Compliance.** All subpoena maintenance records are maintained at troop headquarters. The post commander is notified of out of state subpoenas which are then notated on the schedule to ensure appearance by the subpoenaed trooper.

RECOMMENDATION(S):

The Post Commander should implement a tracking system to ensure subpoenas are managed and complied with.

**27. Radar Proficiency Certification/ Recertification**

**Not in Compliance.** Certificates are not on file at the post.

RECOMMENDATION(S):

Certifications shall be maintained within the post for a one year retention period.

**28. Records Retention**

The inspection revealed that files are maintained per the retention schedule. It was noted that multiple files could be purged per the retention schedule.

RECOMMENDATION(S):

Purged the files per the retention schedule.

**29. Wreck Inspections**

Lt. L. K. Guempel is assigned the management of wrecker procedures in troop 4. All applications from companies requesting inclusion on the troop 4 towing rotation list (new service or renewal) are forwarded to the post commander. Each post commander inspects the wrecker's service for compliance with towing procedures then returns the completed application to Lieutenant Guempel.

Wrecker services that successfully pass the inspection will be placed on the list to tow for the SCHP starting the following January 1<sup>st</sup>.

Further, any complaints made by an existing towing service are investigated either by the post commander or by Lieutenant Guempel.

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**30. Miscellaneous Forms / Procedures**

**Compliance.**

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**B. FACILITIES**

**1. General Appearance and Upkeep**

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

**2. Timely Reporting of Needed Maintenance**

**Compliance.** The Post Commander's point of contact for all maintenance issues is Randy Flack or the building maintenance personnel.

**3. OSHA/ Fire Codes**

**Compliance.** All OSHA documentation and contact information was properly posted in the trooper's work room and accessible to all personnel.

**4. Building Evacuation Route- posted**

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

**5. Fire Extinguisher Inspection Tags**

**Compliance.**

**6. Defibrillator**

**Not applicable.**

**7. First Aid Kit**

**Compliance.** The first aid kit is properly maintained within the Post B Office.

**8. Other**

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**Troop Four Post C  
Chester/Fairfield**

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

**A. DOCUMENTS AND PROCEDURES**

An inspection of Troop Four, Post C was conducted from January 26-30, 2015. Present during the inspection was First Sergeant J. B. Wade and Sergeant O. Millhouse Jr.

**1. Collision Record.**

**Compliance** – All collision reports are filed electronically. First Sergeant Wade and Sergeant Millhouse demonstrated the ability to effectively retrieve collision reports. The Post Corporals are responsible for the first approval of their assigned subordinates. First Sergeant Wade and Sergeant Millhouse are responsible for the second approval of all collision reports. If the corporals are off-duty, the sergeants will ensure the first approval.

Post C has a filing system for Fatal Collision and Felony DUI's. The hard copies are maintained in a file in the office of the First Sergeant until completed. Once completed, the documentation is filed in a cabinet at the Post C office. The completed report is then sent to the troop 4 headquarters. The Post C supervisor coordinates with the Multidisciplinary Accident Investigation Team (MAIT) when utilized. All photographs are stored electronically.

All items such as statements, incident reports, and copies of search / arrest warrants, Miranda warning waivers, criminal history, driver license records, and investigating officer notes are kept with the Fatal Packet and Felony DUI reports.

**2. Cash Receipts**

**Not Applicable.**

**3. Employee Training Reports**

**Compliance** – The employee Training Reports are kept electronically in the Post C office. The hard copy is then sent by email and via interoffice mail to the troop headquarters.

**RECOMMENDATION(S)**

1. Employee Training Reports shall contain documentation of the Ride-a-Long conducted by Corporal, Sergeant, and Lieutenant.

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2. All training reports shall be properly signed by the Trainee, FTO, and Supervisor.

#### **4. Evidence / Property Storage Room / Documentation**

**Compliance** – The inspection of Post C shows the Evidence / Property Storage Room is of sufficient size and is adequately secured. The evidence room is a locked room that is within a locked supply room. The evidence is then locked in a cabinet inside the evidence room.

The primary evidence custodian, Corporal J. D McCloud, presented the evidentiary items requested during inspection. All evidence randomly inspected was present, properly labeled, and secured. Marijuana evidence is stored by the trooper name in a locked cabinet. Each trooper has a storage compartment with their evidence logged within. Alcohol is stored in the evidence room and secured in a locked cabinet.

The Evidence Refrigerator is located in the supply room. The review of the evidence shows that all evidence was logged in properly. The evidence was logged out properly and transported to CEF within the 72 hour requirement.

DVD / Videotapes are stored in a file cabinet in the supply room. The cabinet is secure and locked. DVD / videotapes are the only items in the cabinet. There is a tracking system showing when and to whom the tapes were issued to.

Evidence Destruction / Documentation are complete. There Evidence Custodian has documentation showing closed case reports back through 2006. All reports were completed.

#### **RECOMMENDATION(S)**

Although, marijuana and alcohol evidence is secured within the evidence room, the ceiling is unsecured with removable ceiling tiles. Some of the tiles were out of place due to maintenance on the building. It is recommended having the proprietor of the building and have the ceiling secured.

#### **5. Evidence Destruction / Documentation**

**Compliance** – The DVD / Videotapes are labeled, issued, and stored in a separate cabinet in the supply room. The DVD / Videotapes pending destruction are also stored in the cabinet. Videotape Chain of Custody and destruction are also stored in the cabinet. There is a sign in and out book for the evidence cabinet. There is a log book showing when the DVD's were issued, logged in, and destroyed.

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RECOMMENDATION(S)

Check retention list and purge files.

**6. Evidence Inspection: Quarterly, Annual, Unannounced, Custodian Change**

**Compliance** – Each required inspection was accounted for and presented. Those included for 2014: (4) Quarterly Inspections, (1) Unannounced Inspection and (1) Annual Inspection.

**7. Secondary Employment Policy Compliance.**

**Compliance** – The inspection revealed that secondary employment request are made by post personnel annually. The documentation is properly completed and maintained within the post office.

**8. Agency Property Accountability / Inventory Control**

**Not Compliance** – The IIP observed that Equipment Inventory Reports for 2014 were stored electronically at the Post C office.

RECOMMENDATION(S)

The Property Inventory Sheets shall be stored in the Post C office for a period of up to two years.

**9. Purchasing and Procurement Compliance + P – Card**

**(Not Applicable)**

RECOMMENDATION(S)

Identify the form. Once identified, determine the purpose and the need for the required to remain on the Staff Inspection Checklist.

**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



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recorded on the line inspection. A random review of line inspections, completed on subordinate personnel, revealed supervisors are complying with procedures pertaining to Traffic Summons Book and Bond Money monthly.

RECOMMENDATION(S)

Supervisors should do more random checks for bond money. This will ensure that all subordinates are in compliance with DPS Policy.

**12. Ticket Tracking**

**Compliance** – Documentation revealed that supervisory personnel conduct Summons Ticket Audits on subordinate personnel. All pending and unissued summons tickets are audited quarterly. All summons ticket audits are forwarded to the troop office for review and approval. A copy of each Summons Ticket Audit is maintained in the post office.

**13. Body Armor Replacement Date**

**Compliance** - The body amour replacement date is notated on the line inspection completed monthly. All post personnel, except the Post Commander when performing administrative duties, are mandated to wear issued body amour. The Post Commander, when performing administrative duties, maintains body armor in the tactical cover, in the patrol vehicle – readily available.

**14. Child Custody Procedures**

**Not in Compliance** - All personnel have been notified of the new “Child Custody Transfer” policy. A review of both occurrences revealed the required documents were properly completed however; the documents filed were stored in a drawer inside a cabinet in the trooper general room. The cabinet was not secure and was unable to be locked.

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.

Juvenile records and files must be secured and stored separately from records and files of adults. Juvenile records and files shall be retained at the post level for a period of three (3) years.

**15. Juvenile Procedures**

**Not in Compliance** - The Post Commander properly explained the procedure for both a child custody transfer and a juvenile arrest. The new child custody transfer policy has been provided to all post personnel. The Post Commander properly explained the

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procedure for arresting a juvenile. The files were not maintained in a confidential manner and are not separated from other records.

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.

Juvenile records and files must be secured and stored separately from records and files of adults. Juvenile records and files shall be stored in the post office for a period of three (3) years.

**16. Juvenile Custodial Release Forms**

Not Applicable

**17. Line Inspections**

**Compliance** - Monthly line inspections, conducted on all uniformed personnel, are stored in the post office and electronically. A review of random of line inspections revealed that supervisors are properly documenting equipment malfunction and vehicle damage. A review also document when the equipment and vehicles were repaired.

**17A. Post Line Inspections**

**Not Compliance** – The IIP observed a line inspection on S/Trp. C. B. Ford by Sgt. O. Millhouse Jr. Senior Trooper Ford maintains his personal set of handcuffs on his person and was not wearing his issued set of handcuffs.

Further, the line inspection checklist listed Senior Trooper Ford's handcuff serial number listed as M100. The correct serial number is M103. This error was corrected during the line inspection.

RECOMMENDATION(S)

Supervisors should conduct a review of all line inspections, on a monthly basis, to ensure that the equipment information is documented correctly.

**18 - Safety Checkpoint Documentation (Statistical Data)**

**Compliance** - The post commander maintains a list of approved Safety Checkpoint locations within the post. The list consists of pre-existing locations. The Locations are identified considering volume of traffic, collisions, DUI Arrests, input from other law enforcement agencies (Law Enforcement Network – LEN), and prior safety checkpoint results. Post-checkpoint data is collected and documented on Form SCHP-E-008.

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Statistics are collected for each approved checkpoint. Statistics are collected and documented, utilizing SCHP-E-007, monthly for each county.

**19. EPMS (Probationary, Annual)**

**Compliance** – The inspection revealed that EPMS reviews are stored with the personnel files located within the post commander’s office. The post commander stated EPMS reviews are retained for the length of an employee’s career. The post commander presented a Probationary EPMS and an Annual EPMS.

RECOMMENDATION(S):

Check the retention list relating to this subject matter and purge the files accordingly.

**20. Disciplinary Action Records**

**Compliance** – The inspection revealed that the post disciplinary records (Counseling Sessions) are maintained in the employees personnel file. A review noted only one disciplinary file and the incident occurred in 2013.

**21. Victim / Witness Files – Secure**

The Victim / Witness Files are filed at the post office. The review noted that the files are also attached to the pertaining case file. When TAVA forms are completed, the forms are emailed to the state headquarters Victim Advocate. It was also determined that a copy of the form is provided to the county Victim Advocate via the county detention facility.

RECOMMENDATION(S)

The file shall be retained, by calendar year, and separated from the case files.

**22. USE OF FORCE REPORTS (Supervisory Review)**

**Compliance** - The Post Commander properly explained the procedure for how a Use of Force Report would be completed and retained. The inspection revealed that there has not been a use of force report completed in the last three years in this post.

**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. All pursuit reports are properly documented and reviewed by both the Post Commander and the Troop Lieutenant - both reviewing supervisors affixed their signature.

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**24. Prisoner Transport**

**Compliance** – The Post Commander explained the proper procedure for transporting prisoners, per DPS Policy, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. He properly explained the procedure for transporting prisoners of the opposite sex and juveniles. He explained the need for searching the transport vehicle for contraband immediately after transporting a prisoner. He properly explained the procedural requirement of notifying the telecommunications center, notifying the on-call commander and completing an incident report when a prisoner escapes.

**25. Legal Process Forms – for service of warrants**

It was determined that warrants are maintained at the Telecommunications Center. The Legal Processing Form is attached to a copy of the warrant and maintained at the Post C office.

**26. Subpoena Maintenance**

Subpoenas are mailed directly to post personnel utilizing the post office address. The post commander is notified of out of state subpoenas. Upon receipt, the post commander issues subpoenas to the troopers and a copy of the subpoena is emailed to the department Office of General Counsel.

RECOMMENDATION(S)

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

**27. RADAR Proficiency**

**Compliance.** Administrative Specialist Destiny Secrist is apprised and updated on information relating to RADAR proficiency through Lieutenant Sapp. This information includes the expiration of Radar Certifications. Ms. Secrist notifies the troopers as a reminder to complete their recertification. Radar Proficiency is ultimately the responsibility of the trooper to ensure he/she completes his recertification and it is incumbent upon the trooper and the SMD instructor to get the proficiency completed within the appropriate timeframe and returned to Lieutenant Sapp. The proficiency results are then reviewed, approved/signed by the captain and forwarded to patrol training for submission to the Criminal Justice Academy.

**28. Records Retention**

**Compliance** –

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RECOMMENDATION(S)

Purge all files for retention and ensure compliance with the retention schedule.

**29. Wrecker Inspections**

**Compliance** - The post commander maintains all wrecker inspections. The IIP reviewed random wrecker inspections for a period of three years. The reports are stored in the post office. All inspection reports are properly documented and filed. The wrecker inspections show the changes in procedures and prices that have taken place per the wrecker policy.

**30. Miscellaneous Forms / Procedures**

N/A

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**B. FACILITIES**

**1. General Appearance and Upkeep**

**Compliance** - The building is cleaned daily by custodian.

**2. Timely Reporting of Needed Maintenance**

**Compliance.** Handled by the owner of the building. Departmental maintenance staff completed minor repairs.

**3. OSHA**

**Compliance** – The required OHSA / Fire Codes are kept at the post.

**4. Building Evacuation Route – posted**

**Compliance** – The building evacuation route is posted in the office.

**5. Fire Extinguisher Inspection Tags**

**Compliance** - Fire extinguishers are inspected and signed off monthly by the building maintenance custodian.

**6. Defibrillator**

Not Applicable – Building is not equipped with a defibrillator.

**7. First Aid Kit**

**Compliance.** First Aid kits are maintained and stocked and kept in the file room.

**8. Other**

Not Applicable

## **Troop Four Post D Chesterfield/Lancaster**

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

### **A: DOCUMENTS AND PROCEDURES**

An inspection of the Troop 4 Post D (Lancaster/Chesterfield) Office was conducted from January 27-29, 2015. Present during the inspection was First Sergeant A. R. Walters - Post Commander.

#### **1. Collision Records**

**Compliance** – TR 310's are completed and maintained electronically within the post. All collision reports are on file electronically. The squad leaders are responsible for first tier approval of the reports and the First Sergeant and Sergeant are responsible for the second tier approval as well as checking the pending que on a daily basis for returned reports needing approval. Fatality packets are maintained in the First Sergeant's office and related photographs are maintained electronically by the assigned CAD# (Computer Aided Dispatch). Post D does not currently have a pending felony hit & run case, however First Sergeant Walters is responsible for following up on the progress when one is pending as needed or every 14 days.

#### **2. Cash Receipts**

N/A

#### **3. Employee Training Reports**

**Compliance** – All Employee Training Reports (Phase/Monthly) are stored in the Post Sergeant's Office. The training reports were checked for completeness as well as follow up documentation on discrepancies found during the training period.

#### **RECOMMENDATION(S):**

All training reports shall be properly maintained with special emphasis on retention periods. Inspection found training reports from 2010.

#### **4. Evidence / Property Storage Room / Documentation DVD Maintenance & Retention**

**Compliance** - The Post D Evidence / Property Storage Room is of adequate size and is properly secured to include a locked evidence locker as well as two locked doors leading

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into the evidence location. The primary evidence custodian, F/Sgt. A. R. Walters, located and presented all evidentiary items requested during the inspection. These evidentiary items were inspected for proper labeling as well as ensuring that a chain of custody accompanied each item as well as documentation to show any type movement during the lifespan of the evidence. Blood/Urine evidence is logged into a refrigerator that is located within this locked evidence room that is accessible to all post supervisors. A secured evidence drop box is located in the patrol room which allows personnel to turn over/in evidence in a locked secure box. All documents related to evidence were located within the evidence locker. Blank DVD/Videotapes were also stored/housed in the evidence room. All post supervisors have access to these DVD's and Videotapes and assign and issue to personnel upon request, to include date issued, DVD/Tape number, and receiving Trooper. DVD/Videotapes pending destruction are stored in the evidence room in bins marked with the month they were received. Videotape/DVD Chain of Custody's and Evidence Destruction forms are stored in a binder located in the evidence room.

RECOMMENDATION(S):

Supervisors issuing DVD/Videotapes must ensure that the log book is filled out completely, and to include issuing Supervisors name.

**5. Evidence Destruction / Documentation**

**Compliance** – All Evidence Destruction documentation was located in binders within the evidence room. The documentation of evidence being transferred to CEF (Central Evidence Facility) was documented on the evidence log in sheet as well as noted on the chain of custody forms. DVD/Videotapes pending destruction were housed in the evidence room and categorized in individual bins indicating the month submitted with attached chain of custody's. Evidence destruction paperwork was found to be retained for at least five years.

RECOMMENDATION(S):

All evidence documentation/destruction reports need to be purged. Several were found to be beyond the five year retention time frame.

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

**Compliance** - Each required inspection was documented in the post evidence binder. All quarterly inspections were documented and shown to have been completed by First Sergeant Walters. The unannounced and annual inspection was shown to be completed by Lt. L. K. Guempel. There has been no recent custodial change within the post.

**7. Secondary Employment Policy Compliance**

**Compliance** - Secondary Employment requests are submitted by post personnel on an annual basis and sent through the proper chain for approval. Once approved or denied



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this request is filed in a filing cabinet in the post commander's office. Post supervisors monitor overall job performance to ensure approved secondary employment does not interfere or have any adverse effects on the subordinate's activity level.

RECOMMENDATION(S):

Purging of Secondary Employment Requests to mirror the retention schedule. Also, some of the requests exceeded the three year retention schedule.

**8. Agency Property Accountability / Inventory Control**

**Compliance** - Equipment Inventory Reports are filed in the individual trooper's personnel file. All personnel files are located in the First Sergeant's Office.

RECOMMENDATION(S):

Property Inventory Sheets should be stored by audit year and separately from individual personnel files.

**9. Purchasing and Procurement Compliance + P-Card**

N/A

RECOMMENDATION(S):

Identify the form. Once identified, determine the purpose and the need for this item to remain on the Staff Inspection Checklist.

**10. Telecommunication Centers**

N/A

**11. Traffic Summons Book / Bond Money**

**Compliance.** Squad leader's/supervisor's 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.

A random review of line inspections, completed on subordinate personnel, revealed supervisors are complying with procedures pertaining to monthly reviews of Traffic Summons Books and Bond Money.

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**12. Ticket Tracking**

**Compliance.** A review of the post documentation revealed that supervisory personnel conduct Summons Ticket Audits on subordinates in Post D monthly. All summons issued/unissued are inspected to ensure accountability. All summons ticket audits are forwarded to the troop office for review. A copy of each Summons Ticket Audit is maintained in the post office within the Troopers personnel file. In addition, an annual Ticket Audit is completed at troop headquarters.

RECOMMENDATION(S)

Establish a separate file to house Monthly Ticket Audits within the post.

**13. Body Armor Replacement Date**

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

**14. Child Custody Procedures**

**Not In Compliance** – Post D has a file located in Sergeant J. A. Staehr’s office that houses the child custody transfer documents/reports. These files are housed along with documents unrelated to child custody. All post supervisors’ have been notified of the new “Child Custody Transfer” policy.

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.

Child Custody files must be secured/housed separately from records and files of adults.

**15. Juvenile Procedures**

**Not in Compliance** - The post commander informed me that at the time of this inspection there were no documents filed pertaining to juvenile records. The Post commander stated that his subordinates are instructed to adhere to DPS Policy which allows a courtesy summons to be issued in lieu of taking them into custody. The post commander also stated there is not a procedure in place to verify that all documentation is completed and submitted for all qualifying juvenile cases.

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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.

A system of accountability must be implemented within the post to ensure that all enforcements actions taken against a juvenile be documented and filed separately from records and files of adults and retained for a period of (3) years.

**16. Juvenile Custodial Release Forms**

**Not in Compliance** – No current Custodial Release documentation was found/housed at the post office. The post commander was familiar with policy regarding custodial release of juveniles.

RECOMMENDATION(S):

Implement a system to identify and file proper documents relating to juveniles and ensure that all incidents involving the release of a juvenile are recorded.

**17. Line Inspections**

**Compliance** – A line inspection was completed in the presence of the IIP on S/Trp. J. R. Reap. The inspection was conducted by Cpl. R. H. Olney. Corporal Olney was very thorough and took a methodical approach to ensure all equipment was accounted for and that all assigned items contained the proper serial numbers (a copy of this line inspection is included in the working papers). The post maintained line inspections in a filing cabinet located in the sergeants office. Each individual trooper's line inspection was filed under his or her last name. These forms were also maintained on-line in a Post D folder. These files also included monthly inspections completed by Sergeant Staehr on the (2) spare patrol vehicles.

RECOMMENDATION(S):

1. Post supervisors shall ensure that deficiencies, regardless of nature, are followed up on and corrective action documented.
2. Instruct Supervisors to only enter remarks/summaries on line inspection sheet at time of inspection. Some checklists were found to have saved remarks prior to inspection.
3. Adhere to retention schedule (1) year.

**18. Safety Checkpoint Documentation (Statistical Data)**

**Compliance** - The post commander presented a list of approved safety checkpoint locations within the post. These locations were decided upon utilizing crash data as well as alcohol related violations. These locations are also selected with officer safety

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concerns considered. This list is posted on a bulletin board in the patrol room as well as a copy within the Post D folder on-line. A file was inspected in the Sergeants office which housed all the safety checkpoint documents to include SCHP-E-008 & SCHP-E-007.

RECOMMENDATION(S):

Safety Checkpoint documentation needs to be purged to coincide with the current general records retention schedule.

**19. EPMS (Probationary, Annual)**

**Compliance** – The inspection revealed that EPMS documents are stored in a filing cabinet located in the Sergeants office. Several reviews were inspected and were completed properly and included recommendations for improving performance.

RECOMMENDATION(S):

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

1. All EPMS appraisals must be signed by the reviewer prior to being discussed with the employee.

**20. Disciplinary Action Records**

No disciplinary action records were located in Post D.

**21. Victim / Witness Files – Secure**

The TAVA documents along with the checklist (DPS-LE-025) were located within the Circuit Court case files located in a secure filing cabinet in the sergeant's office. The documents were completed properly and a copy sent to Troop 4 headquarters; however these documents were stored within the actual case file. Copies were also forwarded to the Victims Advocate assigned to either Lancaster County or Chesterfield County, depending on where the case originated. The TAVA documentation is not forwarded to the State Headquarters Victims Advocate in Blythewood from the post level.

RECOMMENDATION(S):

1. All TAVA records shall be forwarded to the State Headquarters Victims Advocate according to Memorandum dated April 4, 2013.
2. The file shall be retained separate from the Circuit Court case files.

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**22. USE OF FORCE REPORTS (Supervisory Review)**

**Compliance** – All use of force reports are stored in the post commanders office. These documents were inspected and found to be properly completed, including all required signatures as well as any recommendations. Policy and procedural violations were properly documented.

RECOMMENDATION(S):

Purge existing files to comply with retention schedule (3) years.

**23. Pursuit Reports (Supervisory Review)**

**Compliance** – All pursuit reports are stored in the post commander's office. These documents were inspected and found to be properly completed, including all required signatures as well as any recommendations regarding policy or procedure violations.

RECOMMENDATION(S)

Purge existing files to comply with retention schedule (3) years.

**24. Prisoner Transport**

**Compliance** - The first sergeant and sergeant were asked to explain the prisoner transport procedures according to SCDPS Policy. Both elaborated on how this process is conducted throughout the post to include transporting a person of the opposite sex as well as juveniles. They both stressed the importance of completing a search of the transport vehicle immediately after completion of the transport.

**25. Legal Process Forms – for service of warrants**

N/A

**26. Subpoena Maintenance**

**Not in Compliance** - In both counties within the post, subpoenas are mailed/sent directly to the individual trooper in most cases. The supervisors are not always made aware that a subpoena has been sent to an individual trooper. Subpoenas are mailed directly to post personnel utilizing the Post D office address. The post supervisors do not have an established system to manage subpoenas to ensure appearance by the subpoenaed trooper.

RECOMMENDATION(S):

The Post commander should implement a tracking system to ensure subpoenas are managed and adhered to.

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**27. RADAR Proficiency**

**Compliance** - A file located in a filing cabinet in the Sergeants office (personnel) contained a copy of current Radar/Lidar proficiency documents.

**28. Records Retention**

**Not in Compliance** – Several items listed on the Staff Inspection Checklist need to be purged.

RECOMMENDATIONS(S)

Adhere to the SCHP General Records Retention Schedule for compliance.

**29. Wrecker Inspections**

**Compliance** – An approved wrecker rotation list is maintained in a binder located in the sergeants office. Included in the binder is the wrecker inspection form completed by the sergeant on each approved wrecker service within the post.

**30. Miscellaneous Forms/Procedures**

N/A

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**B. FACILITIES**

**1. General Appearance and Upkeep**

**Compliance** – The overall appearance of the facility appeared to be well maintained and secured at all times.

**2. Timely Reporting of Needed Maintenance**

**Compliance** – Maintenance needs are forwarded to building maintenance personnel and addressed in a timely manner.

**3. OSHA/Fire Codes**

**Compliance** – The issued OSHA poster is properly displayed on a bulletin board within the patrol room in the Lancaster Patrol Office.

**4. Building Evacuation Route – posted**

**Compliance** – Evacuation route(s) were properly posted in the Lancaster Patrol Office.

**5. Fire Extinguisher Inspection Tags**

**Compliance** – A fire extinguisher was located in the main hallway of the Lancaster Office. The extinguisher tag was inspected and indicated a recent inspection as well as a full charge.

**6. Defibrillator**

N/A

**7. First Aid Kit**

**Compliance** – The first aid kit is located next to the fire extinguisher in the main hallway of the Lancaster Office. The kit was adequately stocked.

**8. Other**

N/A

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**GENERAL INFORMATION**

Headquarters – Some of the priorities that were noted as focal points while interviewing the Supervisors/ Management staff were that they continue to adjust to the new office located in York County. In addition, file retention and organization issues were mentioned. Further, supervisors / management staff are appreciated regularly by the captain or administrative sergeant for doing a good job.

Troop Four / Post A consists of Cherokee and Union Counties. Post A is currently operating at sixty-three (63%) manpower allocation with seventeen (17) total sworn officers – six (6) of the seventeen are supervisory personnel. The Post A Office is located in Cherokee County. Interviews were conducted with eight (8) of the seventeen assigned personnel [Supervisory personnel: (4); Non-supervisory personnel: (4)] for a sampling of forty-seven (47%) 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. Supervision views their subordinates assigned to the post as working proactively to reduce fatalities. This view is reiterated by a chart, created by a supervisor and a subordinate, utilized as a visual aid near the entrance / exit door to the troopers' work room. The chart displays fatalities, DUI-related arrests, and DUI-related collisions that occur within the post – monthly. The supervision reviews the overall progress of the post monthly.

In addition to activity-based recognition, subordinates are rewarded with verbal praise and public recognition for positive performance efforts related to successfully completed investigations, properly handled critical incidents, and administrative accomplishments. The supervision provides coverage for shift shortages (in order to approve requested leave), and equipment perks – when available. Substandard performance is addressed one on one with the subordinate that is not performing. The post commander summarized by stating that with few exceptions, each of his subordinates within the post performs at a satisfactory level.

Troop Four / Post B consists of York County. Post B is currently operating at fifty-five (55%) manpower allocation with twenty one (21) total sworn officers (excluding one on military leave and one temporary) and five (5) supervisory personnel. The Post B Office is located in York County. Interviews were conducted with eleven (11) of the twenty-one assigned personnel [Supervisory personnel: (4); Non-supervisory personnel: (7)] for a sampling of fifty-two (52%) percent of the total personnel assigned to Post B.

Some of the priorities that were noted as focal points while interviewing the supervisor/ management staff was as follows: turning the negativity from changes in leadership at the post level into a positive; low manpower was tolerable; and gaining trust and rebuilding confidence in the troopers. Positive performance is rewarded by presenting the top trooper with the Cusack award or within the team where a corporal buys a pistol for the top DUI trooper



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Troop Four / Post C consists of Fairfield and Chester County. Post C is currently operating at 68% manpower. There are eighteen (18) sworn officers – six (6) supervisors and twelve (12) non-supervisory personnel. The Post is located in Chester County. Interviews were conducted with ten (10) of the eighteen (18) assigned personnel. [Supervisor personnel: five (5); Non-supervisory personnel: five (5)] for a sampling of fifty-six (56%) percent of the personnel assigned to Post C.

Troop 4 / Post D consists of Lancaster and Chesterfield Counties. The Post D Office is located in the town of Lancaster. Post D is currently operating at fifty-four (54%) manpower allocation with sixteen (16) sworn Troopers. Of the sixteen (16) sworn Troopers, five (5) are supervisors. This includes a first sergeant, sergeant, and three (3) corporals. Post D currently has a corporal position vacant. A total of eight (8) sworn members of the post were interviewed; this consisted of four (4) supervisors and four (4) non-supervisors for a sampling of fifty (50%)

### MORALE

Headquarters – From the interviews, the overall assessment of the Supervisor/ Management staff relationship was good. Supervisors / Management staff have a good working relationship with all of the troopers. Leadership at the troop level appears to be open and the troopers feel they can talk with them without reservations. The troopers tend to appreciate when the lieutenants and captain approach them and they feel like they are part of the family. The troopers feel they have a true open door policy at the troop level.

Post A – The overall morale within the post is described as good. The personnel assigned to the post describe a positive atmosphere. Of the personnel randomly interviewed, the majority describe an environment that has fostered personal friendships / relationships that exist outside of the workplace. The post commander is described in a favorable manner and is viewed as a leader that leads by example. The post commander regularly provides meals and coordinates events for the subordinate personnel and their families in and outside of the workplace. With one exception, each of the supervisors, within the post, is viewed as proactive, productive and approachable. The supervisory exception is sometimes described as “disgruntled”.

The primary area of concern for the personnel assigned to the post is overwhelmingly the service provided by the telecommunications center (TCC). Throughout the interview process, supervisory and non-supervisory personnel alike described the service provided by the TCC as “an officer safety issue”. Personnel describe the issue not as a personality conflict; moreover, as a “staffing” concern. Personnel describe a communications channel, providing service to the entire troop, functioning with a single telecommunications operator. Their description of communications (TCC) was the single issue consistently identified as negatively affecting the morale of the personnel in the post.

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Post B – The overall assessment from the interviews was good with some room to improve. All troopers have good working relationships and some personal relationships with the local agencies and the North Carolina Highway Patrol. There is somewhat of a family atmosphere in post B however, they are not as close as in the past prior implementing the 12 hour shifts. The troopers have confidence in the supervisors and feel they can talk with them without reservations.

The trooper's relationship with the troop level personnel appears to be good. They tend to appreciate when the lieutenants and captain visit and they also feel like they are a family.

The overall supervisor/ trooper relationship has improved after recent promotions within the post. The troopers feel they have a true open door policy at the post and troop level. Troopers appreciate the monthly emails from the captain at the end of each month. Most of the time, appreciations come in the form of an email or in passing; very little one on one counseling type conversation for good performance. The troopers all agreed that rumor control was a problem that seems to have disappeared. A couple of troopers conveyed (2) issues effecting moral: 1) the amount of time it takes to have patrol cars repaired; and 2), the amount of time it takes to complete a district investigation (DI).

Post C – The overall assessment of morale is fair

**Positive:** The troopers all were very high on the post commander. They felt: there is a family atmosphere in the Post; the captain and post commander were fair and honest with them; they could go to supervision with any questions or problems; information from patrol headquarters, troop headquarters and the post was conveyed through the chain of command adequately; and, the troop was headed in the right direction.

All troopers mentioned that they were rewarded through letters, emails, and conversation from the captain and post commander. Several troopers mentioned that the first line supervisors get in the field and work with them. Every person interviewed mentioned the Frank Murphy Award, and felt the community and troopers took pride when the award to presented.

**Negative:** Everyone interviewed mentioned manpower. Several felt that troopers are resigning due to low manpower and low pay. Several troopers felt that the Highway Patrol should focus more on retaining current troopers versus recruiting others. Several troopers spoke in a negative manner about vehicle conditions and the length of time to have their vehicles repaired. Troopers also stated it would be nice to come to work without so many initiatives and that the initiatives were performed regardless of whether the post had sufficient manpower.

Post D – The interviews conducted revealed that the overall morale within the post is good. The interviews did not reveal any major issues within the post. The non-supervisors indicated that their supervisors go above and beyond in helping to maintain

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an overall good moral level. They informed me that they are rewarded, within the post, for their hard work. The rewards are performed through post cookouts and different type functions organized by the supervisors in the post. Troopers went on to say that different types of awards are given to recognize members who have excelled in their job performance throughout the year.

Most troopers agreed that their immediate supervisor was willing to adjust the schedule to accommodate them if needed and this is another example of why the moral level is where it is at within the post. Another comment from several members was the fact that the sergeant and first sergeant are willing to assist, without hesitation, when calls for service mount.

Most interviews were positive in regards to moral, although some indicated that they felt that the command staff was placing too much emphasis on the three (3) Target Zero Violations (DUI, Speeding, and Seatbelt) instead of encouraging members to target all traffic violations. Some troopers also stated that members needed to be rewarded for achievements not solely bases on activity.

### COMMUNICATION

Headquarters – Information is adequately passed to the staff during scheduled meetings. Normally, effective feedback is shared face to face at the troop level.

There is very good communications based on the effectiveness of the mission being accomplished within the troop.

Post A – The majority of the personnel assigned to the post describe communication within the post as excellent. Assigned personnel consistently describe the methods of communication as electronic mail (e-mail), telephone calls, and signature / acknowledgement sheets. The post commander attends supervisors meetings on a regular basis then, the post commander provides the information to the post supervisory personnel. The information is then disseminated to subordinate personnel.

The post commander and the supervisory personnel are described as approachable and available to the non-supervisory personnel. Communication between the troop supervision and the post personnel varies in description from good to excellent. The troop commander is described as personable, directly involved in the operation of the post, and approachable.

Post B – Information is adequately provided through the chain of command mostly via email, telephone or during post and/ or team meetings. Troopers are aware of updated maps located in the post office identifying locations of non-alcohol and alcohol related fatalities and alcohol related accidents. Normally, effective feedback is shared with troopers via EPMS or monthly communication based on total activity.

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There is very good communication based on the effectiveness of the mission being accomplished within the post.

Post C – Interviewees felt that communication was good between the troop and post offices. Information is successfully passed through the chain of command by meetings, emails, phones, and supervisors. Troopers felt they were being kept abreast of Highway Patrol related matters on all levels. They get feedback through conversation with supervisors, monthly activity audits and through annual performance ratings (EMPS).

There is a good communication base effectiveness within the post.

Post D – The majority of members interviewed indicated that there was not an issue with communication within the post. Most felt that they were given pertinent information in a timely manner. Most indicated that they were made aware of critical incidents throughout the post and were kept abreast of any issues related to their daily job duties; however it was revealed that a large majority of communication was performed through e-mails and phone calls. Some troopers indicated that this interpersonal format was not proper in every situation. Some troopers also commented on the difficulty of communicating with all staff personnel based on the rotating squads.

### JOB SATISFACTION

Headquarters – Supervisor/ Management staff felt they made a positive difference and their effort was appreciated. The overall job satisfaction was good.

Post A – The personnel assigned to the post are satisfied with their job. All personnel describe a personal satisfaction with the job as either “excellent” or “good”. All personnel (supervisory and non-supervisory) interviewed feel like their efforts make a positive difference. Personnel describe praise for performance by the post commander in both public and private venues, personal praise from post supervisors, and both personal and written correspondence received from the troop commander providing individual recognition based on job performance each month as positive reinforcement. Personnel acknowledge recognition for not only activity-based performance, but non activity-based performance. Post personnel conveyed an overall personal satisfaction with their own job performances.

Post B – Most of the troopers interviewed were fulfilling their lifelong dream. For the most part, each felt that they were making a difference in the community and the job they do is appreciated. From time to time citizens in the community will tell them good job or unknown citizens buy their meal. The Captain proposed having a troop Christmas party where the troopers really felt the appreciation for what they do.

Post C – Most of the troopers take pride in their job. They are satisfied with their job and understand its purpose. The personality of their supervisor has a lot to do with this overall

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pride. Troopers mentioned how the post commander adjusts their schedules to help them with their personal lives.

It is concluded that the job satisfaction in the post is good.

Post D – The majority of members interviewed were completely satisfied with their job as a State Trooper. They indicated that they took pride in helping someone in need as well as taking enforcement action against someone that could potentially do harm to others. Most stated that this profession is what they have always wanted to do and took pride in their role as a State Trooper.

### OPERATIONAL EFFECTIVENESS

Headquarters – The overall operational effectiveness of headquarters is excellent. Supervisor / Management staff feels they do have access to the resources needed to perform their assignment. In addition, troopers feel the leadership is great.

SCEIS is a challenge from the administrative stand point for any troop employee not on an 8 hour shift.

Post A – Post personnel consistently describe shortages in staffing as having a negative effect on the overall operational effectiveness of the post. Post personnel describe an excellent relationship with outside agencies – local, county, adjacent troop (Troop Three), and adjacent state (North Carolina).

The size of the post is often described as one that allows or requires the fostering of the relationships with other law enforcement agencies (LEN). Most of the post supervisors and subordinates express pride in these positive working relationships. Post personnel regularly participate in joint enforcement initiatives, both planned and spontaneous, with outside law enforcement agencies in an effort to accomplish tasks and initiatives within the post.

Post B – The overall operational effectiveness of post B is good. A high percentage of troopers feel they do have access to the resources needed to perform their assignment. However, equipment issues (high mileage cars, outdated computers, etc, lengthy DI investigations, low manpower (creating skeleton teams) are some things that effect the operation of the post. The majority of the troopers understood the communication center relocated from Greenwood to Blythewood however, they feel the results are horrible. There were several issues of concern: TCC operators do not answer the radio a lot of times especially on nightshift; when troopers call in traffic stops, TCC operators sometimes do not acknowledge them and another trooper has to take the traffic stop information; and, TCC operators are not familiar with the area compared to the TCC operators were in Greenwood. These issues have several troopers hesitant to make traffic stops during the nightshift out of concern of their safety.

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The D-DACT (crime detection of hot spot system) program works well as a program that affords multi agencies to work together focusing on problematic areas within post B.

Post C – The overall operational effectiveness in the post is good however, some of the troopers felt like they do not have access to the resources to perform their jobs. They mention vehicle with high mileage, lack of manpower, and lengthy DI investigations.

Many of the troopers interviewed complained about the Telecommunications Center. They feel the TCC Operator does not know the area as needed. Further, it takes the TCC Operator to long to answer the radio and to convey the needed information. Troopers state that the problem occurred when the Greenwood Center moved to Blythewood. Troopers believe the telecommunication issue has become a safety issue especially during the nightshift.

Troopers were all excited about the D-DACT System and feel the use of this system would help them greatly in performing their jobs.

Post D – Information obtained from the interviews concluded that the overall effectiveness in regards to operations within the post was very good. Most troopers agreed that they did not lack any resources needed to fulfill their job duties however, the majority indicated that the shortage of manpower within the post was having an adverse impact on operational effectiveness.

### SUMMARY/ CONCLUSION

Headquarters – No major concerns or issues were detected during the inspection and/or interviews from the Supervisor/ Management staff. Overall headquarters is in good shape (B+). Generally speaking, all Supervisor/ Management staff interviewed support all aspects of troop four. They were appreciative of their job and morale appears to be good. In addition, everyone works well together. Communication appears to be good. For the most part the Supervisor / Management staffs feel they are making a difference in the community and the job they do is appreciated. They feel they do have access to the resources needed to perform their job effectively.

Post A – The Record Retention Schedule, last updated in 2006, must be updated. Forms listed are no longer utilized or the utilization of the forms is inconsistent and is routinely a matter of interpretation.

Troop Four / Post A would benefit from an updated Record Retention Schedule and a Standard Operating Procedure related to the Staff Inspection process. Both the supervisory and non-supervisory personnel assigned to the post communicate and display a desire to excel.

During the Staff Inspection process, the main area of concern was Evidence Documentation. Evidence stored in the post is accounted for through the Central

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Evidence Facility inventory; however, the post lacks the ability to produce adequate documentation regarding the specific movement of evidence. The majority of the non-compliance issues were related to evidence documentation and record retention. The post office presents an environment that would easily permit the assigned personnel to comply with all defined Staff Inspection requirements. The personnel assigned to the post (supervisory and non-supervisory) possess a positive, proactive attitude. The morale of the post is positive. Communication is described as good. All assigned personnel communicate a personal and professional satisfaction with their job. The two lower rated categories in the post were related to morale and operational effectiveness. Personnel repeatedly identified officer safety concerns, related to the services provided by the TCC, negatively.

Post B – The only issue of concern was from one trooper who was concerned that promotions were creating a morale issue. Overall Post B is in good shape (B+). No major issues were detected during the inspection or interviews. Generally speaking, all troopers interviewed support all aspects of target zero (DUI, Speeding, Seat Belt and Pedestrian contacts enforcement). Supervisors were appreciative of the job the troopers were doing. Morale appears good with room to improve. The troopers are working well together.

Most troopers appreciate the monthly email from the Captain. Communications appears to be good. For the most part the troopers feel they are making a difference in the community and the job they do is appreciated. The overall effectiveness of post B is good. A percentage of troopers feel they do have access to the resources needed to perform their assignment.

Post C – The summary of Post C is good. The troopers work in a good environment and they understand and support the mission of the Highway Patrol. There were no major issues found during the inspection. There were some morale issues noted during the interviews which related to patrol headquarters. The IIP feels that the recent meeting with the Colonel has addressed most of the issues mentioned. Overall, the supervisors and troopers have a good working relationship. The troopers feel appreciated by their troop and post supervisors.

Post D – After careful review of the Staff Inspection and Interviews, the overall environment/conditions of Post D are very good. The majority of the post personnel seem to enjoy their role and strive to make a difference in the post in reducing fatal collisions. No major issues were discovered and the overall interviews were positive and very supportive of the mission of the department. The non-supervisors spoke very highly of their supervisors and the supervisors felt that they were offered support from the headquarters staff when needed. The majority of the personnel within the post appeared to really enjoy working and living in Post D.

TROOP 4 – Headquarters  
 STAFF INSPECTION  
 January 2015

**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0**

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

**MORALE = 2.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)			1=3	1=3
FAIR (2)				
POOR (1)		1=1		1=1
TOTAL		1=1 1.0	1=3 3.0	2=4 2.0

**JOB SATISFACTION = 3.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)				
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL		1=2 2.0	1=4 4.0	2=6 3.0



TROOP 4 – Headquarters  
 STAFF INSPECTION  
 January 2015

**OVERALL COMMUNICATION = 3.5**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			1=4	1=4
GOOD (3)		1=3		1=3
FAIR (2)				
POOR (1)				
TOTAL		1-3 3.0	1=4 4.0	2=7 3.5

**OPERATIONAL EFFECTIVENESS = 4.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4	1=4	2=8
GOOD (3)				
FAIR (2)				
POOR (1)				
TOTAL		1=4 4.0	1=4 4.0	2=8 4.0

TROOP 4 – York  
 Post A – Cherokee/Union  
 STAFF INSPECTION  
 January 2015

**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6**

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

**MORALE = 3.3**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	1=3	3=9		4=12
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	4=13 3.3	4=13 3.3		8=26 3.3

**JOB SATISFACTION = 3.5**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	3=9		4=12
FAIR (2)				
POOR (1)				
TOTAL	4=15 3.8	4=13 3.3		8=28 3.5

TROOP 4 – York  
 Post A – Cherokee/Union  
 STAFF INSPECTION  
 January 2015

**OVERALL COMMUNICATION = 3.6**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	2=8		5=20
GOOD (3)	1=3	2=6		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=15 3.8	4=14 3.5		8=29 3.6

**OPERATIONAL EFFECTIVENESS = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	2=6		3=9
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=15 3.8	4=12 3.0		8=27 3.4

TROOP 4 – Post B  
York  
*STAFF INSPECTION*  
January 2015

**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	5=15	2=6		7=21
FAIR (2)				
POOR (1)				
TOTAL	7=23 3.3	4=14 3.5		11=37 3.4

**MORALE = 2.8**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	6=18	3=9		9=27
FAIR (2)	1=2	1=2		2=4
POOR (1)				
TOTAL	7=20 2.9	4=11 2.8		11=31 2.8

**JOB SATISFACTION = 3.6**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20	2=8		7=28
GOOD (3)	2=6	2=6		4=12
FAIR (2)				
POOR (1)				
TOTAL	7=26 3.7	4=14 3.5		11=40 3.6

TROOP 4 – Post B  
York  
STAFF INSPECTION  
January 2015

**OVERALL COMMUNICATION = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	5=15	2=6		7=21
FAIR (2)				
POOR (1)				
TOTAL	7=23 3.3	4=14 3.5		11=37 3.4

**OPERATIONAL EFFECTIVENESS = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	5=15	2=6		7=21
FAIR (2)				
POOR (1)				
TOTAL	7=23 3.3	4=14 3.5		11=37 3.4

TROOP 4  
 Post C – Chester / Fairfield  
 STAFF INSPECTION  
 January 2015

**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.6**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	3=12		6=24
GOOD (3)	2=6	2=6		4=12
FAIR (2)				
POOR (1)				
TOTAL	5=18 3.6	5=18 3.6		10=36 3.6

**MORALE = 2.3**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)	2=6	1=3		3=9
FAIR (2)	3=6	1=2		4=8
POOR (1)		2=2		2=2
TOTAL	5=12 2.4	5=11 2.2		10=23 2.3

**JOB SATISFACTION = 3.3**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)	1=3	2=6		3=9
FAIR (2)		1=2		1=2
POOR (1)		1=1		1=1
TOTAL	5=19	5=13		10=33 3.3

TROOP 4  
 Post C – Chester / Fairfield  
 STAFF INSPECTION  
 January 2015

**OVERALL COMMUNICATION = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8		4=16
GOOD (3)	3=9	3=9		6=18
FAIR (2)				
POOR (1)				
TOTAL	5=17 3.4	5=17 3.4		10=34 3.4

**OPERATIONAL EFFECTIVENESS = 3.1**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	3=9	4=12		7=21
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	5=15 3.0	5=16 3.2		10=31 3.1

TROOP 4 POST D (Lancaster/Chesterfield)  
**STAFF INSPECTION**  
*January 2015*

**QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.1**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	3=9	2=6		5=15
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=13 3.3	4=12 3.0		8=25 3.1

**MORALE = 3.0**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	4=12	3=9		7=21
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=12 3.0	4=11 3.0		8=23 3.0

**JOB SATISFACTION = 3.6**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	3=12		5=20
GOOD (3)	2=6	1=3		3=9
FAIR (2)				
POOR (1)				
TOTAL	4=14 3.5	4=15 3.8		8=29 3.6



TROOP 4 POST D (Lancaster/Chesterfield)  
*STAFF INSPECTION*  
*January 2015*

**OVERALL COMMUNICATION = 3.3**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8			2=8
GOOD (3)	2=6	4=12		6=18
FAIR (2)				
POOR (1)				
TOTAL	4=14 3.5	4=12 3.0		8=26 3.3

**OPERATIONAL EFFECTIVENESS = 3.4**

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	2=6	3=9		5=15
FAIR (2)				
POOR (1)				
TOTAL	4=14 3.5	4=13 3.3		8=27 3.4

# Staff Inspection Chart

SCHIP Troop Four	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
Post A - Cherokee/Union	3.6	3.3	3.5	3.6	3.4
Post B - York	3.4	3.4	2.7	3.4	3.4
Post C - Chester/Fairfield	3.6	2.3	3.3	3.4	3.1
Post D - Lancaster/Chesterfield	3.1	3.0	3.6	3.3	3.4