

South Carolina Department of Public Safety



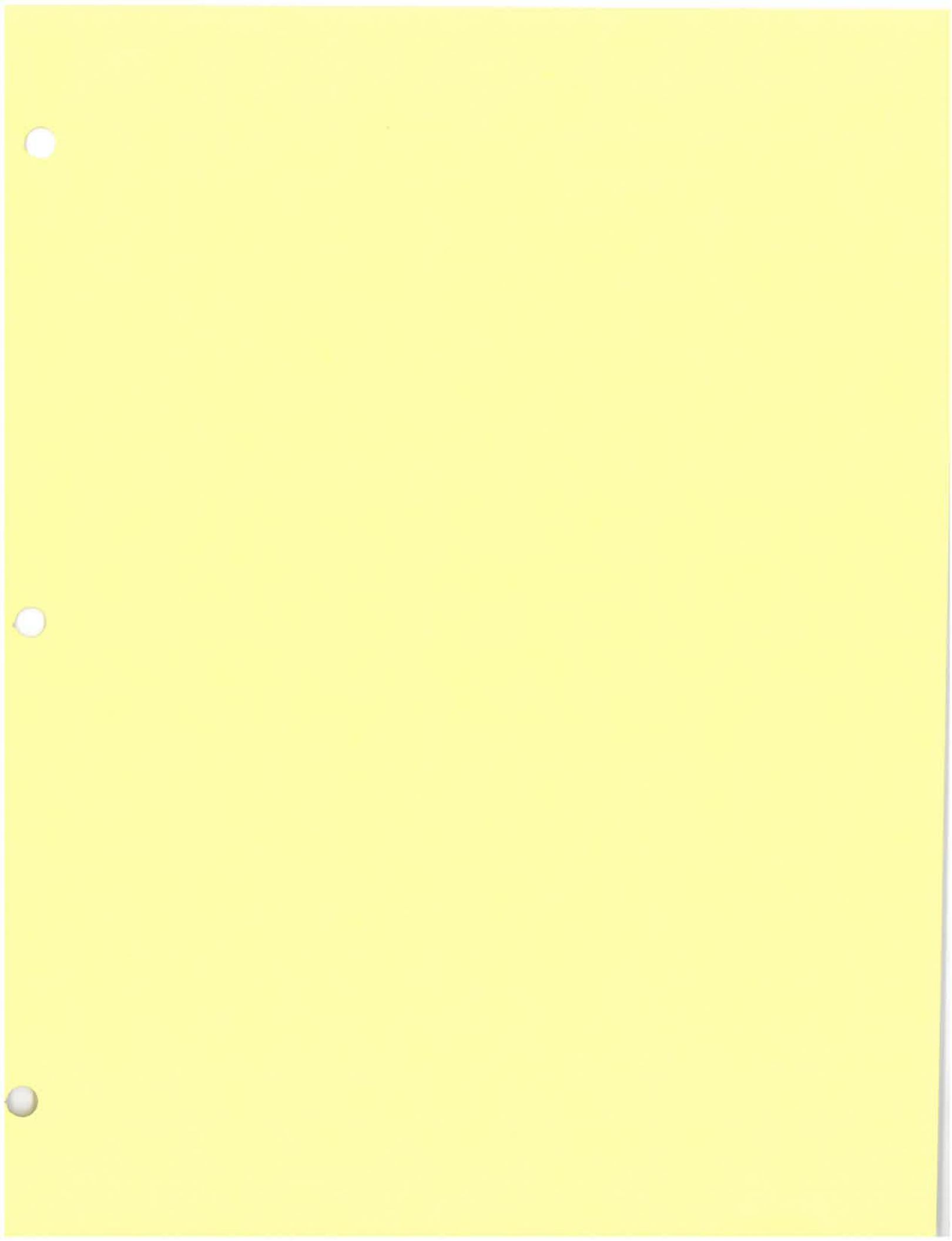
Staff Inspection Report

Bureau of Protective Services

December 1, 2015

Major J. D. Moore
Office of Strategic Services, Accreditation, Policy and Inspections
10311 Wilson Boulevard
Blythewood, South Carolina 29016





South Carolina Department of Public Safety



Staff Inspection Report Bureau of Protective Services Headquarters

December 1, 2015

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Bureau of Protective Services
Headquarters Division
December 1, 2015

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Attachment 2: Organizational Analysis Charts

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Executive Summary

The Staff Inspection of Bureau of Protective Services (BPS) Headquarters Division revealed minimum issues that were either non-compliant, not able to be rated as compliant or non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

- Collision Records/Cash Receipts
- Employee Training Records

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- 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 region. 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 percent (10%) 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 twenty-five percent (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

BPS Headquarters Division is located in Columbia, South Carolina. BPS Headquarters Division currently maintains six (6) sworn officers (Chief – Corporal) and five (5) non-sworn personnel.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, October 19, 2015. Attendees included Major J.D. Moore and Captain S.A. Stankus, the Inspector-in-Charge (IC), of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); BPS Chief Zachary Wise; Major J.D. Hancock; Captain A.J. Curtis; Sergeants D.D. Coleman, S. Crosby, J.C. Griffin, and L.R. Walker.

Lieutenants D.G. Brunson and M.P. Calhoun were introduced as the IIPs.

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

Bureau of Protective Services:

Headquarters Division

An inspection of the Bureau of Protective Services (BPS) Headquarters was conducted on November 10, 2015. Present during the inspection were Lieutenants M.P. Calhoun and D.G. Brunson, Corporals B. McNulty and L. Morales, and Administrative Assistants Jeanne Paquet (Budget Analyst III) and Michelle Hunter (Fiscal Technician II).

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Not Applicable.

2. Cash Receipts

Compliance. Ms. J. Paquet provided a comprehensive report containing payments for BPS contracts. She explained that two contracts are paid on a quarterly basis and two contracts are paid annually. This report is saved on the G:drive. Additionally, Ms. Paquet explained that she receives/receipts incoming funds from outside agencies when BPS hosts bike patrol classes. These funds are placed on a separate report and maintained online.

3. Employee Training Records

All training records are forwarded to the BPS Training Coordinator for electronic processing in PowerDMS and forwarded to the Highway Patrol Training Unit for storage and retention. These training records are secured and maintained as personnel files. No documents are maintained within this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

4. Evidence / Property Storage Room / Documentation

Compliance. Corporal B. McNulty, evidence custodian, explained that BPS has a central temporary evidence drop site located at BPS headquarters. Evidence is placed into temporary storage by the seizing officer(s). Once officers notify the evidence custodian,

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the evidence is transported to DPS Central Evidence Facility (CEF) within the required timetable. The BPS evidence drop site is equipped with secured evidence drop boxes capable of temporarily storing various sizes or quantities of seized evidence. The evidence drop site is also equipped with a refrigerated evidence drop box for use in temporarily storing evidence requiring refrigeration. At the time of inspection, there was no evidence temporarily stored at BPS Headquarters.

5. Evidence Destruction / Documentation

Not in Compliance – Multiple videotapes were stored in a secured cabinet in the temporary evidence drop site. A review of the secured videotapes revealed several of the videotapes, dated (3/12/2013) and (12/29/2014), were stored beyond retention requirements. Each videotape did have Form DPS-LE-027 attached.

RECOMMENDATION(S):

Policy 300.06 VI; D – DPS Policy states the evidence custodian will store the videotapes for 90 days. If the officer turning in the videotapes does not notify the evidence custodian of any court appeals or other reason(s) to retain the videotapes during the ninety (90) day period, the videotapes will be destroyed.

Destroy all videotapes after the ninety (90) day period if there is no notification made by the surrendering officer.

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

Compliance. Required evidence inspections were accounted for and presented for review. The inspections included 2013: (4) Quarterly Inspections, (1) Unannounced Inspection, (1) Custodial Change, and (1) Annual Inspection; 2014: (4) Quarterly Inspections, (1) Unannounced Inspection, and (1) Annual Inspection; 2015: (3) Quarterly Inspections.

7. Secondary Employment Policy Compliance

Compliance. Secondary employment requests are stored in the officer's personnel file at BPS Headquarters. A copy of year 2015 (Bowen) and 2014 (Shaw) were provided for review. Currently, these records are retained indefinitely until the officer is separated from employment. Currently, these documents are not purged from the files.

RECOMMENDATION(S):

1. File these documents in a separate file.
2. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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8. Agency Property Accountability / Inventory Control

Compliance. Equipment Inventory Reports are completed and sent to the BPS Supply Coordinator for safe keeping. Copies of these reports were presented for 2014 and 2015. The reports are secured in the supply coordinator's office.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

9. Purchasing and Procurement Compliance + P-Card

Compliance. Ms. Paquet stated that she gives verbal approval to the cardholders to make any purchases on the procurement cards (P-Card). Inspectors were provided a report detailing current procurement card purchases. Ms. Paquet also showed inspectors the online access through Bank of America for the accounts. A 3-ring binder is maintained in her office of all purchases with receipts and signatures.

10. Telecommunications Center

Not Applicable.

11. Traffic Summons Book / Bond Money

Not Applicable.

12. Ticket Tracking

Compliance. The BPS Supply Coordinator conducts annual audits using the DMV report on all ticket books within BPS. The 2015 ticket audit documentation is maintained in a secured office. The 2013-2014 ticket audits are maintained in a locked cabinet.

13. Body Armor Replacement Date

Compliance. The BPS Supply Coordinator maintains a spreadsheet of all issued body armor replacement dates. This is an online report and is updated as needed. The supply coordinator maintains a copy of the equipment transfer for body armor and retains the information on a spreadsheet available for review.

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14. Child Custody Procedures

Compliance. All personnel were informed of the new “Child Custody Transfer” policy on August 18, 2014. There have been no reportable occurrences during this inspection period.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate a BPS full-time investigator as the point of contact for all forwarding documents.

15. Juvenile Procedures

Compliance. All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. There have been no reportable occurrences during this inspection period.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate a BPS full-time investigator as the point of contact for all forwarding documents.

16. Juvenile Custodial Release Forms

Not Applicable.

17. Line Inspections

Not Applicable. BPS headquarters command staff personnel do not complete monthly line inspections.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. Due to the operational mission of BPS, officers do not conduct safety checkpoints.

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19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are currently stored with the personnel files located at BPS headquarters.

The following EPMS probationary reviews were presented during this inspection:

2013 (Lindsey); 2014 (Jackson); and 2015 (A. Smith).

The following annual reviews were presented during this inspection:

2013 (Brunson); 2014 (A. Smith); and 2015 (A. Smith).

All reviews inspected were signed by the employee, the supervisor conducting the review and the reviewing supervisor.

20. Disciplinary Action Records

Compliance. Disciplinary action records are stored within the personnel files located at BPS headquarters. Records for 2014 (Hodge) and 2015 (Lewis) were presented for review. The disciplinary action records were complete and contained the required signatures.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

21. Victim / Witness Files – Secure

Compliance. All forms are to be forwarded to BPS headquarters (BPS Investigator or Victims Advocate) for filing.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS Victim's Advocate as the point of contact for all forwarding documents.

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22. Use of Force Reports (Supervisory Review)

Compliance. There were no occurrences involving the Use of Force (UOF) during this inspection period. When the UOF incident occurs officers are required to report the incident to the supervisor immediately and an incident report is to be completed within twenty-four (24) hours. Supervisors will review and evaluate the incident for compliance to policy and procedure(s). All use of force reports are forwarded to the chief and OPR for review.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate a point of contact for all forwarding documents.

23. Pursuit Reports (Supervisory Review)

There were no occurrences involving pursuit during this inspection period. When a pursuit occurs, officers are required to report the pursuit to the supervisor immediately and an incident/pursuit report must be completed. Supervisors will review and evaluate any in-car or body worn camera media of the pursuit ensuring compliance of policy and procedure(s). All pursuit reports are forwarded to the chief for review.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

24. Prisoner Transport

Compliance. Corporal L. Morales explained the proper procedure for transporting prisoners, to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Additionally, he properly explained the procedure for transporting prisoners of the opposite sex and juveniles. These procedures follow DPS policy.

25. Legal Process Forms – for service of warrants

Not Applicable. Corporal L. Morales (BPS Investigator) states he is aware of the document but does not believe there is a need for it. He states when there are attempts to serve a warrant, they are documented via supplemental report on Police Central.

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26. Subpoena Maintenance

All subpoenas received by BPS personnel are processed through BPS headquarters. Designated administrative staff scans the subpoena into an email that is sent to the officer, his/her supervisor, and the field operations commander (major).

RECOMMENDATION(S):

Develop written procedures for formal tracking of subpoenas to ensure officer attendance.

27. Radar Proficiency

Not Applicable.

28. Radar Logs

Not Applicable.

29. Record Retention

BPS does not have a retention schedule that relates to specific forms used within the department. The most current retention schedule was dated 1998. Currently, records are retained indefinitely. Once physical storage limits are reached, documents are archived.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

30. Wrecker Inspections

Not Applicable.

31. Region Hand Scale Calibration Date

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

All BPS FOIA requests are directed to the chief. These requests are forwarded to the division supervisors for compliance. All documentation gathered and provided is returned, through the chief's office, and forwarded to DPS headquarters. Currently, there is no retention of FOIA request(s) or documentation provided related to FOIA request(s) at BPS.

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RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this documentation within the department including retention.
2. Assign a liaison within BPS and have all FOIA request(s) flow through the liaison.

33. Miscellaneous Forms / Procedures

Compliance. BPS has identified five (5) documents in this section: BPS Roll Call Sheet, Daily Desk Blotter, Daily Duty Roster, Patrol Property Checklist, and Vehicle Inspection Checklist. These documents are stored within the division; not at headquarters. DPS First Report of Injury forms are transferred to DPS Human Resources for processing. No forms are retained at BPS. BPS does not use the signature / acknowledgement form(s).

B. FACILITIES

1. General Appearance and Upkeep

Compliance. BPS headquarters was neat and orderly. The facility is secured at all times with key pad access to employees.

2. Timely Reporting of Needed Maintenance

Compliance. The Department of Administration (Facilities Management) is responsible for maintenance needs. David Martin (Facilities Management) is the point of contact. Any IT related problems are forwarded to the DPS Help Desk for processing.

3. OSHA / Fire Codes

Compliance. All OSHA literature and contact information was properly posted for all personnel inside the building.

4. Building Evacuation Route – Posted

Compliance. Routes in and out of the building were free of obstructions. Evacuation route(s) were posted.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguisher tags were properly inspected and initialed.

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6. Defibrillator

Not Applicable.

7. First Aid Kit

Compliance. A first aid kit was readily available in the copier area cabinet.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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General Information

The Bureau of Protective Services (BPS) Headquarters division is located in the Edgar Brown building in suite 106. This division is led by Chief Zack Wise, Chief of BPS. The command staff for BPS is located at BPS headquarters. The command structure is as follows: Chief, Assistant Chief, Captain (Special Operations Commander), Lieutenant (Mansion, State Agency Support divisions and Critical Incident Team), Lieutenant (Statehouse, Judicial division and Training), Lead Investigator, Community Relations Officer (vacant), and Technical Security Officer (vacant). Recent promotions have left both the CRO and TSO positions vacant. There are five (5) non-sworn civilian positions - one (1) vacant position. Interviews were conducted with six (6) of the seven (7) staff members for a total of eighty-six percent (86%) of the assigned personnel.

Quality of Management/Supervision/Leadership

This category is rated at (3.0). The personnel interviewed felt that leadership in this division does not always deal with issues definitively, but rather issue a temporary fix. According to the interviews conducted, the leadership “goes to bat” for BPS as an agency; however, can be passive, at times, when dealing with headquarters issues.

Morale

This category is rated at (2.9). There is sometimes a tense personal dynamic among the non-sworn staff that leads to low morale. Recent personnel changes have helped ease this tension. While the staff is viewed as able to work together to get the overall mission accomplished, there is not enough sharing of job duties among the staff. There is little cross-training or information-sharing regarding each of the various job functions within headquarters.

Communication

Communication in the division is rated at (3.1). The staff asserts that too much information is given “after-the-fact”, and on occasion they do not get enough information on how events and issues in the field operate. The primary method of communication is electronic mail (email). Personnel do appreciate face to face communication. Personnel would like to know certain information (terminations) in a timelier manner.

Job Satisfaction

This is the highest rated area (3.6). The headquarters personnel generally like what they do. Personnel enjoy challenges; however, personnel would like more formal training.

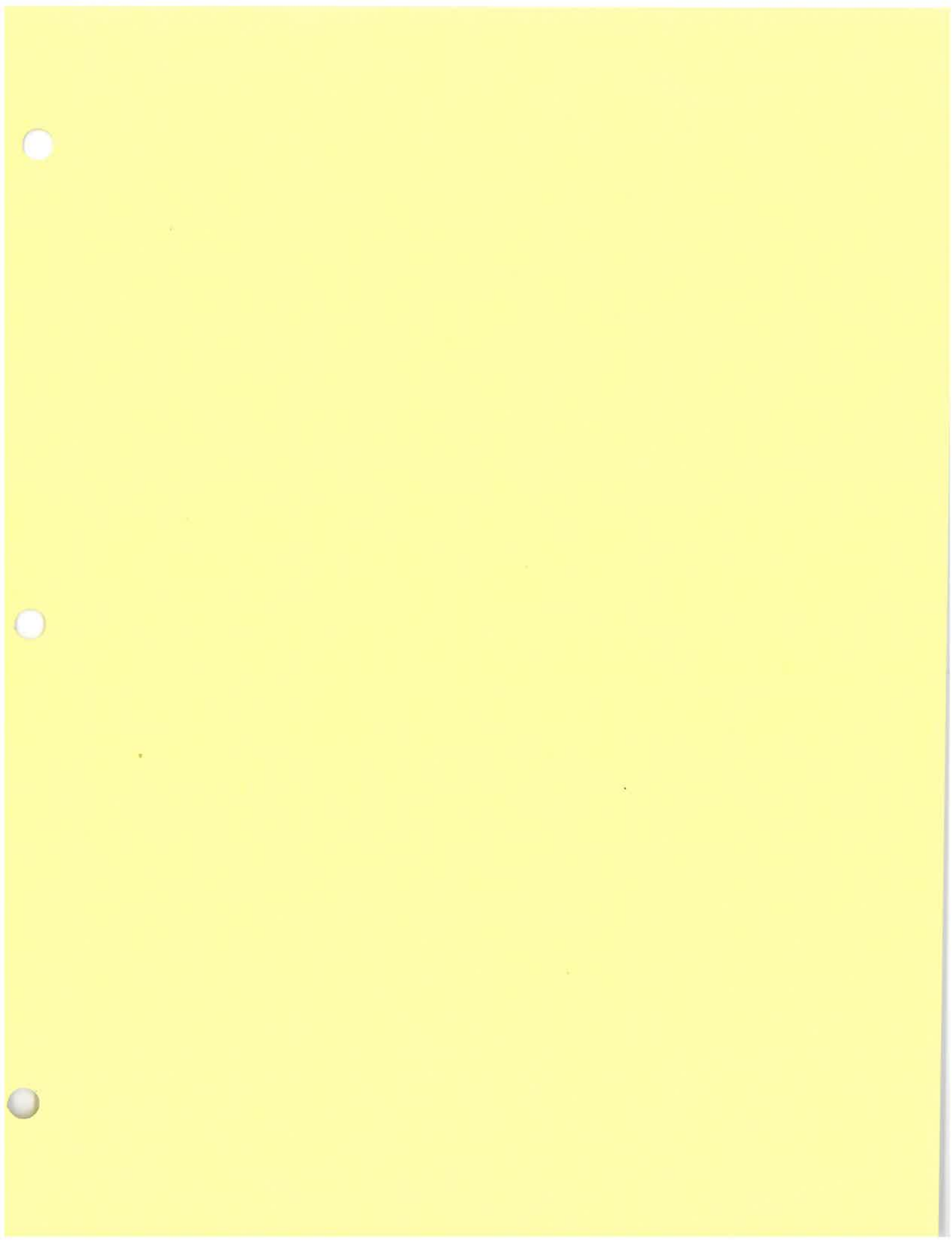
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Operational Effectiveness

Operational effectiveness is rated at (3.2). The staff feels like they have the resources to perform their jobs. Personnel feel like they work together to get the job done despite occasional personality differences. Ultimately, personnel feel like their job matters and they perform their duties well.

Summary / Conclusion

BPS Headquarters Division runs professionally and efficiently. In so much as this division maintains/retains the majority of the documents and paperwork for BPS, a current and comprehensive retention schedule would be of great benefit to the operational effectiveness. Specific operational protocols and processes governing all created documents, including the proper retention within BPS, would increase the level of consistency in the division and ultimately improve the morale of the personnel.



**South Carolina
Department of Public Safety**



Staff Inspection Report

Bureau of Protective Services

Governor's Mansion Division

December 1, 2015

*Major J. D. Moore
Office of Strategic Services, Accreditation, Policy and Inspections
10311 Wilson Boulevard
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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 Bureau of Protective Services (BPS) Governor's Mansion Division revealed minimum issues that were either not able to be properly rated as compliant or non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

- Collision Records/Cash Receipts

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- 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 region. 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 percent (10%) 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 twenty-five percent (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

BPS Governor's Mansion Division is located in Columbia, South Carolina. BPS Governor's Mansion Division currently maintains thirteen (13) sworn officers (Sergeant – Officer). There are not any non-sworn personnel assigned to this division.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, October 19, 2015. Attendees included Major J.D. Moore and Captain S.A. Stankus, the Inspector-in-Charge (IC), of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); BPS Chief Zachary Wise; Major J.D. Hancock; Captain A.J. Curtis; Sergeants D.D. Coleman, S. Crosby, J.C. Griffin, and L.R. Walker.

Lieutenants D.G. Brunson and M.P. Calhoun were introduced as the IIPs.

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

Bureau of Protective Services:

Governor's Mansion Division

An inspection of the Governor's Mansion Division was conducted on November 17, 2015. Present during the inspection was Sergeant D.D. Coleman – Division Supervisor.

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Currently, all collision records are completed on paper forms, received by division supervision and forwarded to the State House Division for electronic processing. No hardcopy forms are stored in the division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

2. Cash Receipts

Not Applicable.

3. Employee Training Records

All training records received are forwarded to the BPS Training Coordinator for electronic processing in PowerDMS and forwarded to the Highway Patrol Training Unit for storage and retention. These training records are secured and maintained as personnel files. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

4. Evidence / Property Storage Room / Documentation

Not Applicable. BPS has a central evidence temporary drop site at BPS headquarters. Evidence is placed into temporary storage and transported to DPS Central Evidence Facility (CEF) within the required timetable. No documents are maintained at this division.

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5. Evidence Destruction / Documentation

Not Applicable. BPS has a central evidence temporary drop site at BPS headquarters. The BPS Evidence Custodian is responsible for evidence destruction. No documents are maintained at this division.

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

Not Applicable. BPS has a central evidence temporary drop site at BPS headquarters. No documents are maintained at this division.

7. Secondary Employment Policy Compliance

Secondary Employment requests are stored at BPS headquarters in the officers' personnel file. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

8. Agency Property Accountability / Inventory Control

Equipment Inventory Reports are completed and sent to the BPS Supply Coordinator for safe keeping. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunications Center

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection includes a check of summons book(s). BPS officers are not authorized to collect bond money.

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12. Ticket Tracking

Compliance. Supervisory personnel conduct summons ticket audits on subordinate personnel monthly. All pending and unissued summons tickets are audited. A copy of the ticket audit is attached to the monthly line inspection form and filed within the division.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection each month. Per DPS Policy, all officers within the division are mandated to wear issued body armor.

14. Child Custody Procedures

All personnel were informed of the new "Child Custody Transfer" policy on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

15. Juvenile Procedures

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

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16. Juvenile Custodial Release Forms

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

17. Line Inspections

Compliance. Monthly line inspections that included October and November 2015 were reviewed. These were completed by the new division sergeant. Computer-generated "NA" ratings were present, but all "compliance" and/or "not in compliance" ratings were handwritten by the supervisor.

Division supervisor, Sergeant D.D. Coleman, performed a line inspection on Lance Corporal Michael Hydrick (Attached). The line inspection was conducted in compliance with DPS policy, to include physically checking all equipment for serial numbers, functionality and cleanliness.

RECOMMENDATION(S):

1. The line inspections ratings shall not be "pre-checked" utilizing the computer prior to conducting the line inspection.
2. The post commander should review all line inspections, on a monthly basis, to ensure compliance.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are currently stored with the personnel files located at BPS headquarters. All supervisors receive the EPMS for assigned subordinates from BPS HQ administrative coordinator prior to the closeout date. Once the EPMS is reviewed and all

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signatures are documented, the EPMS is returned to the administrative coordinator for filing.

The following EPMS probationary reviews were presented during inspection of the Headquarters Division: 2013 (Lindsey), 2014 (Jackson), and 2015 (A. Smith).

The following annual reviews were presented during inspection of the Headquarters Division: 2013 (Brunson), 2014 (A. Smith), and 2015 (A. Smith).

All reviews inspected were signed by the employee, the supervisor conducting the review and the reviewing supervisor. Supervisors have access to these files upon request.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

20. Disciplinary Action Records

Compliance. Disciplinary action records are stored with the personnel files located at BPS headquarters. The division supervisor maintains a copy of the file in a secure location in his office.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

21. Victim / Witness Files – Secure

All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS Victim's Advocate as the point of contact for all forwarding documents.

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22. Use of Force Reports (Supervisory Review)

The division supervisor stated there were no Use of Force (UOF) incidents that occurred at the division during this inspection period. All UOF reports are forwarded to the chief for review.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

23. Pursuit Reports (Supervisory Review)

The division supervisor stated there were no pursuits at the division during this inspection period. All pursuit reports are forwarded to the chief for review.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

24. Prisoner Transport

Compliance. Sergeant D.D. Coleman explained the proper procedure for transporting prisoners to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Additionally, he properly explained the procedure for transporting prisoners of the opposite sex and juveniles. These procedures follow DPS policy.

25. Legal Process Forms – for service of warrants

Not Applicable.

26. Subpoena Maintenance

All subpoenas received by BPS personnel are processed through BPS headquarters. Designated administrative staff scans the subpoena into an email that is sent to the officer, his/her supervisor and the field operations commander (major).

RECOMMENDATION(S):

Develop written procedures for formal tracking to ensure officer attendance.

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27. Radar Proficiency

Not Applicable.

28. Radar Logs

Not Applicable.

29. Record Retention

BPS does not have a retention schedule that relates to specific forms used within the department. The most current retention schedule was dated 1998. Currently, records are retained indefinitely. Once physical storage limits are reached, documents are archived.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

30. Wrecker Inspections

Not Applicable.

31. Region Hand Scale Calibration Date

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

All BPS FOIA requests are directed to the chief of police. These requests are forwarded to the division supervisors for documentation. All documentation is returned through the chief's office and forwarded to DPS Headquarters. Currently, no copies are maintained on file at BPS.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this documentation within the department including retention.
2. Assign a liaison within BPS and have all FOIA request flow through the liaison.

33. Miscellaneous Forms / Procedures

Compliance. BPS has identified five (5) documents in this section: BPS Roll Call Sheet, Daily Desk Blotter, Daily Duty Roster, Patrol Property Checklist and Vehicle

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Inspection Checklist. Division supervisor presented a BPS Roll Call sheet, Desk Blotter and Vehicle Inspection Checklist from November 2015. These documents are stored within the division back to June 2011. The supervisor advised the Daily Duty Roster is completed by the State House Division supervisor for all divisions. Since the Governor's Mansion Division does not do off-site patrolling, the Patrol Property Checklist is not utilized.

RECOMMENDATION(S):

Update record retention schedules to include each document.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The Governor's Mansion Division offices were neat and orderly.

2. Timely Reporting of Needed Maintenance

Compliance. The division supervisor explained the process to report maintenance needs. David Martin (General Services) is the point of contact for all maintenance issues.

3. OSHA / Fire Codes

Compliance. All OSHA literature and contact information was properly posted for all personnel inside the Governor's Mansion.

4. Building Evacuation Route – Posted

Compliance. Routes in and out of the building were free of obstructions. Evacuation route(s) were posted.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguisher tags were properly inspected and initialed.

6. Defibrillator

Compliance. The defibrillator was readily available on the wall outside the officers' post. A check of the battery indicated it was still properly charged.

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7. First Aid Kit

Compliance. First Aid Kits were readily available to the officers in the Governor's Mansion. They were being housed in an unlocked cabinet in the division supervisor's office.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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General Information

The Governor's Mansion Division is one of four BPS divisions. This division is located at 800 Richland St, Columbia, South Carolina. Officers assigned to the Governor's Mansion Division are responsible for the physical security of the 8-acre property and the security of the Governor, First Family, VIPs, staff and the general public.

The Governor's Mansion Division is currently operating at one hundred (100%) manpower allocation with thirteen (13) total sworn officers- one (1) of the thirteen is the supervisor. There is no administrative staff assigned to this division. Interviews were conducted on eight (8) of the thirteen officers assigned: [Supervisory personnel: (1); Non-Supervisory personnel: (7) for a sampling of sixty-two percent (62%) of the total personnel assigned to the Governor's Mansion Division].

Sergeant Darren Coleman is the newly-promoted supervisor for the division. He stated his top priorities are maintaining the safety of the Governor/first family and day-to-day operations for their security. Sgt. Coleman has scheduled his first staff meeting with all officers at the division. He also stated that he continues to push for projects that will enhance the physical security at the Governor's Mansion. These projects are dependent on funding from the SC Department of Administration.

Quality of Management / Supervision / Leadership

Management / Supervision / Leadership, as reported by those interviewed averages (3.8) - Good-Excellent on the scale of 1-4, with four being the highest, while one is the lowest. This average was the highest rating of the five areas of questioning. Officers stated the supervisor(s) are approachable, maintain good communication, listen to the officers' needs, and promote teamwork.

Morale

Morale, as reported by those interviewed, averages (3.1). Good on the scale of 1-4, with four being the highest, while one is the lowest. The officers assigned to the division comment the morale has improved over the years. Officers are happy, take pride in their positions and feel privileged to work in this environment. Some negative factors that were revealed that is driving down morale are "officer turnover" and the demands being placed on the other officers to work extra day(s) each pay-period.

Communication

Communication, as reported by those interviewed averages (3.5) - Good on the scale of 1-4, with four being the highest, while one is the lowest. Officers assigned to the division comment there are open lines of communication via electronic mail (email), online calendar, text, phone calls, and face-to-face. A division calendar was put into place to

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provide information on scheduled events. The only negative factor is a lack of consistent information from civilian (Non DPS) staff at the Governor's Mansion prior to some scheduled events. Officers commented there are times when an event is scheduled and the officers do not receive any information/valuable information needed until the day of, or hours before, the event is to start. This can make it difficult to plan for proper security measures.

Job Satisfaction

Job Satisfaction, as reported by those interviewed averages (3.6) - Good on the scale of 1-4, with four being the highest, while one is the lowest. All officers (supervisory and non-supervisory) report a "Good" or "Excellent" rating. In addition, they all report they feel their efforts make a positive difference in the BPS mission. Officers stated they receive email and verbal recognition. This recognition is appreciated. The only negative factor continues to be the mandatory overtime. Officers state this is starting to "wear down" the officers.

Operational Effectiveness

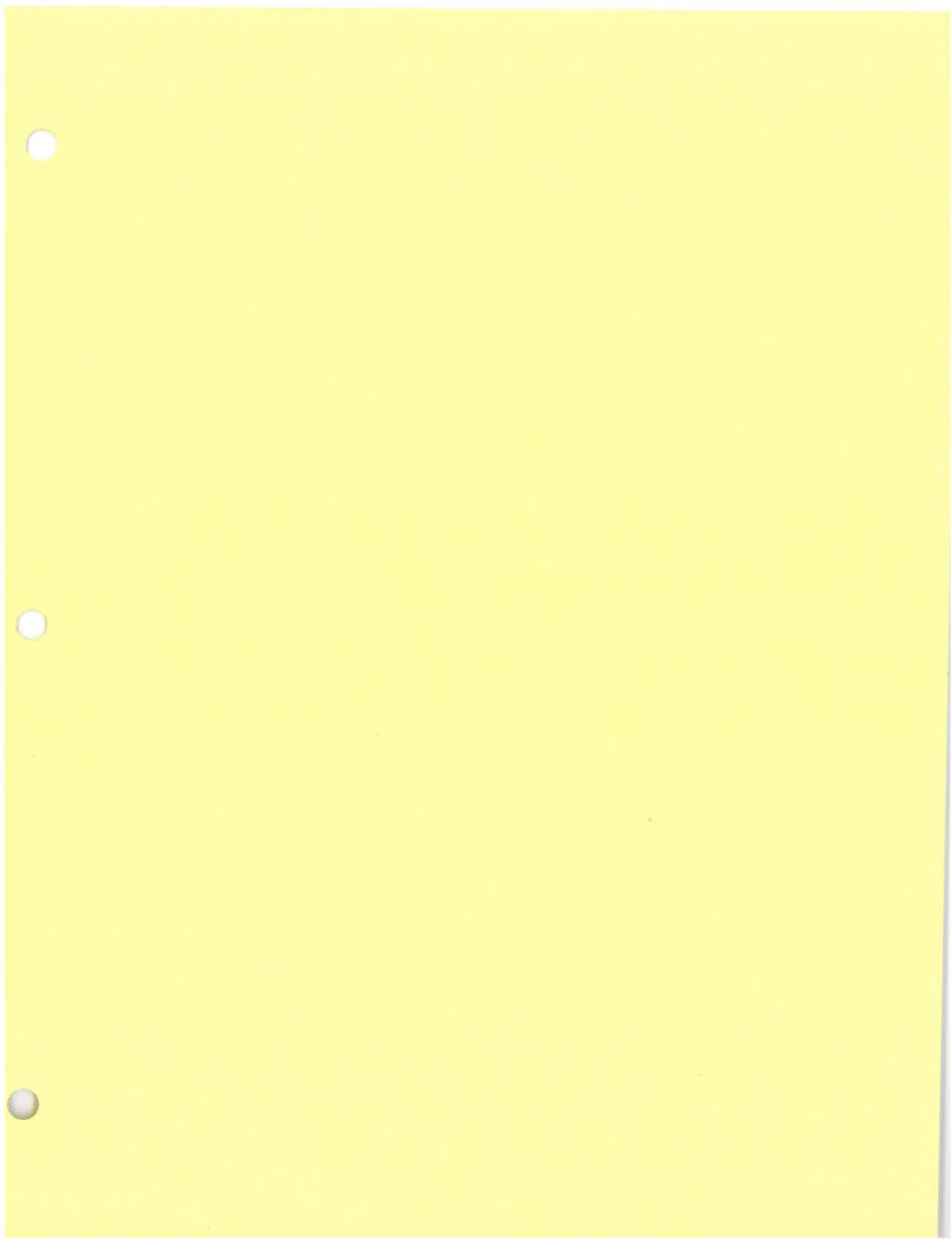
Operational Effectiveness, as reported by those interviewed averages (3.4) - Good on the scale of 1-4, with four being the highest, while one is the lowest. Officers commented they understand BPS is attempting to repair, replace, and work with the Department of Administration to make security enhancements. Their frustration is the amount of time it takes to get projects done. Recommendations to increase operational effectiveness include: replacing broken/outdated cameras and perimeter security equipment, increasing the height of the Lincoln St. grounds wall and increased manpower on shifts. BPS has implemented mandatory overtime to help maintain security at this division. Officers believe the attentiveness BPS receives from the Blythewood Telecommunications Center (TCC) is poor. They detail significant delays when calling the TCC for on-duty/off-duty calls. Additionally, they express their inability to get a response during several enforcement actions to include foot pursuits, traffic stops, and records checks. Officers do express they receive good service once they are acknowledged over the radio.

Summary / Conclusion

The Governor's Mansion Division is in good shape as it relates to supervision/leadership, morale, communication, job satisfaction and operational effectiveness. Officers interviewed are generally happy, well-informed, and possess a positive attitude. One positive side effect of mandatory overtime has been the increased communication between all BPS divisions. Supervisors and line officers work closely with each other to ensure posts in all areas are covered. BPS does not have a retention schedule that relates to specific forms used within the department. Supervisors and officers, routinely, keep documents for extended periods of time in locked filing cabinets. A retention schedule, dated 1998, must be updated to include specific forms utilized within the department. Additionally, specific procedures must be formulated for the processing and storage of all

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documents within the department. Department training should be completed with all staff and officers regarding the understanding and compliance of the processing and storage of all departmental documents.



**South Carolina
Department of Public Safety**



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Bureau of Protective Services

State Agency Support Division

December 1, 2015

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Office of Strategic Services, Accreditation, Policy and Inspections
10311 Wilson Boulevard
Blythewood, South Carolina 29016*



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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 Bureau of Protective Services (BPS) State Agency Support Division (SASD) revealed minimum issues that were either not able to be rated as compliant or non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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

- Collision Records/Cash Receipts

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- 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 region. 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 percent (10%) 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 twenty-five percent (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

BPS SASD is located in Columbia, South Carolina. The SASD currently maintains twelve (12) sworn officers (Sergeant – Officer). There are not any non-sworn personnel assigned to this division.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, October 19, 2015. Attendees included Major J.D. Moore and Captain S.A. Stankus, the Inspector-in-Charge (IC), of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); BPS Chief Zachary Wise; Major J.D. Hancock; Captain A.J. Curtis; Sergeants D.D. Coleman, S. Crosby, J.C. Griffin, and L.R. Walker.

Lieutenants D.G. Brunson and M.P. Calhoun were introduced as the IIPs.

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

Bureau of Protective Services:

State Agency Support Division

An inspection of the State Agency Support Division (SASD) was conducted on November 17, 2015 at the SC Division of Technology 4430 Broad River Rd. Present during the inspection was Corporal J. E. Carr – Assistant Supervisor and Sergeant L. R. Walker – Division Supervisor.

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

Currently, all collision records are completed on paper forms, received by division supervision and forwarded to the State House Division for electronic processing. No hardcopy forms are stored in the division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

2. Cash Receipts

Not Applicable.

3. Employee Training Records

All training records received are forwarded to the BPS Training Coordinator for electronic processing in PowerDMS and forwarded to the Highway Patrol Training Unit for storage. These training records are secured and maintained as personnel files. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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4. Evidence / Property Storage Room / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to DPS Central Evidence Facility (CEF) within the required timetable. No documents are maintained at this division.

5. Evidence Destruction / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to CEF within the required timetable. The BPS Evidence Custodian is responsible for evidence destruction. No documents are maintained at this division.

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

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. No evidentiary documents are maintained at this division.

7. Secondary Employment Policy Compliance

Secondary Employment requests are stored at BPS headquarters in the officers' personnel file. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

8. Agency Property Accountability / Inventory Control

Equipment Inventory Reports are completed and sent to the BPS Supply Coordinator for safe keeping. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

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10. Telecommunications Center

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates. The inspection includes a check of summons book(s). BPS officers are not authorized to collect bond money.

12. Ticket Tracking

Compliance. Supervisory personnel conduct summons ticket audits on subordinate personnel monthly. All pending and unissued summons tickets are audited. A copy of the ticket audit is attached to the monthly line inspection form and filed within the division.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection each month. Per DPS Policy, all officers within the division are mandated to wear issued body armor.

14. Child Custody Procedures

All personnel were informed of the new "Child Custody Transfer" policy on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

15. Juvenile Procedures

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

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RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

16. Juvenile Custodial Release Forms

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

17. Line Inspections

Compliance. A review of monthly line inspections included 2010 to current. These were completed by the division corporal and sergeant. Computer-generated ratings were present on observed forms and several inspections did not contain the officer's signature.

Division supervisor, Sergeant L. R. Walker, performed a line inspection on Corporal J. E. Carr (Attached) at BPS headquarters. The line inspection was conducted in compliance with DPS policy, to include physically checking all equipment for serial numbers, functionality, and cleanliness.

RECOMMENDATION(S):

1. The line inspection ratings should not be "pre-checked" prior to conducting the line inspection.
2. Division supervisor should review all line inspections to ensure compliance.
3. Develop a retention schedule for the line inspections.

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18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable.

19. EPMS (Probationary, Annual)

Compliance. EPMS reviews are currently stored with the personnel files located at BPS headquarters. These EPMSs are retained until the officer is separated from employment. At that time the personnel file is moved to a secured inactive file at BPS HQ. All supervisors receive the EPMS for assigned subordinates from BPS HQ administrative coordinator prior to the closeout date. Once the EPMS is reviewed and all signatures are documented, the EPMS is returned to the administrative coordinator for filing.

The following EPMS probationary reviews were presented during inspection of the Headquarters Division: 2013 (Lindsey), 2014 (Jackson), and 2015 (A. Smith).

The following annual reviews were presented during inspection of the Headquarters Division: 2013 (Brunson), 2014 (A. Smith), and 2015 (A. Smith).

All reviews inspected were signed by the employee, the supervisor conducting the review and the reviewing supervisor. Supervisors have access to these files upon request. Electronic templates are currently being saved on a personal thumb drive due to a lack of network access within the division corporal's office.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Provide DPS network access to the corporal's office to ensure document security.

20. Disciplinary Action Records

Compliance. Disciplinary Action records are stored with the personnel files located at BPS headquarters. These records are retained until the officer is transferred from the division or separated from employment. At that time copies of disciplinary action records retained at the division level are destroyed. Disciplinary action records stored at BPS HQ are moved with the personnel file to a secured inactive file. The division assistant supervisor maintains a copy of the file in a secure cabinet in his office.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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21. Victim / Witness Files – Secure

All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS Victim's Advocate as the point of contact for all forwarding documents.

22. Use of Force Reports (Supervisory Review)

The division supervisor stated there were no Use of Force (UOF) incidents that occurred at the division during the inspection period. Any documentation regarding UOF is forwarded to the chief of police for review.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

23. Pursuit Reports (Supervisory Review)

The division supervisor stated there were no pursuit incidents that occurred at the division during the inspection period. Any documentation of regarding pursuits is forwarded to the chief of police for review.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

24. Prisoner Transport

Compliance. Sergeant L.R. Walker & Corporal J.E. Carr explained the proper procedure for transporting prisoners to include handcuffing and searching the prisoner for weapons and contraband prior to transport. Additionally, he properly explained the procedure for transporting prisoners of the opposite sex and juveniles. These procedures follow DPS policy.

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25. Legal Process Forms – for service of warrants

Not Applicable. BPS does not utilize the Legal Process Form.

26. Subpoena Maintenance

All subpoenas received by BPS personnel are processed through BPS headquarters. Designated administrative staff scans the subpoena into an email that is sent to the officer, his/her supervisor and the field operations commander (major).

RECOMMENDATION(S):

Develop written procedures for formal tracking to ensure officer attendance.

27. Radar Proficiency

Not Applicable.

28. Radar Logs

Not Applicable.

29. Record Retention

BPS does not have a retention schedule that relates to specific forms used within the department. The most current retention schedule was dated 1998. Currently, records are retained indefinitely. Once physical storage limits are reached, documents are archived.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

30. Wrecker Inspections

Not Applicable.

31. Region Hand Scale Calibration Date

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

All BPS FOIA requests are directed to the chief of police. These requests are forwarded to the division supervisors for documentation. All documentation is returned through the

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chief's office and forwarded to DPS Headquarters. Currently, no copies are maintained on file at BPS.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this documentation within the department including retention.
2. Assign a liaison within BPS and have all FOIA requests directed to the liaison.

33. Miscellaneous Forms / Procedures

Compliance. BPS has identified five (5) documents in this section: BPS Roll Call Sheet, Daily Desk Blotter, Daily Duty Roster, Patrol Property Checklist and Vehicle Inspection Checklist. Division supervisor presented a Desk Blotter and Vehicle Inspection Checklist from November 2015. These documents are stored within the division (at posts) for 6 months and then filed with the division corporal. The supervisor advised the BPS Roll Call Sheet and Daily Duty Roster is completed by the State House Division supervisor for SASD division. Since the SASD does not perform off-site patrolling, the Patrol Property Checklist is not utilized.

RECOMMENDATION(S):

Update record retention schedules to include each document.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The State Agency Support Division office that was observed (Division of Technology – 4430 Broad River Rd.) was neat and orderly.

2. Timely Reporting of Needed Maintenance

Compliance. The division supervisor explained the process to report maintenance needs. The state help desk or building maintenance is the point of contact for all issues.

3. OSHA / Fire Codes

Compliance. All OSHA literature and contact information was properly posted for all personnel inside the building.

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4. Building Evacuation Route – Posted

Compliance. Routes in and out of the building were free of obstructions. Evacuation route(s) were posted.

5. Fire Extinguisher Inspection Tags

Compliance. Fire extinguisher tags were properly inspected and initialed.

6. Defibrillator

Compliance. The defibrillator was readily available inside the officers' post in the lobby. A list of employees (and phone numbers) with defibrillator training was posted on the wall.

7. First Aid Kit

Compliance. A first aid kit was readily available to the officer on post.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Center

Not Applicable.

10. Other

Not Applicable.

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General Information

The State Agency Support Division (SASD) is one of four BPS divisions. Current contracts consist of the following: SC Lottery Commission, SC Department of Revenue and SC Division of Technology. BPS officers assigned to this division are responsible for the physical security of each property, buildings, VIPs, staff and the general public.

The State Agency Support Division is currently operating at ninety-two percent (92%) manpower allocation with twelve (12) total sworn officers - two (2) of the twelve are supervisors. There is one (1) current vacancy. There is no administrative staff assigned to this division. Interviews were conducted on seven (7) of the twelve officers assigned. [Supervisory personnel: (2); Non-Supervisory personnel: (5)] for a sampling of fifty-eight percent (58%) of the total personnel assigned to the State Agency Support Division.

Sergeant L.R. Walker and Corporal J.E. Carr are the supervisors assigned to this division. These supervisors are currently in a unique position. They have been forced to change their top priorities from supervising multiple physical locations to manning required posts. They work numerous 12-hour shifts due to shift shortages and so that officers within the division can be granted requested time off. While working posts, these supervisors are tasked with completing SCEIS, line inspections, preliminary reports and roll calls (via telephone). They also take this time to meet with agency staff to ensure the contracting agencies are satisfied with the service they are receiving.

Quality of Management / Supervision / Leadership

Management /Supervision / Leadership, as reported by those interviewed averages (3.3) - Good on the scale of 1-4, with four being the highest, while one is the lowest. Four out of five non-supervisory officers rated this area as "Good" or "Excellent." Positive factors related to this area are the supervisors' willingness to accommodate the requests for leave, communication skills and their ability to lead by example.

One non-supervisory officer rated this area and others as "Poor." Negative factors for this rating was a lack of brotherhood, gossip and supervisors' unwillingness to utilize skills that officers have. This rating was not representative of the overall attitude or mindset of all others interviewed.

Morale

Morale, as reported by those interviewed averages (2.9) - Fair-Good. The majority stated they enjoy working with each other. Officers have the ability to coordinate with each other to get days off for family events without getting the supervisors' involved. Supervisors are notified of any changes prior to scheduled shifts. Some negative factors include manpower shortages at the department and the requirement that officers work additional days. Officers stated they have been required to work 1-2 extra shifts a pay

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period in order to maintain staffing requirements at various posts. This has caused added stress at home and work.

Communication

Communication, as reported by those interviewed averages (3.6) – Good. Officers assigned to the division comment there are open lines of communication via electronic mail (email), text and regular phone calls. A majority of interviewed officers described having good communication within the division. There was an appreciation for how quickly and efficiently changes to operational procedures at various locations were passed on to the officers. Additionally, officers stated there was clear and concise information given.

Job Satisfaction

Job Satisfaction, as reported by those interviewed averages (3.4) – Good. All officers (supervisory and non-supervisory) report a “Good” or “Excellent” rating. The willingness to help other officers within the division has helped facilitate a positive atmosphere. In addition, they all report they feel their efforts make a positive difference in the BPS mission. Officers stated they receive email and verbal recognition. This recognition is appreciated. Negative factors continue to be the mandatory overtime. Officers also believe BPS headquarters staff is disconnected in the mindset as it relates to staffing shortages at State Agency Support Division. Division supervisors must work a majority of working days on division posts. As a result, they are unable to properly supervise and ensure the division is managed.

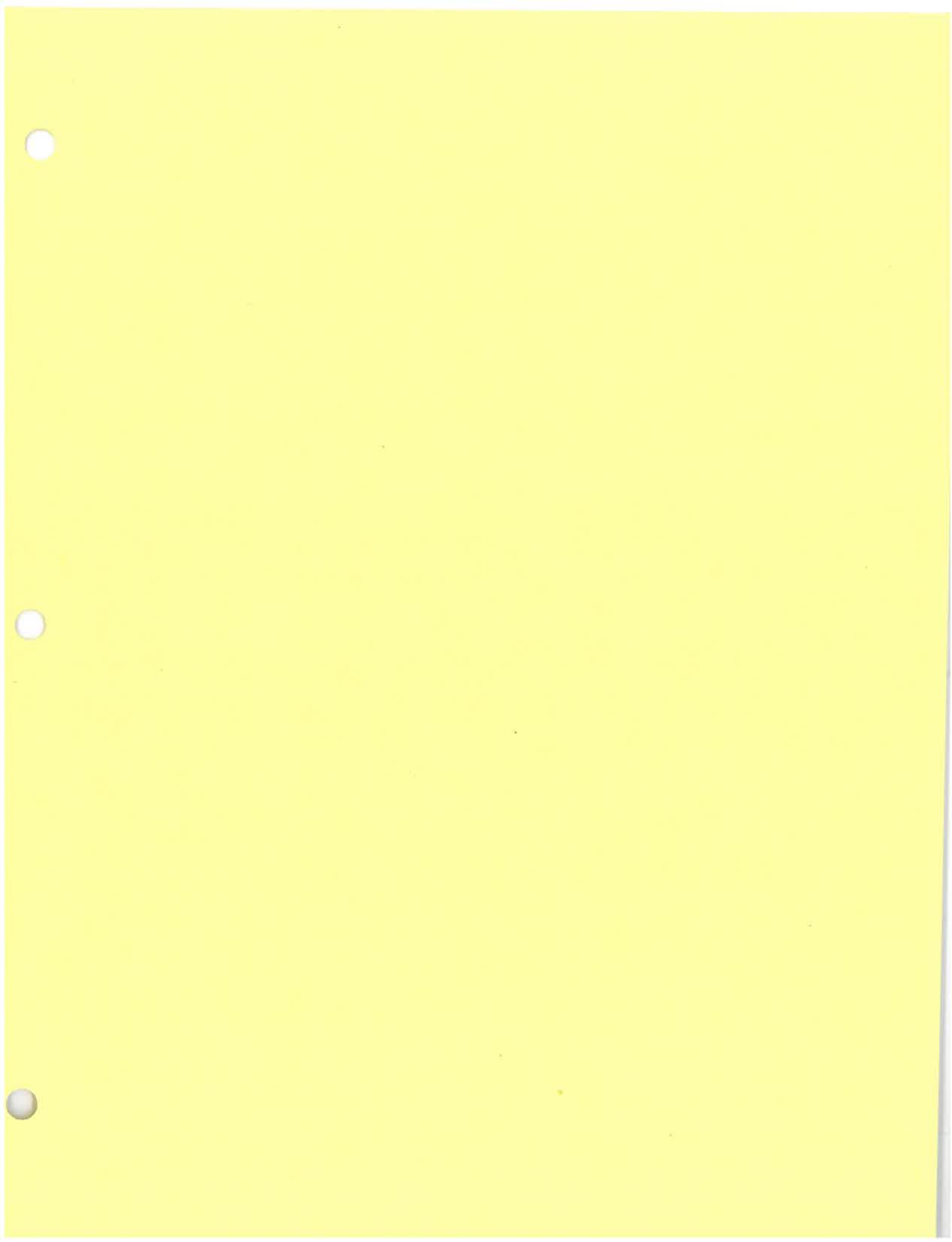
Operational Effectiveness

Operational Effectiveness, as reported by those interviewed averages (3.4) – Good. The contracting state agencies continue to make technological improvements to security. Officers stated there is a “will” to make physical security a priority. This enables the officers to be most effective. Officers recommended additional training within each building to include Bomb Threat/Fire Evacuation drills and functionality of existing equipment. Officers believe the attentiveness BPS receives from the Blythewood Telecommunications Center (TCC) is poor. They detail significant delays when calling the TCC for on-duty/off-duty calls. Additionally, they express their inability to get a response during several enforcement actions to include foot pursuits, traffic stops, and records checks. Officers do express they receive good service once they are acknowledged over the radio.

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Summary / Conclusion

The State Agency Support Division is in good shape as it relates to supervision/leadership, morale, communication, job satisfaction and operational effectiveness. Officers interviewed are generally happy, well-informed, and possess a positive attitude. Supervisors and line officers enjoy what they do and want to represent the division in a positive light. They are concerned with staffing within the division and the length of time it takes to fill a vacancy. BPS does not have a retention schedule that relates to specific forms used within the department. Supervisors and officers, routinely, keep documents for extended periods of time in locked filing cabinets. A retention schedule, dated 1998, must be updated to include specific forms utilized department wide. Additionally, specific procedures must be formulated for the processing and storage of all documents within the department. Department-wide training should be completed with all staff and officers to ensure understanding and compliance.



**South Carolina
Department of Public Safety**



Staff Inspection Report

Bureau of Protective Services

Statehouse Division

December 1, 2015

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Executive Summary

The Staff Inspection of Bureau of Protective Services (BPS) Statehouse Division revealed minimum issues that were either not able to be rated as compliant or non-compliant, were duplicated in effort, or required a recommended process revision. The inspection overall demonstrated that the items notated in the Section, Scope, were in compliance and within department policy and procedures.

Scope

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

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

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

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

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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 region. 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 percent (10%) 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 twenty-five percent (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

BPS Statehouse Division is located in Columbia, South Carolina. The Statehouse Division currently maintains twenty-four (24) sworn officers (Sergeant – Officer) and one (1) non-sworn personnel assigned to this division.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, October 19, 2015. Attendees included Major J.D. Moore and Captain S.A. Stankus, the Inspector-in-Charge (IC), of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); BPS Chief Zachary Wise; Major J.D. Hancock; Captain A.J. Curtis; Sergeants D.D. Coleman, S. Crosby, J.C. Griffin, and L.R. Walker.

Lieutenants D.G. Brunson and M.P. Calhoun were introduced as the IIPs.

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

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Bureau of Protective Services:

Statehouse Division

Interviews and an inspection of the Statehouse Division were conducted from October 19, 2015 to November 17, 2015. The division supervisor, Sergeant Shawn Crosby, presented the requested documents and provided explanations for Statehouse division procedures. Additionally, he provided access to the all the Statehouse division facilities and personnel, when requested.

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

BPS Officers utilize TR310 reports when investigating collisions. The TR310 reports are filed at the Statehouse for supervisory review, and then entered into Report Beam by a supervisor familiar with the application.

RECOMMENDATION(S):

A protocol for filing and storing TR310 reports needs to be established along with a BPS retention schedule.

2. Cash Receipts

Not Applicable.

3. Employee Training Reports

All training records received are forwarded to the BPS Training Coordinator for electronic processing in PowerDMS and forwarded to the Highway Patrol Training Unit for storage. These training records are secured and maintained as personnel files. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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4. Evidence / Property Storage Room / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to DPS Central Evidence Facility (CEF) within the required timetable. No documents are maintained at this division.

5. Evidence Destruction / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to CEF within the required timetable. The BPS Evidence Custodian is responsible for evidence destruction. No documents are maintained at this division.

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

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. No evidentiary documents are maintained at this division.

7. Secondary Employment Policy Compliance

Secondary employment requests are not maintained in the divisions. The requests are stored in the personnel files at BPS Headquarters. Officers submit the original form to their supervisor for approval and the supervisor submits the form to the chief for approval. The original form is filed after it is approved. An annual request is made from headquarters for all secondary employment forms to be resubmitted.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

8. Agency Property Accountability / Inventory Control

Equipment Inventory Reports are completed and sent to the BPS Supply Coordinator for safe keeping. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates to include the officer's traffic summons book. BPS Officers are not authorized to take bond money in the field.

12. Ticket Tracking

Compliance. Ticket tracking is conducted at the Headquarters Division by personnel in charge of supply. They are responsible for tracking the tickets based on the records obtained from DMV. All officers at BPS are issued ticket books when they are hired. They must maintain custody of the tickets books and submit the ticket book(s), annually, to the BPS Supply coordinator, upon request. An inspection of the notebook that the BPS supply coordinator maintains which contains a current report from the DMV detailing all tickets currently issued to BPS was conducted. The supply coordinator compares the DMV list to the ticket books that have been submitted by officers. The supply coordinator maintains the ticket book audits and SCDMV transmittals for a minimum of ten (10) years before either are archived.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection that is completed monthly. All uniform officers in this division are required to wear body armor.

14. Child Custody Procedures

All personnel were informed of the new "Child Custody Transfer" policy on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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RECOMMENDATION(S):

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

1. Once corrective action is taken to address "not in compliance" (NC) ratings, the rating supervisory shall document the corrective action taken, the date corrected, and the inspector shall initial the line inspection form.
2. The division supervisor should review all line inspections, on a monthly basis, to ensure compliance.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. BPS does not conduct safety checkpoints.

19. EPMS (Probationary, Annual)

All EPMS forms are stored in the officer's personnel file at BPS Headquarters. Since becoming the division supervisor, no EPMS forms have been required to be completed; therefore, the sergeant did not have any completed annual or probationary EPMS forms from the Statehouse Division to present for inspection.

Sergeant Crosby did state that he will keep electronic copies of completed 2016 EPMS forms, in his "P" drive, on the DPS network. He will maintain these files indefinitely.

RECOMMENDATION:

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

20. Disciplinary Action Records

Disciplinary action records are retained by division sergeants; however, there were no current records for the Statehouse Division officers on file. All of the disciplinary files that were maintained in this division were from incidents that occurred prior to the inspection period. There have been no discipline occurrences during Sergeant Crosby's tenure as the division supervisor.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

15. Juvenile Procedures

All personnel were informed of the updated Juvenile Operations Policy (300.19) on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

16. Juvenile Custodial Release Forms

All personnel were informed of the updated Juvenile Operations Policy (300.19) on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

17. Line Inspections

Compliance. Monthly line inspections are conducted on all uniformed personnel at the Statehouse Division. The division sergeant retained records of line inspections dating back to 2013. A review of line inspections from 2013 (Robert Jackson), 2014 (James Carr), and 2015 (Tarance West) was conducted. The review revealed that the line inspections were completed correctly and signed by the inspecting supervisor. The supervisor indicated on two (2) of the reviewed inspections that there were supply items needed by the officer; however, no follow-up documentation was observed indicating the items had been procured.

Sergeant Crosby conducted a line inspection on Corporal T. West. The inspection was thorough and included a check of all issued equipment and his vehicle.

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21. Victim / Witness Files – Secure

Not Applicable. All forms are forwarded to BPS headquarters for filing. No documents are maintained within this division. The Statehouse Division supervisor informed this inspector that cases generating victim/witness files are followed-up on by BPS investigators and the BPS victim's advocate. The files related to these contacts are secured in a file at BPS headquarters and are not retained within the division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS Victim's Advocate as the point of contact for all forwarding documents.

22. Use of Force Reports (Supervisory Review)

Not Applicable. The division reported no use of force (UOF) occurrences during this inspection period.

RECOMMENDATION:

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

23. Pursuit Reports (Supervisory Review)

Not Applicable. The division reported no occurrences involving pursuit during this inspection period.

RECOMMENDATION(s):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

24. Prisoner Transport

Compliance. Corporal T. West explained the prisoner transport policy adequately during his line inspection. This included the need to transport juveniles separately and the need to provide beginning and ending mileage when transporting prisoners of the opposite sex.

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25. Legal Process Forms – for service of warrants

Not Applicable. The legal process form is not utilized for BPS legal process incidents.

26. Subpoena Maintenance

Subpoenas are processed through BPS headquarters by the administrative coordinator. The coordinator sends an electronic copy of the subpoena to the subpoenaed officer and sends the paper copy of the document via inter office mail.

RECOMMENDATION(S):

BPS should implement a tracking system to ensure subpoenas are tracked from the time the subpoena is received until compliance by the subpoenaed personnel.

27. Radar Logs

Not Applicable. BPS officers do not utilize radar.

28. Radar Proficiency Certification/Recertification

Not Applicable. BPS officers do not utilize radar.

29. Records Retention

BPS does not have a retention schedule that relates to specific forms used within the department. The most current retention schedule was dated 1998.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

30. Wrecker Inspections

Not Applicable.

31. Region Hand Scale Calibration Date

Not Applicable.

32. Freedom of Information Act (FOIA) Requests

All BPS FOIA requests are directed to the chief. These requests are forwarded to the division supervisors for compliance. All documentation is returned through the chief's

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office and forwarded to DPS headquarters. Currently, no copies are maintained on file at BPS.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this documentation within the department including retention.
2. Assign a liaison within BPS and have all FOIA requests directed to the liaison.

33. Miscellaneous Forms / Procedures

Compliance. The BPS Roll Call Sheet and the Daily Duty Roster are completed on a daily basis by the initial day shift officer working in BPS operations. This form is filed and retained in a file cabinet, in operations, indefinitely. The Daily Desk Blotter form is no longer utilized in this division. The form has been replaced by the Computer Aided Dispatch System (CAD). All calls for service are logged electronically in the CAD. Patrol Property Checklists are maintained in vehicle binders that the officers utilize when going on patrol in a fleet vehicle. These forms are not submitted at the end of shift. The forms are utilized to provide the officers a list of properties to check. The actual property check occurrences are logged into CAD as the officer reports the checks. Vehicle Inspection Checklists are completed each time a fleet vehicle is used. The completed forms are filed in operations and retained indefinitely.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The BPS Operations area is well-maintained, clean and organized. The area is regularly cleaned by the Department of Administration (DOA) Division of General Services.

2. Timely Reporting of Needed Maintenance

Compliance. Any needed maintenance of the BPS operations area is reported to Davis Martin of the DOA. Martin is the point of contact for all issues related to facility repairs or security equipment.

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3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the BPS squad room in the Edgar Brown Building within BPS Headquarters. The posting is accessible to all personnel.

4. Building Evacuation Route – posted

Building evacuation route postings at the Statehouse are the responsibility of the General Services Division of the DOA. There were no observed evacuation postings in the Statehouse building.

RECOMMENDATION(S):

The division supervisor shall contact the General Services Division of the DOA to notify the proper authority of the lack of posted evacuation routes. Any further action will be determined by the proper authority.

5. Fire Extinguisher Inspection Tags

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

6. Defibrillator

Compliance. There is a defibrillator mounted on the wall in the BPS operations area in the basement of the Statehouse.

7. First Aid Kit

Compliance. There is a First Aid Kit maintained in the operations area in a drawer that is accessible to all personnel.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Area.

Compliance. The BPS Operations Area was secured and organized. Access to the operations area is restricted and prevents unauthorized personnel from entering or occupying the area. The security equipment seemed to be functioning properly. Operations personnel were attentive and responsive to radio traffic and phone calls.

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10. Other

Not Applicable.

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General Information

The Statehouse/Complex Division is housed at the Statehouse Complex located at 1100 Gervais Street in the City of Columbia, in Richland County. The complex houses the Governor's Office, the SC State Legislature, and numerous other state agencies. The division is responsible for maintaining the safety and security of the Statehouse complex, to include securing entrances to the complex garage and screening visitors as they enter the Statehouse. BPS maintains a twenty-four (24) hour presence at the Statehouse and functions primarily out of the BPS Operations Area, located in the basement of the Statehouse. The center houses all the phone lines, radios, door controls, and security cameras for the complex. The division has two (2) interior posts at the Statehouse (Visitor's entrance / Employee entrance). Officers are also posted at the following entrances to the Statehouse complex garage: Assembly Street, Pendleton Street, Senate Street, South Main Street (pedestrian entrance to the garage).

The division has twenty-four (24) sworn and one (1) non-sworn personnel. The division is supervised by one (1) sergeant and six (6) corporals. The division coverage consists of two (2) 12-hour day shift units, two (2) 12-hour night shift units, and (4) units assigned to secure the four garage entrances. Interviews were conducted with eleven (11) officers [Supervisory personnel: seven (7); non-supervisory personnel: four (4)] for a total sampling of forty-four percent (44%) of the total number of officers assigned to the division.

Quality of Management/Supervision/Leadership

The leadership of this division is rated at (3.2) - good. The officers generally expressed appreciation for the way the division supervisor communicates and how all the supervisors are working alongside the officers. While this is perceived as a positive, it can also be a negative. The first-line supervisors do not get the opportunity to supervise their shifts adequately because manpower issues require them to work on posts.

Morale

The overall morale at the division is rated at (2.6) - fair. The main factor for the low morale seems to be manpower issues. Manpower issues affect leave requests and daily flexibility which contributes greatly to this rating. The officers stated that despite the limited manpower available, they work well together to accomplish the mission. They appreciate the fact that the division supervisor will work posts in order to get daily objectives accomplished. Supervisors are approachable and willing to help; however, due to manpower issues and the consistent need to work posts within the division, supervisors are not always available to adequately supervise.

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Communication

Communication in the division is rated at (2.9) - fair. The officers expressed concerns with how daily schedule changes are communicated. Their preliminary schedule will reflect a particular time to report to work and that time might change without adequate notification. The primary method of communication is through email. Officers also advised that supervisors are responsive and communicate in a very respectful manner. Officers expressed concerns in regards to the lack of communication from command staff when it comes to major political issues affecting the agency.

Job Satisfaction

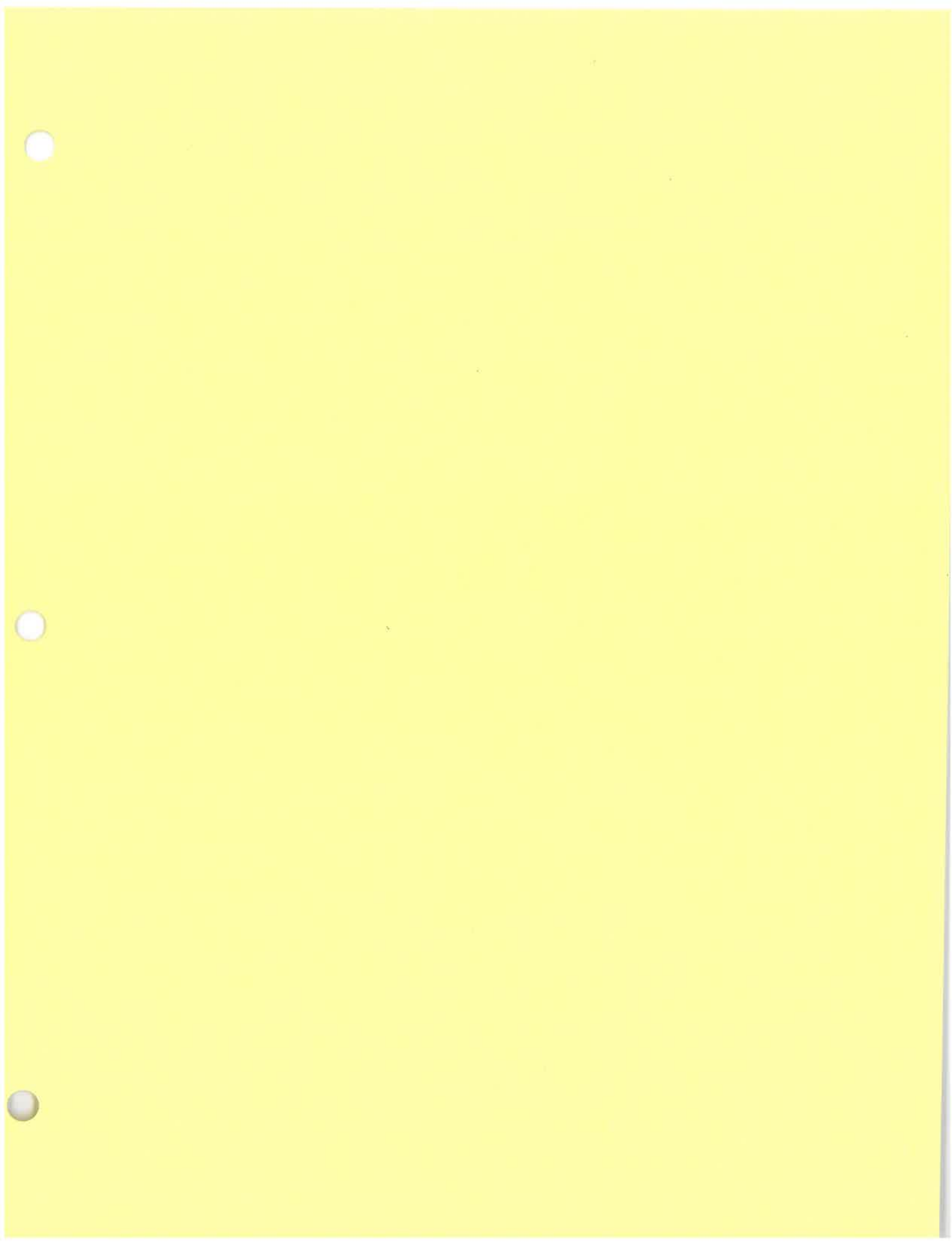
This is the highest rated area for the division at (3.3) - good. The officers feel that their efforts make a difference and contribute to the overall mission of the division and the agency. In general, the officers like their jobs.

Operational Effectiveness

Operational effectiveness is rated at (3.1) - good. The officers feel like they are accomplishing the mission despite the manpower issues. The officers highlight that they have the equipment they need to perform their job duties. The officers state supervisors are willing to do whatever it takes to accomplish the mission. They state that they work well with the other divisions. This is viewed as necessary because of the manpower and staffing demands. Officers would like to receive more scenario-based training related to arrest procedures and emergency situations. Officers expressed concern with the poor service the officers stated they are receiving from the Blythewood Telecommunications Center (TCC). Officers describe situations where they get slow or no response from the TCC. These occurrences are described as not only when signing on and off duty, but when officers are attempting to or taking enforcement action.

Summary / Conclusion

The Statehouse division runs efficiently and accomplishes the BPS mission. The officers that serve this division generally have great attitudes, work well together and know their jobs. The morale is definitely affected by manpower issues; however, overall, the officers are satisfied with their jobs. The inspection process revealed that this division, along with each division of BPS, would benefit from a created and updated forms page, forms protocol, and forms retention schedule.



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Bureau of Protective Services

Judicial Division

December 1, 2015

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Executive Summary

The Staff Inspection of Bureau of Protective Services (BPS) Judicial Division revealed minimum issues that were either not able to be rated as compliant or 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
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- Deviations from operating standards are identified and analyzed.
- Results are consistent with established goals and objectives and whether the operations or programs are performed as planned.
- Procedures are cost efficient.
- Procedures are duplicated.
- Procedures are consistent statewide.

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

- Collision Records/Cash Receipts

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- 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 region. 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 percent (10%) 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 twenty-five percent (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

BPS Judicial Division is located in Columbia, South Carolina. The Judicial Division currently maintains five (5) sworn officers (Sergeant – Officer). There are not any non-sworn personnel assigned to this division.

Introduction

The Staff Inspection was initiated with an Entrance Conference on Monday, October 19, 2015. Attendees included Major J.D. Moore and Captain S.A. Stankus, the Inspector-in-Charge (IC), of the Office of Strategic Services, Accreditation, Policy and Inspections (OSAPI); BPS Chief Zachary Wise; Major J.D. Hancock; Captain A.J. Curtis; Sergeants D.D. Coleman, S. Crosby, J.C. Griffin, and L.R. Walker.

Lieutenants D.G. Brunson and M.P. Calhoun were introduced as the IIPs.

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

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Bureau of Protective Services:

Judicial Division

Interviews and an inspection of the Judicial Division were conducted between October 22, 2015 and November 23, 2015. The division supervisor, Sergeant James Griffin, presented the requested documents and provided explanations for division procedures. Sergeant Griffin provided access to the all the division facilities and personnel, when requested.

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

A: DOCUMENTS AND PROCEDURES

1. Collision Records

There are no TR310 records maintained in this division. If there is a TR310 report completed by a division officer, the TR310 report is approved by the division supervisor and filed at the Statehouse. The report is entered into report beam by a supervisor familiar with the application.

RECOMMENDATION(S):

A protocol for filing and storing TR-310 reports should be established along with a BPS retention schedule.

2. Cash Receipts

Not Applicable.

3. Employee Training Reports

All training records received are forwarded to the BPS Training Coordinator for electronic processing in PowerDMS and forwarded to the Highway Patrol Training Unit for storage. These training records are secured and maintained as personnel files. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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4. Evidence / Property Storage Room / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to DPS Central Evidence Facility (CEF) within the required timetable. No documents are maintained at this division.

5. Evidence Destruction / Documentation

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. Evidence is placed into temporary storage and transported to CEF within the required timetable. The BPS Evidence Custodian is responsible for evidence destruction. No documents are maintained at this division.

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

Not Applicable. BPS has a central evidence temporary drop site located at BPS headquarters. No evidentiary documents are maintained at this division.

7. Secondary Employment Policy Compliance

Secondary employment requests are not maintained in the divisions. The requests are maintained in the personnel files at BPS Headquarters. Officers submit the original form to their supervisor for approval and the supervisor submits the form to the Chief for approval. The original form is filed after it is approved. An annual request is made from headquarters for all secondary employment forms to be resubmitted.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

8. Agency Property Accountability / Inventory Control

Equipment Inventory Reports are completed and sent to the BPS Supply Coordinator for safe keeping. No documents are maintained at this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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9. Purchasing and Procurement Compliance + P-Card

Not Applicable.

10. Telecommunication Centers

Not Applicable.

11. Traffic Summons Book / Bond Money

Compliance. Supervisors conduct monthly line inspections on all uniformed subordinates to include the officer's traffic summons book. BPS Officers are not authorized to take bond money in the field.

12. Ticket Tracking

Not Applicable. Ticket tracking is conducted at the Headquarters Division by personnel in charge of supply. The assigned personnel are responsible for tracking the tickets based on the records obtained from DMV. All officers at BPS are issued ticket book(s) when they are hired. They must maintain custody of the ticket book(s) and submit the ticket book(s), annually, to the BPS supply coordinator, upon request. An inspection of the notebook, utilized by the BPS supply coordinator to maintain a current report from the DMV detailing all tickets currently issued to BPS was reviewed. The supply coordinator compares the DMV list to the ticket book that has been submitted by officers. The supply coordinator maintains the ticket book audits and SCDMV transmittals for a minimum of ten (10) years before the audits are archived.

13. Body Armor Replacement Date

Compliance. The body armor replacement date is notated on the line inspection completed monthly. This inspector observed the replacement date recorded during the line inspection that was completed on Officer Caufield. All uniform officers are required wear body armor with the exception of the Judicial Division officers and supervisors assigned to office duty. Judicial officers and supervisors assigned to office duty must keep their body armor in an outer cover and readily available.

14. Child Custody Procedures

All personnel were informed of the new "Child Custody Transfer" policy on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

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RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

15. Juvenile Procedures

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

16. Juvenile Custodial Release Forms

All personnel were informed of the updated Juvenile Operations Policy 300.19 on August 18, 2014. All forms are to be forwarded to BPS headquarters for filing. No documents are maintained at this division.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS full-time investigator as the point of contact for all forwarding documents.

17. Line Inspections

Not in Compliance. Monthly line inspections have not been conducted on all uniformed personnel assigned to this division. After requesting to review line inspection records for the inspection period, this inspector was informed by the division sergeant that he had not completed the required line inspections since becoming the division supervisor. There were no records from previous division supervisors retained or presented for review.

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Sergeant Griffin was observed conducting a line inspection on Officer D. Caufield. The inspection was thorough and included a check of all issued equipment, ticket book, and his issued vehicle.

RECOMMENDATION(S):

DPS Policy 300.10 IV (A) states that line inspections will be an on-going activity to be conducted as frequently as necessary, but not less than monthly.

The division supervisor shall ensure that supervisors conduct line inspections as frequently as necessary; however, not less than monthly.

18. Safety Checkpoint Documentation (Statistical Data)

Not Applicable. The mission of BPS does not include conducting safety checkpoints.

19. EPMS (Probationary, Annual)

All EPMS forms are stored in the officer's personnel file at BPS Headquarters. Since becoming the division supervisor, no EPMS forms have been required to be completed; therefore, the division supervisor did not have any completed EPMS forms retained to present for inspection. Sergeant Griffin did indicate his intention to keep physical copies of completed EPMS forms completed for 2016 in a personnel file in his office. He plans to maintain this file, indefinitely.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

20. Disciplinary Action Records

Disciplinary action records are maintained on file by the division sergeants; however, there were no current records for the Judicial Division personnel on file. There were no discipline occurrences during the inspection period for this division.

RECOMMENDATION(S):

Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.

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21. Victim / Witness Files – Secure

Not Applicable. No victim/witness documents are maintained within this division. The division supervisor informed this inspector that cases generating victim/witness files are followed-up on by BPS investigators and the BPS victim's advocate. The records related to these contacts are forwarded to BPS headquarters and retained in a secure file.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this document within the department including retention.
2. Designate the BPS Victim's Advocate as the point of contact for all forwarding documents.

22. USE OF FORCE REPORTS (Supervisory Review)

Not Applicable. The division reported no use of force (UOF) occurrences during this inspection period.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all UOF forms.

23. Pursuit Reports (Supervisory Review)

Not Applicable. The division reported no occurrences involving pursuit during this inspection period.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all pursuit reports.

24. Prisoner Transport

Compliance. Officer D. Caufield explained the prisoner transport policy adequately during his line inspection. This included the need to transport juveniles separately and the need to provide beginning and ending mileage when transporting prisoners of the opposite sex.

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25. Legal Process Forms – for service of warrants

Not Applicable. The legal process form is not utilized for BPS legal process incidents. The division sergeant explained that on occasion division officers have to serve warrants for contempt of court, but the process is completed utilizing a court order and a warrant.

26. Subpoena Maintenance

Subpoenas are processed through BPS headquarters by the administrative coordinator. The coordinator sends an electronic copy of the subpoena to the subpoenaed officer and sends the paper copy of the document via inter office mail.

RECOMMENDATION(S):

BPS should implement a tracking system to ensure subpoenas are tracked from the time the subpoena is received until compliance by the subpoenaed personnel.

27. Radar Logs

Not Applicable. BPS officers do not utilize radar.

28. Radar Proficiency Certification/Recertification

Not Applicable. BPS officers do not utilize radar.

29. Records Retention

BPS does not have a current retention schedule that relates to specific forms used within the department. The most current retention schedule was dated 1998.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

30. Wrecker Inspections

Not Applicable.

31. Region Hand Scale Calibration Date

Not Applicable.

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32. Freedom of Information Act (FOIA) Requests

All BPS FOIA requests are directed to the chief. These requests are forwarded to the division supervisors for compliance. All documentation is returned through the chief's office and forwarded to DPS headquarters. Currently, no copies are maintained on file at BPS.

RECOMMENDATION(S):

1. Develop written procedures (with timetables) to ensure the proper flow of this documentation within the department including retention.
2. Assign a liaison within BPS and have all FOIA request flow through the liaison.

33. Miscellaneous Forms / Procedures

Compliance. The BPS Roll Call Sheet and the Daily Duty Roster are not utilized by officers in this division. The Daily Desk Blotter form is used to log all visitors entering the Supreme Court and the Court of Appeals. The form is filed and retained, indefinitely, in the office of the division sergeant. Patrol Property Checklists are not applicable to this division. Judicial officers do not perform property checks. Vehicle Inspection Checklists are not applicable to this division. There are no fleet vehicles assigned to this division.

RECOMMENDATION(S):

Establish a protocol and BPS retention schedule for all forms.

B. FACILITIES

1. General Appearance and Upkeep

Compliance. The division posts are well-maintained, clean and organized. The area is regularly cleaned by Department of Administration (DOA) Division of General Services.

2. Timely Reporting of Needed Maintenance

Compliance. Any needed maintenance of the division posts are reported to David Martin of the DOA. Martin is the point of contact for all issues related to facility repairs or security equipment.

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3. OSHA

Compliance. All OSHA literature and contact information was properly posted in the division sergeant's office in the Supreme Court Building. The posting is accessible to all personnel.

4. Building Evacuation Route – posted

Compliance. There are building evacuation routes posted as necessary.

5. Fire Extinguisher Inspection Tags

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

6. Defibrillator

Compliance. There is a defibrillator mounted on the wall in the division sergeant's office in the Supreme Court Building.

7. First Aid Kit

Compliance. There is a First Aid Kit maintained in the division sergeant's office in the Supreme Court Building.

8. Weight Station Scale Calibration

Not Applicable.

9. BPS Operations Area

Not Applicable.

10. Other

Not Applicable.

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General Information

The Judicial Division is the division of the Bureau of Protective Services (BPS) responsible for the safety and security of the South Carolina (SC) state courts in the vicinity of the Statehouse complex. The division is responsible for the security of three (3) specific locations: The SC State Supreme Court (1231 Gervais St.); The SC Court of Appeals (1015 Sumter Street), and the Administrative Law Court (1205 Pendleton Street). The officers are responsible for screening incoming visitors; as well as, maintaining order within the courtroom when court is in session.

The division is supervised by one (1) sergeant and consists of four (4) officers. The division has one (1) vacancy. The division is operating at eighty-three percent (83%) manpower allocation. Interviews were conducted with four (4) officers [Supervisory personnel: (1); non-supervisory personnel: (3)] for a total sampling of eighty percent (80%) of the total number of officers assigned to the division.

Quality of Management/Supervision/Leadership

The leadership of this division is rated at 3.0 – good. The officers stated that the leadership of this division view issues from the officer's perspective and go out of the way to grant leave requests despite current manpower issues.

Morale

The overall morale within the division is rated at (2.8) - fair. The main factor for the low morale seems to be manpower issues. Manpower issues affect daily flexibility which contributes greatly to this rating. The officers stated that they work well together to accomplish the mission despite the limited manpower. Officers expressed appreciation for the fact that the division supervisor will work posts in order to get daily objectives accomplished.

Communication

Communication in the division is rated at (3.0) – good. The officers advised that communication is primarily accomplished through email. Communication between the officers and the supervisor is open and ongoing. Overall officers are satisfied with the level of communication within the division, but would like to know more information concerning events at the complex (rallies, emergencies, etc.) since the different divisions all work in such close proximity to each other.

Job Satisfaction

The division officers are generally satisfied with their jobs and rated the category at (3.0) - good. Officers noted that the dynamics of the job create positives and negatives related

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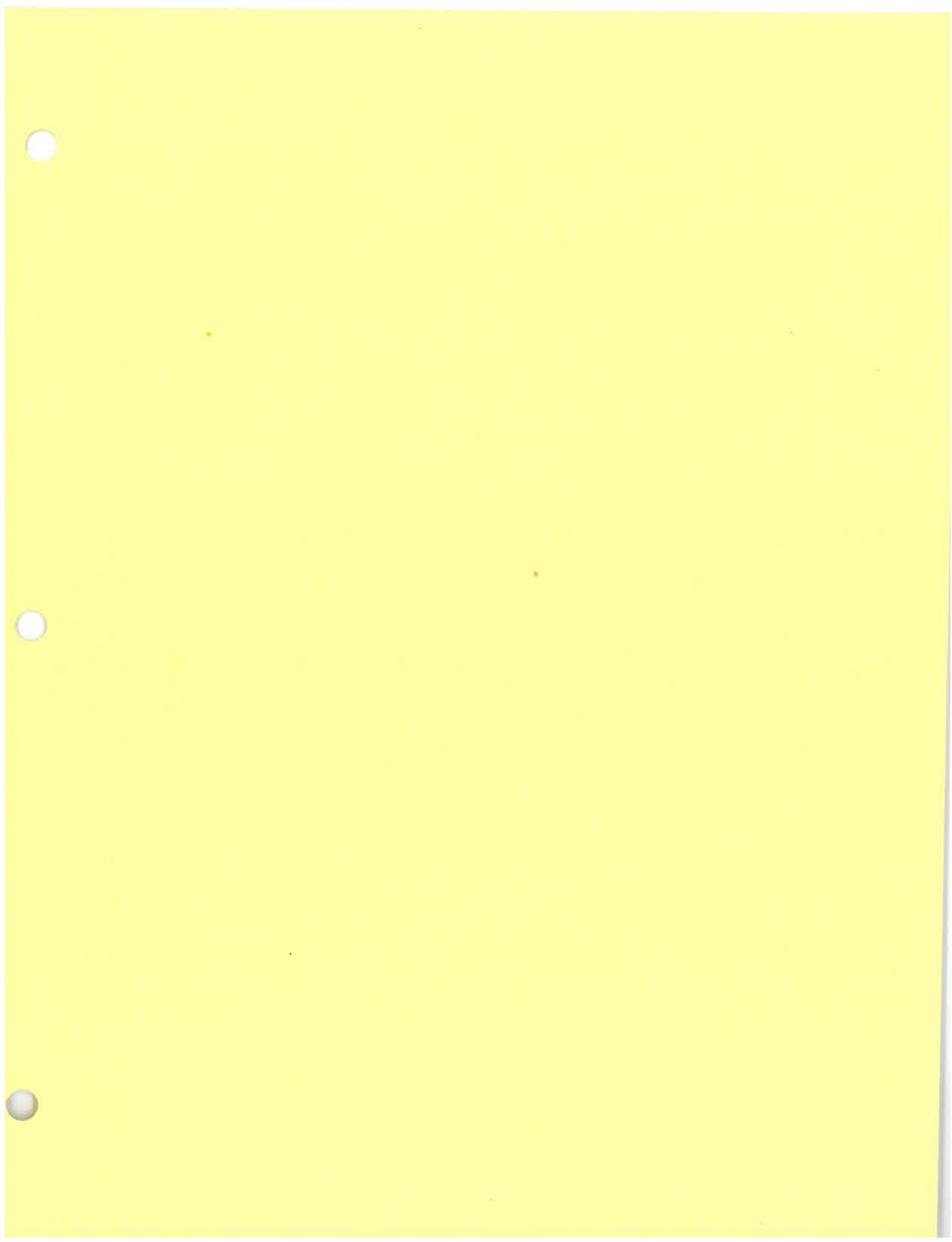
to job satisfaction. The daily job duties are described by officers as basically routine and comment that expectations are communicated to them. Conversely, the daily routine does lead to complacency. Officers expressed the need for more training.

Operational Effectiveness

Operational effectiveness is described as good and rated at (3.3). The officers feel like the mission is being accomplished despite the manpower issues. Officers highlight having the equipment they need to perform their jobs duties. Officers recognize that supervisors are willing to do whatever it takes to accomplish the mission. The division officers feel that they work well with the other divisions within BPS. Officers consider this necessary because of the manpower concerns and the demands to properly staff the divisions.

Summary / Conclusion

The Judicial Division operates efficiently and accomplishes the BPS mission. The officers that serve this division generally have great attitudes, work well together, and know their jobs. The morale is definitely affected by manpower issues; however, the officers express a satisfaction with their jobs. The inspection process revealed that this division, along with each division of BPS, would benefit from a created and updated forms page, forms protocol, and forms retention schedule.



LOCATION: _____ DATE: _____

DEPARTMENT OF PUBLIC SAFETY



ENFORCEMENT DIVISIONS

**STAFF INSPECTIONS CHECKLIST
COVERSHEET**

ENFORCEMENT DIVISIONS INSPECTIONS MODULE

STAFF INSPECTIONS CHECKLIST RATING SYSTEM

KEY TO RATINGS:

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

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

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

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

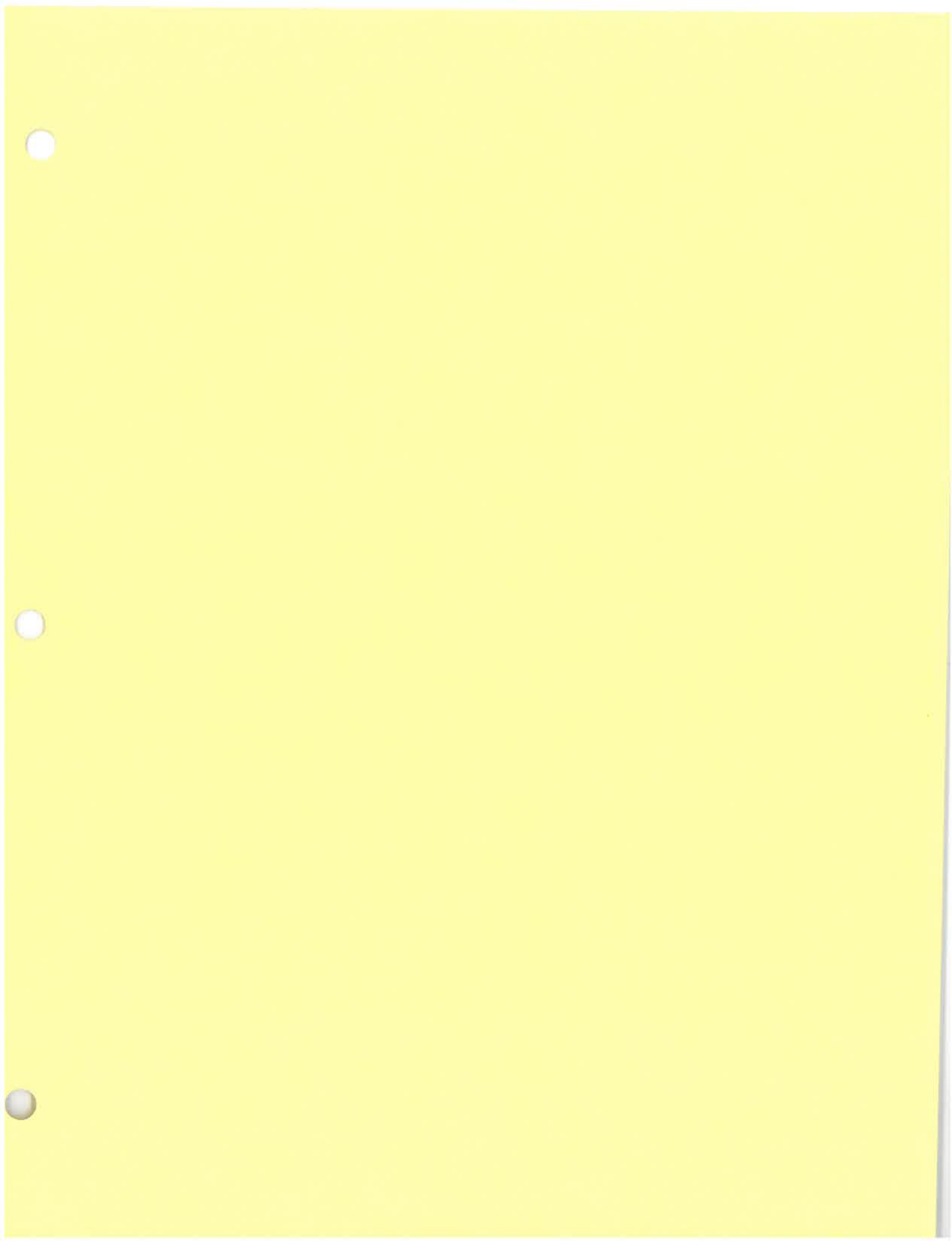
Comments/Remarks: Noted in the "INSPECTIONS CHECKLIST SUMMARY" section. Each comment and/or remark is to be listed by the appropriate checklist letter and number of the item.

Staff Inspection Checklist

Location: _____ Date: _____ Inspector: _____

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

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



Bureau of Protective Services
 Headquarters Division
STAFF INSPECTION
 December 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	1=3	1=3	2=6	4=12
FAIR (2)			2=4	2=4
POOR (1)				
TOTAL	2=7 3.5	2=7 3.5	4=10 2.5	8=24 3.0

MORALE = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	2=6	2=6	3=9	7=21
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL	2=6 3.0	2=6 3.0	4=11 2.8	7=23 2.9

JOB SATISFACTION = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	2=8	2=8	6=24
GOOD (3)			1=3	1=3
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL	2=8 4.0	2=8 4.0	4=13 3.3	8=29 3.6

Bureau of Protective Services
 Headquarters Division
STAFF INSPECTION
 December 2015

OVERALL COMMUNICATION = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	1=3	1=3	3=9	5=15
FAIR (2)			1=2	1=2
POOR (1)				
TOTAL	2=7 3.5	2=7 3.5	4=11 2.8	8=25 3.1

OPERATIONAL EFFECTIVENESS = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)			2=8	2=8
GOOD (3)	2=6	2=6	2=6	6=18
FAIR (2)				
POOR (1)				
TOTAL	2=6 3.0	2=6 3.0	4=14 3.5	8=26 3.2

BPS- Governor's Mansion Division
STAFF INSPECTION
 October-November 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	5=20	1=4		6=24
GOOD (3)	2=6			2=6
FAIR (2)				
POOR (1)				
TOTAL	7=26 3.7	1=4 4		8=30 3.8

MORALE = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8			2=8
GOOD (3)	4=12	1=3		5=15
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	7=22 3.1	1=3 3.0		8=25 3.1

JOB SATISFACTION = 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	7=25 3.6	1=4 4		8=29 3.6

BPS- Governor's Mansion Division
STAFF INSPECTION
October-November 2015

OVERALL COMMUNICATION = 3.5

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	3=9	1=3		4=12
FAIR (2)				
POOR (1)				
TOTAL	7=25 3.6	1=3 3.0		8=28 3.5

OPERATIONAL EFFECTIVENESS = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	3=9			3=9
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	7=25 3.6	1=2 2.0		8=27 3.4

BPS- State Agency Support Division
STAFF INSPECTION
 October-November 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	3=12	1=4		4=16
GOOD (3)	1=3	1=3		2=6
FAIR (2)				
POOR (1)	1=1			1=1
TOTAL	5=16 3.2	2=7 3.5		7=23 3.3

MORALE = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)	4=12	1=3		5=15
FAIR (2)				
POOR (1)	1=1			1=1
TOTAL	5=13 2.6	2=7 3.5		7=20 2.9

JOB SATISFACTION = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16	1=4		5=20
GOOD (3)		1=3		1=3
FAIR (2)				
POOR (1)	1=1			1=1
TOTAL	5=17 3.4	2=7 3.5		7=24 3.4

BPS- State Agency Support Division
STAFF INSPECTION
October-November 2015

OVERALL COMMUNICATION = 3.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	4=16			4=16
GOOD (3)	1=3	2=6		3=9
FAIR (2)				
POOR (1)				
TOTAL	5=19 3.8	2=6 3.0		7=25 3.6

OPERATIONAL EFFECTIVENESS = 3.4

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	2=8	1=4		3=12
GOOD (3)	3=9	1=3		4=12
FAIR (2)				
POOR (1)				
TOTAL	5=17 3.4	2=7 3.5		7=24 3.4

Bureau of Protective Services
 Statehouse Division
STAFF INSPECTION
 December 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.2

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		3=12		3=12
GOOD (3)	4=12	3=9		7=21
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=12 3.0	7=23 3.3		11=35 3.2

MORALE = 2.6

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		1=4		1=4
GOOD (3)	2=6	3=9		5=15
FAIR (2)	2=4	3=6		5=10
POOR (1)				
TOTAL	4=10 2.5	7=19 2.7		11=29 2.6

JOB SATISFACTION = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	2=8		3=12
GOOD (3)	3=9	5=15		8=24
FAIR (2)				
POOR (1)				
TOTAL	4=13 3.3	7=23 3.3		11=36 3.3

Bureau of Protective Services
 Statehouse Division
STAFF INSPECTION
 December 2015

OVERALL COMMUNICATION = 2.9

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)		2=8		2=8
GOOD (3)	2=6	4=12		6=18
FAIR (2)	2=4	1=2		3=6
POOR (1)				
TOTAL	4=10 2.5	7=22 3.1		11=32 2.9

OPERATIONAL EFFECTIVENESS = 3.1

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4	1=4		2=8
GOOD (3)	3=9	5=15		8=24
FAIR (2)		1=2		1=2
POOR (1)				
TOTAL	4=13 3.3	7=21 3.0		11=34 3.1

Bureau of Protective Services
 Judicial Division
STAFF INSPECTION
 December 2015

QUALITY OF MANAGEMENT/SUPERVISION/LEADERSHIP = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	3=9	1=3		4=12
FAIR (2)				
POOR (1)				
TOTAL	3=9 3.0	1=3 3.0		4=12 3.0

MORALE = 2.8

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	2=6	1=3		3=9
FAIR (2)	1=2			1=2
POOR (1)				
TOTAL	3=8 2.7	1=3 3.0		4=11 2.8

JOB SATISFACTION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	3=9	1=3		4=12
FAIR (2)				
POOR (1)				
TOTAL	3=9 3.0	1=3 3.0		4=12 3.0

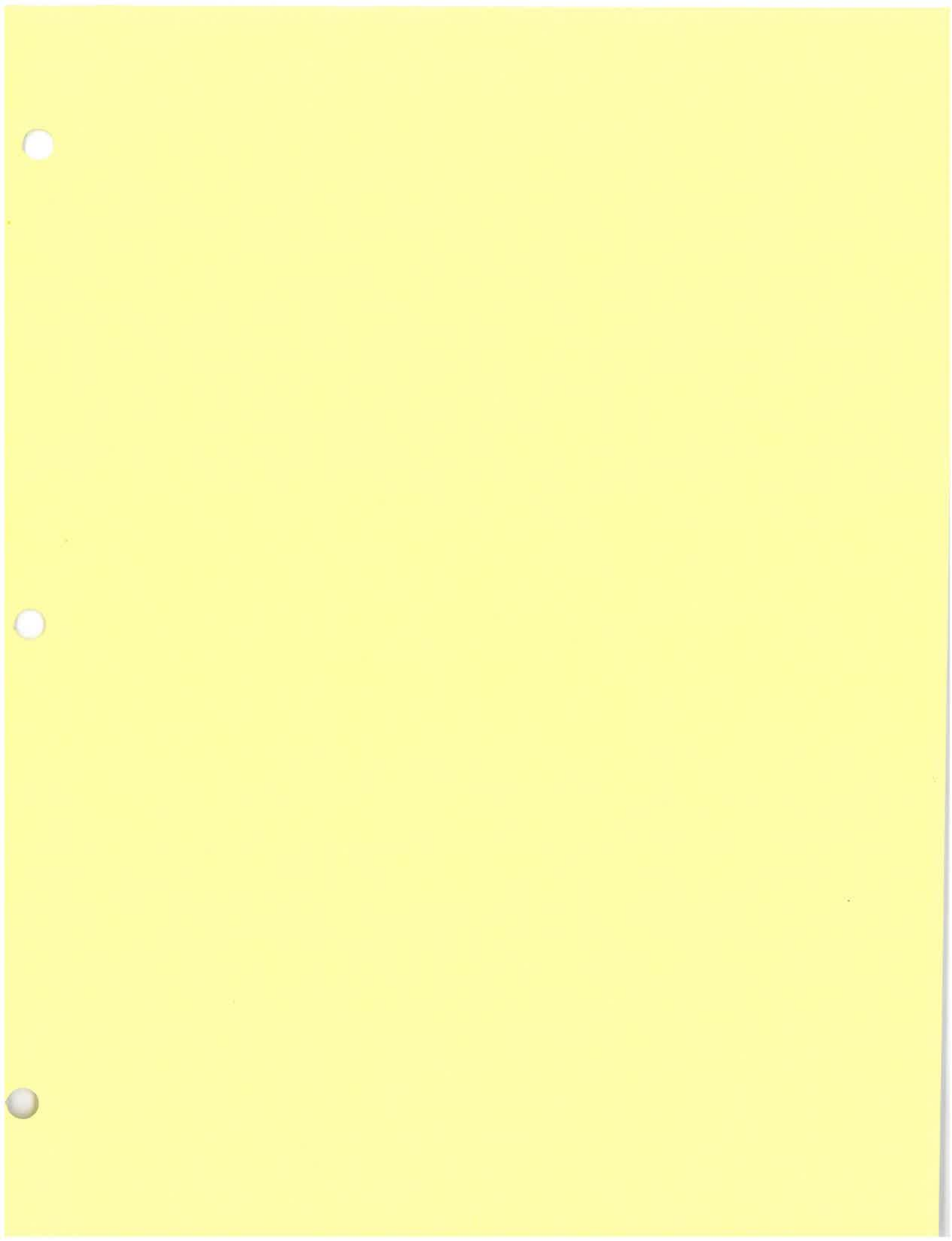
Bureau of Protective Services
 Judicial Division
STAFF INSPECTION
 December 2015

OVERALL COMMUNICATION = 3.0

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)				
GOOD (3)	3=9	1=3		4=12
FAIR (2)				
POOR (1)				
TOTAL	3=9 3.0	1=3 3.0		4=12 3.0

OPERATIONAL EFFECTIVENESS = 3.3

	SWORN NON-SUPERVISORS	SWORN SUPERVISORS	NON-SWORN	TOTAL
EXCELLENT (4)	1=4			1=4
GOOD (3)	2=6	1=3		3=9
FAIR (2)				
POOR (1)				
TOTAL	3=10 3.3	1=3 3.0		4=13 3.3



Staff Inspection Chart

Bureau of Protective Services (BPS)	Quality of Management / Supervision / Leadership	Morale	Job Satisfaction	Overall Communication	Operational Effectiveness
Headquarters	3.0	2.9	3.6	3.1	3.2
Governor's Mansion Division	3.8	3.1	3.6	3.5	3.4
State Agency Support Division	3.3	2.9	3.4	3.6	3.4
Statehouse Division	3.2	2.6	3.3	2.9	3.1
Judicial Division	3.0	2.8	3.0	3.0	3.3

