



The Honorable Nikki R. Haley - Governor  
Chief Mark Keel, South Carolina Law Enforcement Division - Co-chair  
Director Leroy Smith, South Carolina Department of Public Safety - Co-chair

April 22, 2016

Dear Commission Members:

We are pleased to advise you of the next meeting of the South Carolina Commission on the Advancement of Public Safety.

This meeting is scheduled for **Monday, May 16, 2016, at 2:00 p.m.** The meeting will be held at the **S. C. Law Enforcement Division, J. P. Strom Room, 4400 Broad River Road, Columbia, S. C.** We will have a call-in conference phone line available in the event you are unable to attend. Please refer to the attached for call-in instructions. Also, please confirm your attendance plans to Debbie Hamilton at 803-896-9223 or by email [Dhamilton@sled.sc.gov](mailto:Dhamilton@sled.sc.gov).

We will be receiving updates from your respective Committee assignments. In addition, attached please find a copy of the Meeting Minutes from our February 8, 2016, Commission Meeting for your review. Please email any comments or corrections to [BonnieBrooks@SCDPS.GOV](mailto:BonnieBrooks@SCDPS.GOV).

As always, we look very forward to seeing you.

Sincerely,

A blue ink signature of Mark Keel, written in a cursive style.

Mark Keel  
Chief - SC Law Enforcement Division  
PO Box 21398  
Columbia, SC 29221

A blue ink signature of Leroy Smith, written in a cursive style.

Leroy Smith  
Director - SC Department of Public Safety  
PO Box 1993  
Blythewood, SC 29016

C: Honorable Nikki R. Haley

Attachment: CAPS Minutes - February 8, 2016

**Hamilton, Debbie**

---

**From:** Matthews, Sebrena  
**Sent:** Wednesday, April 20, 2016 1:54 PM  
**To:** Hamilton, Debbie  
**Subject:** FW: Conference Confirmation - Sebrena Matthews-SLED

---

**From:** [Meetingservices@cio.sc.gov](mailto:Meetingservices@cio.sc.gov) [<mailto:Meetingservices@cio.sc.gov>]  
**Sent:** Wednesday, April 20, 2016 1:40 PM  
**To:** Matthews, Sebrena  
**Subject:** Conference Confirmation - Sebrena Matthews-SLED



#### CONFIRMATION NOTIFICATION

**Subject:** Confirmation Notification: Conference call successfully reserved

**Attention:** Sebrena Matthews

**Agency:** State Law Enforcement Division - SLED

**Email:** [smatthews@sled.sc.gov](mailto:smatthews@sled.sc.gov)

**Title:** Sebrena Matthews-SLED

**Date:** Mon 05/16/2016

**Starting:** 2:00pm EST+ DST (Eastern)

**Duration:** 150 minutes

**Participants:** 5

**Moderator Code:** (none)

**Conferee Code:** 128774

#### Instructions:

1. Please choose the access number local to you

803-726-9796

864-908-3279

843-737-7035

2. Please follow the voice prompts and, **when asked, enter the Code 128774 followed by the # key.** You will be connected to the conference, if your Code is correct. If you are disconnected for any reason, repeat instructions above.

**Tips to Improve Call Quality**

When you are not speaking, please mute your phone.  
Please use land lines instead of cellular phones when possible.

If you have any problems, please contact the Service Desk at 803-896-0001 option 2 or email us at [servicedesk@admin.sc.gov](mailto:servicedesk@admin.sc.gov) .  
Please reference Conference Number 142528

Act 121 of 2014 (SC Restructuring Act of 2014) abolished the Budget and Control Board. Effective July 1, 2015, the Division of Technology has been transferred to the Department of Administration. Please update your contact information.

During emergency support function (ESF) activations your scheduled call may be cancelled with little or no advanced warning.



The Honorable Nikki R. Haley - Governor  
Chief Mark Keel, South Carolina Law Enforcement Division - Co-chair  
Director Leroy Smith, South Carolina Department of Public Safety - Co-chair

---

## COMMISSION ON ADVANCEMENT OF PUBLIC SAFETY

### MEETING MINUTES FEBRUARY 8, 2016 2:00 p.m.

A meeting of the Commission on Advancement of Public Safety was held at the S. C. Department of Public Safety, 10311 Wilson Boulevard, Blythewood, S.C. on Monday, February 8, 2016.

Co-Chairman Director Leroy Smith called the meeting to order at 2:00 p.m.

#### **Members Present:**

Chief Mark A. Keel - State Law Enforcement Division (SLED)  
Director Leroy Smith - S. C. Department of Public Safety (DPS)  
Director Jerry Adger - S. C. Probation, Parole and Pardon (SCPPP)  
Chief Terrence Green – Lexington Police Department  
Sheriff Lee Foster - Newberry County Sheriff's Office  
Director Hubert Harrell - S. C. Criminal Justice Academy (SCCJA)  
Sheriff Steve Loftis - Greenville County Sheriff's Office  
Chief Greg Mullen - Charleston Police Department  
Chief Saundra Rhodes - Horry County Police Department  
(Retired) Chief Robert Stewart - S. C. Law Enforcement Division

#### **Member(s) Absent:**

#### **Special Guest Speakers:**

Rev. Eric Skidmore – SC Law Enforcement Assistance Program (SCLEAP)  
Dr. Gregg Dwyer – MUSC  
Dep. Director Mike Lanier - SCCJA

#### **Guest Attendee(s):**

Ryan Alphin, - SC Law Enforcement Officers Association  
Dr. Ed Harmon – SC Department of Public Safety, OHSJP  
Cindy Konduros  
Annie Konduros

---

\*Public Notice of the meeting of the Commission on Advancement of Public Safety was posted at SCDPS Headquarters twenty-four hours prior to the meeting as required by state law.



Co-Chair Director Smith welcomed everyone to the second meeting of the Commission on Advancement of Public Safety and requested that members introduce themselves. Director Smith referenced the Minutes that were created as a result of the first inaugural meeting on September 29, 2015. Director Smith asked the members if everyone had a chance to review them. There being no concerns or changes, the meeting Minutes were adopted.

## **OLD BUSINESS**

Director Smith asked members if there were any questions at this point or old business to consider. Chief Green stated he took notice that Sub-Committees were created with appointments being made to those during the September 29, 2015 meeting. He was unable to attend the first meeting, but expressed an interest in serving in some capacity (Chief Keel briefly discussed how the committee assignments were made and offered any for Chief Green's consideration). Chief Green asked to serve on the Wellness Committee. Chief Green was assigned to the Wellness Committee.

## **GENERAL DISCUSSION**

### **Director Smith – DPS**

The Governor's Executive Order tasked the CAPS to provide an "Interim Report" to the Governor by December 31, 2015; however, due to the 1000 year flood this has pushed us behind. We are looking at a new date in terms of providing the Governor's Office with the Interim Report. Does anyone have any thoughts or concerns in terms of selecting a new target date?

### **Chief Mark Keel - SLED**

After this meeting we will look at the minutes from the first meeting, the studies that have been done, take the minutes from this meeting, and then make an updated report of information we have up to this point. We want this to be a meaningful report. This is not something that we are going to do in six months. After we get the minutes from today's meeting, the Co-Chairs will get together and formulate an Interim Report so that the Governor will know what we've done/accomplished to this point. Do members have any comment/suggestions?

### **Director Smith – SCDPS**

I have asked Dr. Ed Harmon, SCDPS, Office of Highway Safety and Justice Programs, to assist us in the process of formulating our report(s). Director Smith introduced guest speaker Dr. Reverend Eric Skidmore, SCLEAP.

### **Dr. Reverend Eric Skidmore – SCLEAP**

SCLEAP is a partnership between SLED, DNR, DPS, PPP, and as of May 2015, the Adjutant General's Office. Was invited by Chief over 19 years ago to do this, and have been doing it ever since. This presentation will focus on Wellness (referring to attachments). Wellness is a broad collection of areas that are important in the life of a police officer. Will focus mainly on the critical incident part of wellness, but there are other areas of wellness that we address in our overall program.

First category is training. SCCJA is the starting point with officer training in areas of impact or critical incidents, normal reactions to abnormal events. Further training happens through In-Service, by agencies, as they come for advanced training. Sheriff Loftis has an internal Peer Team. Chief Mullens has internal Peer Team members that do the same thing. Page one refers to the kind of training that's offered through SCLEAP. A series of courses are made available to the Peer Support Teams in the state along with Post Critical Incident and Post Deployment Seminars. When a critical incident happens (in terms of wellness) there are a variety of tools in the tool box that we can use: One on one Peer Support, working with officers before they go home at the end of that shift; Crisis Management Briefings (a town hall style meeting) is used immediately after a critical incident (gave examples, one being the killing in Charleston which brought together 100-150 officers that were directly impacted). Also, there is the two-hour Critical Stress Debriefing which is the most commonly recognized intervention the Peer Team provides in our search for wellness (includes a follow-up by members of the Peer Team). Referrals to mental health professionals could follow. Referrals for additional help can come under their own esteem, sometimes the Line Supervisor, sometimes it's the Chief or Sheriff. Local Chaplaincy programs, agency Peer Teams, and many larger departments around the State have internal Peer Teams. SCLEAP trains most.

Having tremendous success with PCIS within the state and across our borders. Fill up remarkably fast and have a waiting list for February. February class includes folks from across our state, a trooper from Missouri, Kentucky officers, and the Ohio State Highway Patrol. Some are hurt and some official observers. Have not sent out notice for July class yet, but already have pre-registration list started. If classes fill up, options are: put them on waiting list; refer them to next PCIS; or send them to another state. PCIS has expanded and now is in service in six States: Virginia; North Carolina; South Carolina; Georgia; Texas; and Oklahoma. Hoping Connecticut State Police, Missouri Highway Patrol, and the Kentucky CJA folks will launch very soon. Introduction of Dr. Dwyer to say a word about a couple of new initiatives: Check-In and Stress Inoculation.

#### **Dr. Gregg Dwyer- MUSC**

Inoculation Training is done for crime scene folks (gave examples). Is very much like getting inoculation to keep from catching some kind of an illness. We tell them at PCIS “Your mind is in your brain, which is in your body – it’s all one package deal.” No way to separate it. You have to keep all of it healthy. If any one component isn’t, it’s going to impact the others. Inoculation is for folks going to go into crime scene work. We talk about stressors they are likely to see in that line of work and ways to try to prevent from being impacted on it and if they are unable to prevent something, how to manage that. Second initiative is the Check-In Program. This is after they are on the job. Set up so everybody who does that kind of work has a Peer who has done crime scene work for a few decades so he has the experience on the job doing it, but has also been through this Peer training you just heard about. What goes on in conversation is just between the people in the room unless there’s some danger involved. It’s an education piece for them and also a chance to share what may already be impacting them and they wouldn’t reach out otherwise. Make sure everybody goes. Both initiatives have a preventative component and a management component, which is based on science. Based on what is known about stress reactions, about how to prevent them and how to manage them. Unless agency makes it mandatory to go talk with somebody, they are going to say they are fine. If we make it for everybody, there’s no stigma involved. Everybody goes and gets the service.

#### **Dr. Reverend Eric Skidmore – SCLEAP**

There are a couple of other new programs emerging. Discussed the Memorandum of Understanding with the National Guard to conduct Post Deployment Seminars, a three day program similar to that of PCIS. There have been fifteen seminars offered thus far and from attendee feedback - the seminar is highly successful. That’s important for this group to know because of the high rate of South Carolina sworn officers deployed since 2001. Continue to have folks attending PCIS due to some personal, horrible tragedy (i.e. they lost their children in a car wreck; their children were murdered; their loved one committed suicide). Those experiences are different from the officer who was in a chase or in the fatal shooting on the job, so, with the help of others, they have created a Pilot program called Sudden Traumatic Loss Seminar. We have ongoing efforts to create an intensive Public Safety Chaplaincy Training program in partnership with the Lutheran Seminar. Seminar will be 18 months long, to be held on Fridays and Saturdays, once a month (more details to follow). Reverend Skidmore highlighted the power point presentation that he uses when teaching about law enforcement suicide. Through his perspective, the PCIS is very successful and there is a lot of evidence that points in that direction. They have waiting lists to attend. There is overflow in the program. Not enough capacity to do everything that they want to do within the field of mental health, treating the impact of law enforcement trauma. This is a specialty area because you have to understand the culture that the officers come from. Run into this all the time. Not only do you have to understand the culture in our state, the resources are focused in the urban and suburban areas (Greenville, Charleston, Rock Hill, Aiken, Augusta, and Columbia). If you are in Marlboro County, Jasper, or Marion, you are not very close to any of these resources. Exposure to critical incidents can produce a full range of struggles for officers in terms of wellness such as marriage issues, family issues, alcohol abuse, prescription medicine problems, relationship issues, and anger management issues. Concerns are great, especially in lieu of the huge amount of deployment to the warzone and the needs that will be produced. There’s not much funding that exists for mental health professionals to move forward and move toward a higher level of skill for the treatment of police officers. It is a very particular sub-culture. Mental health professionals usually practice in a traditional office environment. What we have been doing is asking for a lot of help from a lot of people. The problem is you just can’t keep asking people to volunteer to do this. You eventually must find a new solution. I’d like to ask Dr. Dwyer to chime in as a mental health professional.



**Dr. Dwyer – MUSC**

Unless the professional happens to be in a training program that has some affiliation with public safety, they are not getting the specialized training needed to work with that population. Example: Person goes to see mental health professional that uses tools they got when they went through training. His recommendation to patient is... hey, the next time you are feeling stressed on the job, why don't you just take a break or the next time your supervisor wants you to take on an additional task, why don't you just say, I'll pass on this one. That's not an option for folks in this line of work. They can't do either one of those things. Or they go see a physician and he/she is given a prescription to help with anxiety. It says on the bottle "Do not operate heavy machinery ". That means -- they shouldn't be driving a car, or driving at a high rate of speed, or even have a firearm. They must be able to see somebody who understands the nature of the job and what the options are. We must have a list of providers who have the mental health training, but also who know how to work with folks that are facing the kind of things employee's face that lead them to go seek that kind of help. It's a small list.

**Dr. Reverend Eric Skidmore – SCLEAP**

In the interest of PCIS and PTSD events, we are searching for creative solutions, and cost effective treatment for police officers impacted by critical incidents (in addition to what the Peer Team does). There is no cookie cutter approach. Might be right after the critical incident, or it may be a number of sessions or it could be ongoing. Other thinking is having a cadre of mental health professionals that work for law enforcement in the State connected to MUSC and SCLEAP (we could keep them very busy). Cindy Kondurous and I have talked about negotiating with the insurance companies to better meet our needs. Currently working with Director Harrell and Mike Lanier, as result of recent suicide at the Academy, regarding the creation of a support group of survivors of law enforcement suicides. Some survivors have expressed dissatisfaction with how they were treated by police officers after the suicide of their loved one. Other possible groups are anger management, and divorce recovery. Have had lengthy discussions with Dr. Dwyer about a model already in place in the Veteran's Administration (VA) for dealing with the rural elements of our State i.e. "tele-medicine" method. Example: You might have a doctor in Charleston or a doctor in Greenville sitting at a desktop, and then you have an officer in Oconee on an IPAD that's talking to with the doctor in real-time. That's not my number one best solution, but it is a solution. The VA has had some success with it. Rev. Skidmore asked if there were any questions.

**Director Smith – SCDPS**

Thank you for the presentation. Director Smith read the Mission of the Governor's Executive Order with respect to what Rev. Skidmore and Dr. Dwyer have presented to the Commission members. Asked members how we can apply the presentation message and activities to the Governor's Executive Order, utilizing a state-wide strategy, with best practices for law enforcement officers across the state?

**Chief Sandra Rhodes – Horry County PD**

When looking at the overall wellness of an officer and issues, the focus seems to be mostly post critical. Stress can accumulate over time due to dealing with stressful calls or dealing with other people problems period. Sometimes that leads up to some of the issues we have in law enforcement when officers lose their temper or do things they wouldn't typically do. We should also be interested in something that the employees can reach out into i.e. EAP programs, but also keep in mind that the EAP might not meet the special needs of the law enforcement issues, referring back to what Dr. Dwyer explained earlier.

**Chief Keel – SLED**

Regarding the SCLEAP and the entire program, we, as CEO's, are not experienced enough. We don't have the tools at our disposal to do what Eric and Dr. Dwyer are doing. As Chief of SLED, I am more than happy to call Eric when I have one of these issues because I don't know how to deal with it. We need their expertise and help to figure out the right direction and/or what path to take in any given situation. Even though PCIS fills up every time, I don't think everybody knows that they can reach out to SCLEAP. Often times I make calls on behalf of other agencies. We are lacking in the ability to get all our folks in to the Post Critical Incident Seminars in a timely fashion. SLED has huge need and has actually started financing at least one yearly. Huge need among law enforcement for this service and it's the only way we are getting it. Officer's lives are saved in these Post Critical Incident Seminars (Eric probably saves more lives than anybody else). Whether it's substance abuse, suicide, CDV, whatever it may be, Eric is able to do more about those cases that help the wellness of officers and provide those officers a way out, a pathway that helps them get back on their feet. None of us have that expertise in our agencies to do it. We should focus on the new program, Sudden Traumatic Loss. It comes down to funding. We

need to place emphasis on recommendation for funding these opportunities to where more officers can get help and get help in a timely manner.

#### **Director Smith – SCDPS**

It's assumed that every agency has an employee assistance program (EAP). Perhaps focus can be made on some type of employee assistance program, peer assessment group. Ultimate goal is to have folks, knowledgeable in those areas to make the recommendation to the PCIS/SCLEAP to get those types of programs. Can we provide a vehicle to them to get to that point? Vehicle could be some kind of employee assistance program coming out of this recommendation with respect to stress awareness or stress counseling something along those lines. Try to build on the SCLEAP at the local agency level, but provide a means for them to get to your shop. They may not have the expertise to do it, but can we implant certain things whether it's the EAP or peer group? Just something to get them to that point.

#### **Chief Keel – SLED**

Referring back to what Chief Rhodes said, some officers have been out there a long time and may be not involved in what we consider a critical incident, but yet are routinely doing bad things. Over a long period of time it just builds up. They may not be the traditional candidate for PCIS as we think about it, but they may be. We just don't know it because kind of the thing that puts them in that category is that critical incident. Having some type training that could be done during annual re-training could at least jog their thoughts and consider they might need help.

#### **Chief Rhodes – Horry County PD**

Looking at Use of Force Reports is one measure we use in identifying red flags for problem officers. Agencies may have something in place already to help identify the red flags to identify officers that may be having problems. Could they be potential liability i.e. losing their tempers etc.

#### **Director Smith – SCDPS**

Many agencies (including DPS) have the Early Warning System where if you are involved in a collision or you have 3 or more sustained complaints within a one year period, those are early warning signs of some type of stress related problems. That is another avenue we could explore.

#### **(Retired) Chief Stewart – SLED**

Have been working with Cindy Kondurous legislatively on the Post Traumatic Stress Disorder. Has not been easy task. There is resistance and/or lack of understanding as to why law enforcement should have consideration under insurance and/or worker's compensation. Having some success recently, with the help of Eric. Some Legislators have not understood how PTSD affects law enforcement. There does seem to be understanding that under federal law, insurance now has to cover treatment (a certain amount of treatment of PTSD), but what they don't understand is the additional hardship of trying to meet deductibles, and then the additional co-pays etc. Getting the help seems out of reach. The costs add up. Most officers are just trying to make ends meet, such as the rural officer worried about feeding a baby, buying diapers, and other basic costs of living. Having to pay a thirty or forty dollar co-payment is an additional burden/stressor – and that's a problem. One possibility we've discussed is the concept of having funds made available to Eric for the purpose of assisting those unable to afford getting help. Eric could identify those individuals who can't really afford to get help, and as long as it's a legitimate case, give them funds for assistance. There is movement in the legislature concerning pre-employment/psychological evaluations. This used to be done through the SCCJA, but funding is no longer available (Chief Keel stated all are in favor of this type evaluation). There is some talk, but it's been a difficult chore to get things moving on this. First steps should be having some funds go into Eric's program to help those in need who can least afford it.

#### **Director Adger - SCPPP**

Whatever we recommend – there is going to be some economic impact. When we get into some of our hiring practices, in particular the quality issues, money drives it. Can't afford to do what we need to do. We need to have Sheriff's and Chief's involved in this so that they know about it because it's going to have a price tag. Our recommendations should include: What is this going to cost the state and how do we fund it?



**(Retired) Chief Stewart – SLED**

Point should be made - look at the money it saves. Would you rather have that option to get some help and come back to work or to go, if eligible, on disability (not workers comp, but disability retirement). Let's save them and keep them working.

**Sheriff Loftis – Greenville County SO**

One thing that works well for us, and goes over and above in critical incident situations, is that we have retained a psychologist that specializes in stress related matters for our homicide investigators, child victim's unit people, sex crimes investigators, you know these are the people that see absolutely the worst every single day, on a yearly basis. I pick up the first bill. If it's going to be something that's long and drawn out then we've got good insurance in Greenville County which pretty much covers the rest of it. I have been through 5 PCIS seminars as a Peer Counselor. We are living in the dark ages in South Carolina. Gave example of the testimony of a wife concerning statements a Chief made saying "your husband has been shot and they are on their way to the ER and we don't know if he is going to die or not" and then hangs-up. What's wrong with that picture? That's scary. As a result of hearing that, my department is looking at improving our procedures when we have an officer involved shooting. The biggest thing is the lack of education about the SCLEAP. Sheriff Loftis briefly described the three day process/agenda to the CAPS members. The more people that get involved in it, the more expensive it's going to be. The need is great. You could run at least one monthly. We are way behind the times in getting this information out to everybody. By day 3 of the seminar you see, in 99% of the cases, a changed individual. You will see a smile on their face, no more tears – like they went through a car wash and everything that was in their mind got wiped out because they talked about it and they are ready to go and return to a normal life.

**(Retired) Chief Stewart – SLED**

Could we utilize Sheriffs and Chiefs Associations to have information for the CEO's to make them aware of it?

**Sheriff Loftis – Greenville County SO**

We have this with the Sheriffs Association.

**Chief Mullen – Charleston PD**

Need to bring attention to a large area of concern that deals with Physical Health, Nutrition, and Financials. We need to consider these areas which have huge potential to create stress among the thousands of law enforcement officers who never find themselves involved in a shooting or other things. For a lot of people this is what creates the collective issues that pushes them over the edge into a lot of times that critical incident. Can we provide some education, training, or awareness to the officer about physical wellness, nutrition? There's a lot of stuff that goes on before the critical incident ever happens that if we can mitigate some of that pressure then we might be able to prevent some of these critical incidents. Additionally, we need to look broader than just the downstream stuff. Need to look at what is happening upstream that we can be doing to help our officer before they ever reach that point. Consider something through the Academy – creative curriculum that can get pushed out to departments etc. (could be done at reasonable cost). May not have a whole lot to do with critical incidents, but has a lot to do with mitigating critical incidents.

**Chief Keel – SLED**

Agreed. Law enforcement is not the most profitable profession. We have all seen officers get over extended and ultimately this causes them to do things that they would otherwise not do simply because they get in over their head and they don't know how to get out of it. I'm sure Eric and Dr. Dwyer have dealt with some of those folks. Sometimes it ends up leading to suicide or substance abuse. This is an issue we need to look at when we look at this whole wellness thing.

**Director Smith – SCDPS**

Great comments. I'd like to recap discussion thus far on the wellness area: We talked about the EAP to promote stress awareness/counseling; the Peer Team training at that lower level; the Early Warning System; SCLEAP whether its PCIS or the Sudden Traumatic Loss seminar; the Post Traumatic Stress Disorder ; the mental health counseling and evaluation that Sheriff Loftis mentioned earlier; officer involved shootings which we know could create a need for some type of mental health counseling or mental health evaluations; and other areas like physical awareness, financial problems, or nutrition, as we know that those things could lead to other problems such as suicide, substance abuse, marital problems etc. I think this is really a good start in terms of trying to come

up with solutions/best practice recommendations on the wellness topic. Before we move to the next topic, does anyone wish to add any comments or thoughts or are there any other issues we want to touch on?

**Sheriff Loftis – Greenville County SO**

I know that EAP is included in National State Accreditation. Is it also included in State Accreditation?

**Chief Keel – SLED**

I do not believe so (Early Warning System and EAP go hand in hand). There are a lot more agencies that have State Accreditation. Offering this as a suggestion about one way to include EAP and Early Warning System in State Accreditation; however, you would have to have more people that are interested in this).

**Director Harrell - SCCJA**

As leaders in the law enforcement profession, I think it is really important that we help to remove the stigma of asking for help. Young people don't want to ask – they don't want to tell you that they are having a problem. It's a tough profession, people are going to see and do things that they don't want to take home and share with their families and they certainly, if it disturbs them, don't want to share with their mates out there on the road, so I think we should try to find a way to remove that stigma. We are human beings and it does affect us (relayed story about officer hanging all his belongings on the tree). We lose track of the fact when we see these guys at roll call or when we happen up on them that they have families, too, and that they have problems, and it's compounded by the problems of other people. We hire from within our environment. It's not easy, we put requirements to get people in here and if we are going to put those requirements on them, somebody needs to start paying them better. SCLEAP is probably one of the most beneficial and humane things we can do for our officers.

**Chief Green – Lexington PD**

Question for Rev Skidmore: Do you work well with the S.C. Chaplaincy Program, Law Enforcement Chaplains?

**Dr. Reverend Eric Skidmore – SCLEAP**

The State Chaplaincy program has revolved over time. There is a need to re-create some of that on a statewide level.

**Chief Green – Lexington PD**

Asked Rev. Skidmore about a large chaplaincy program that came to Columbia recently - What organization was that?

**Dr. Reverend Eric Skidmore – SCLEAP**

That was the IACP Chaplains Conference.

**Chief Green – Lexington PD**

There are a lot of law enforcement/military chaplains. I see a great need. Officers aren't going to come to the boss and say I'm crazy or say I'm sick, because as we know, they think they will be taken off the road if they admit to this.

**Dr. Reverend Eric Skidmore – SCLEAP**

New initiative is the Public Safety Chaplaincy Program. The training for Public Safety Chaplains is like this -- you've got some guys like Dr. Dwyer who has a Masters. You have others who are just barely trained (for whatever reason, they are in that role as chaplains). We are hoping for a much higher level of training and professionalism among the group. This is what I'm working on.

**Director Smith – SCDPS**

Introduced Deputy Director Mike Lanier w/SCCJA for presentation on Training.

**Dep. Director Lanier - SCCJA**

Training - Academy functioning at twelve weeks of Basic Training. Based on a task analysis study, could probably do sixteen weeks. Due to constraints, one being "turnover", we are unable to pursue it at this time. Currently they bring in 70 officers for each class. Should be sixty, but now seventy due to wait time. Have four (4) basic law classes on the ground continuously, compounded by Basic Jail Class (3 weeks) and Tactical Communications Officer Class (2 weeks), and we continue to function the Advanced Training classes. It takes



quite a bit of manpower to support – have only 43 trainers at Academy. Also have space limitations. Current wait time is about seven months for entry into Basic Training program. Taking into consideration there are only 365 days in a year, time and space become critical elements. With high turnover, people retiring, whatever it might be, we do not see the wait time going down. Budget situation compounds our problem (updated the members on the SCCJA current budget situation and highlighted the immediate concerns about fines and fees monies, and the \$5.00 surcharge money). Collection levels are seriously low. The way the Academy is being funded is not adequate. Will not reach anywhere near the allocated budget for this year, and have not met their allocated budget for the past five years. Don't know where the floor is with the serious budget issues. We are doing our best to accommodate training needs. We have made some changes and alterations as best we can to accommodate training needs. Have already been changing and altering the training placing more emphases on areas where concerns are expressed i.e. de-complexion training, this type of thing. Have earmarked places in the "Practical" problems area focusing our initiatives on areas to make sure officers leave having understanding on how their words have power etc. We need to spend more time with them on those areas. In addition, students who have grown up in the electronic society don't know how to communicate. We are trying to check that block as best we can. Reinforcement of our training must occur when they return to home agency. The agency has a level of responsibility here in assuring these guys are doing what they were taught to do at the Academy through their field training officer programs and through the way they are supervised by their first line supervisors and even mid-level management. It is a holistic approach that has to be taken if we are going to have the desired results from the training.

**Director Smith – SCDPS**

We can look at ways to have "Train the Trainer" type classes instead of taxing the Academy in certain areas where we can do that and then farm that out to various agencies in the field.

**Dep. Director Lanier - SCCJA**

We tried that with the Officer Survival Schools. Went full force for about 3 months and then it went belly-up. Agencies must be able and willing to sustain it. Other flashier things come along that draws their attention in another direction, and then it falls off the table. The Academy certifies, agencies hire, and agencies commission. Because of the Academy's responsibility to certify we have to ensure they get everything they need. We have kicked around the idea of an in-service component. It might be an ideal solution to use people that are trainers already, bring them in again, make the effort to ensure they are doing the right thing and then push them back out as a force multiplier to continue the in-service training in the field. Another possibility is the use of a "Mobile Training Team." Much like the military, the team would go around and set up in regions. They would facilitate the hard skills type training as well as oversee some of the soft skills training. They could develop report card feedback and on the spot corrections to bring the officer back into compliance.

**Director Smith – SCDPS**

This will be a good segway into what Chief Mullens is going to talk about. Chief Mullens has done a survey on training (one of our topics). I don't know the results. There may be situations where his survey may yield to more taxing the Academy in terms of Basic Training or may be taxing the Academy more in terms of annual In-Service training or our mandatory retraining.

**Dep. Director Lanier - SCCJA**

You are looking at 40 hours every three years. Mobile training teams would have to be cyclical and there would be constant rotation throughout the state to ensure that they would hit all those individuals coming up for re-certification. This would be using a three year cycle. There are states that require it every 5 years. Pushing it out to every 5 years would make it a lot easier and more manageable to re-certify people.

**Director Smith – SCDPS**

Every four years in Florida. What are our thoughts about pushing that issue of going from three to four or five year training cycle? That could help the Academy (budget and training time etc).

**Dep. Director Lanier - SCCJA**

When looking at officers that have had problems (the ones that have made mistakes), it's not the kids that are fresh out of the Academy. It is the guys that have been on the streets for 5 plus years. The further they get removed from the base, the more bad habits they begin to develop.



**Director Smith – SCDPS**

Again, what are our comments on maybe trying to go from a three to a four, or five year cycle?

**Director Adger - SCPPP**

I would like to know if the states that are 5 years and something does happen, do they hold up alright from a liability standpoint or do they have issues with the fact that they only require five years?

**Chief Keel – SLED**

The only thing I'd ask is how does that correlate with the number of weeks in their Basic?

**Dep. Director Lanier - SCCJA**

Their Basic is much longer.

**Director Smith – SCDPS**

On the four or five years, your high liability areas are: driving; use of force; firearms. Those are annually so you got to get those high liability areas in. The other things we require, you can kind of relax those, but your high liability areas that are going to get our folks in trouble are the things that are going to keep our officers safe, those are done annually. So, you are not going to lose anything on that end.

**(Retired) Chief Stewart – SLED**

In regards to the task we've been given by the Governor, these efforts will cost money, of course, for the Academy. They can do whatever they've got to the money to do. As Cindy and I have discussed, now is the primetime to present to the Legislature. Not sure how much we can accomplish in one year, but over the next 2 years, should law enforcement continue to be in the spotlight and demand for more training etc be on the table, the Legislature may begin to fully understand, it's not just passing another law – it has a price tag. It is important that we have a show of support from the Sheriffs' Association, the SCLEOA, Chiefs etc. Need to have a budget plan and having these associations come together and fight for these needs. Emphasize it isn't just a community benefit, it's an employee benefit - for their lives and their well-being - that they have good training opportunities. Right now, we are saying we need more community relations training -- we had the King Center training at the Academy years ago. We need to pursue more of this to address the perceived problems out there today. The Academy might benefit from this.

**Chief Keel - SLED**

Because of all the scrutiny law enforcement is currently under, I don't think officers are writing as many tickets right now. We've got to get away from funding the Academy with fines and fees. The Academy needs to be able to budget. They need to be able to hire experienced law enforcement trainers (20 years or more experience), nothing against current staff, but people that have 5 years of experience are trying to train folks their same age. Discussion has been had on financing the Academy through a line-item in the Budget (Chief Keel gave a report on the budget situation that is currently occurring with the Academy as a result of the October flood event). Ticket writing was way down in October, November, and December because all were on flood duty. This has had a detrimental impact on the Academy funding. The Academy cannot sustain this impact. Also, if the \$5.00 surcharge goes away to sunset this year - \$1.8 million dollars – we (Academy) are done. Agrees with Chief Stewart that when we get that hearing set up, we need to have Chiefs, Sheriff's, FOP, SCLEOA attend and show support. We need to have everybody there to speak and let Rep. Pitts and the rest of his committee hear not just from the Academy, but from the rest of us. You know how it is, the thought is sometimes we are just crying wolf, its state government, but hopefully if we get everybody to the table, they will understand. To maintain what we are doing now, we are going to have to go and ask to run a deficit. That's the only thing we are going to be able to do. We have no other choice.

**Dep. Director Lanier - SCCJA**

The \$5.00 surcharge represents one third (1/3) of our Budget. If the \$5.00 surcharge goes away, and one thing we are banking on is them either spending it or doing away with the sunset clause, we'd have to realize \$1.7 million is what we are paying for the Village right now and it will be paid off this year. Next year, that \$1.7 million will be a windfall, but again, with the decline that we are seeing in fines and fees, that \$1.7 million will just about catch us up for a period of time.

**Chief Keel – SLED**

Going to be dependent on how many violations are being written. I truly believe that officers are turning their heads – hate to say it.

**Chief Green – Lexington PD**

I don't think they are turning their heads. They are catching them, but instead, to win them over into the community, just giving warning tickets. I've seen it in their reports. They don't understand (lay officers) about monies being committed. They are trying to win back their community.

**Director Adger - SCPPP**

Sooner or later this is going to catch up with us. It's just not right to have an officer on the street/force that his salary is based upon tickets. That's a dangerous equation and we've got to stop it. That's what the legislators need to know. You are asking officers to write tickets so they can exist. That's really what you are saying. The State just needs to fund (just like Ferguson) it.

**Dep. Director Lanier - SCCJA**

J.P. Strom's vision was to have an Academy that was independent of any other entity in this State to train police officers in order to have that unbiased opinion as being given by us to train these guys to make sure that they are capable of going out and doing their job (we don't hire them, so we don't have a buy in with them). They are going to meet the standard or they go home. We are gate keepers. If we are to keep out law enforcement officers that should not be there – you have to have that independent oversight. That's what the Academy brings to the table. Without adequate funding, we are not going to be able to do that and not do it to the level that we need to.

**Chief Keel – SLED**

We are not going to be able to do all this extra training that everyone wants us to do due to the financial situation we are in. Many just do not understand. Many members of the Legislature that do not realize the Academy is funded by fines and fees. We must get the funding issues resolved. Director Harrell gave his budget presentation recently and he and Mike both hit on that very well. He certainly relayed the situation that we are in and that we are going to be in. I have followed up with many and have tried to hit on some of the same points. I think that's where we have to really focus our attention.

**Dep. Director Lanier - SCCJA**

If they keep the \$5.00 surcharge and they take the sunset clause off of it, they are only kicking the can down the road.

**Chief Keel – SLED**

I know we want to get that \$5.00 surcharge, but I would be more than happy to say...give us a line- item in the budget - you can keep the \$5.00 surcharge. Let the Treasurer collect that money and if they want to put it back to us to offset, and whatever else, then perhaps they would only need to use another two or three million dollars of appropriated money to fund the Academy. Let them collect the fine and fees because right now it is not getting collected from some agencies.

**Director Harrell - SCCJA**

We are getting audited every year (this will be the 3<sup>rd</sup> year).

**Director Adger - SCPPP**

I think this Commission can help with that. If we are going to make it safer for the state, it must be tied into what we are talking about right now. For instance, the Academy asking for something and make it part of everybody's discussion. That's what we need to do in this document.

**Chief Mullen – Charleston PD**

I recognize that there is a problem that I hope that what we are looking for to make this recommendation, whether financially continuous or not, that's what we are trying to do, right? We got a significant number of respondents to the survey. There are really five key components, not only the statistical data, but also the comments that were made and overwhelmingly everybody that answered the survey said we need to "extend the time". The average of fifteen weeks is what they thought. Looking around the country, the average is around eighteen weeks. That's fairly consistent with what we got back from our folks. The other thing that was fairly consistent within the



discussion was we need to add some critical components to the training and those that were listed most often were: Conflict Resolution, De-Escalation, General Communications, and whether you want to call it Fair and Impartial Policing or Biased Based Policing, Cultural Diversity/Awareness, something to do with Biased Policing – those were the four leading areas that got fairly strong results in terms of what we want to do.

**Director Smith – SCDPS**

Give me those four again....

**Chief Mullen – Charleston PD**

Conflict Resolution, De-Escalation, General Communications and Fair and Impartial Policing (or other names as people call it different things). It all comes back to basically dealing with bias. I know that the state, the DPS has been a proponent of Fair and Impartial Policing and that's really what a lot of agencies around the Country are going toward. Additionally, they would like for us to look at training to look for potential areas to modify. For example, there was talk about too much time spent on Defensive Tactics (DT's). Is there a way to get what you need from your DT's and use some of that time to do some of these other classes? There was some discussion about assessing the training, the manner in which it was given, the hours it was given. I went out and had my folks speak with fifteen different academies on where they were on different topics (Legals, DT's, Firearms, Driving, Traffic Investigations, Patrol, and Community Policing). Results show that in some areas we are giving a lot more time to certain areas than others are, and in some areas, we are not giving as much time. The findings give us a good baseline and I'd be happy to share this with everybody to take a look at. Everybody thinks there should be mandatory PTO's/FTO's once you complete the Academy. That was loud and clear in terms of a requirement that should be coming out of this whole situation.

Another question that came up was if they don't have the capacity or the funding, are there opportunities for additional ways of providing training? Are there opportunities for regional academies or individual agency academies to provide some of the training? I know the pros and cons, and I understand the Academy's position about it being their responsibility, but I think that's an option we are going to need to look at. If we can't add to the numbers and get people through faster than seven months or nine months, how are we going to continue to keep up? They are very interested in in-service or advanced training. There was really strong interest/support for regional based teams (as discussed by Mike). One thing that came out of the survey, which I'm a little bit skeptical about, is that over 90% of the people that answered said that they have a FTO or a PTO program. I'm not sure if the agencies that responded were the larger agencies. I know that the smaller agencies that responded stated in the comments that they only have 5 or 6 people, and do not have the opportunity to have a FTO program. I'm not sure exactly how many agencies in the State actually have FTO programs, but that would certainly be another piece of information that would be really good to have.

**Chief Mark Keel - SLED**

Ninety percent figure does seem to be very high.

**Chief Mullen – Charleston PD**

The next question: Even if you have the FTO program, how is it being administered? That ranged from significant number of agencies, about 65% responded said they had between 12-14 weeks of FTO Training. There was about a 25% group that said they had between 4-8 weeks. I think the one very strong message out of this is that there should be mandatory FTO training after the Academy. I also think that there is an opportunity for us to recommend that we think the Academy time needs to be extended (further discussion is needed here). The average from the respondents was fifteen weeks and the average from the national is eighteen. The fifteen academies we looked at - the average is twenty. It is consistent in terms of what we looked at. Adding additional training time, Mike would probably consider these soft skills, is very important to the group we surveyed.

**Chief Keel - SLED**

Will you share that information about what we are doing more of or less of with us?

**Chief Mullen – Charleston PD**

Did not bring enough copies for all, but can send to all electronically.

**Chief Keel - SLED**

I think it is important for us to look at this and see where we stand.



**Chief Mullen – Charleston PD**

We just looked at the major categories. We didn't go into individual things, just on the major categories. Personally speaking, I would suggest that we certainly look at some alternatives to figure out how we can reduce the number of months we have to wait. I don't think we are going to see a reduction in the number of people coming through or required to come to the Academy for a while.

**Chief Keel - SLED**

Agreed - I don't either.

**Dep. Director Lanier - SCCJA**

Economy is picking up. When the economy goes south, our numbers go way down because everybody is holding onto their jobs.

**Director Harrell - SCCJA**

Looking at what other agencies are doing, and how they are doing it, it seems to be proportional to the amount of money they can afford to spend on training. We use Kentucky as a benchmark because they pattern their Academy after us. It is disheartening to see them have a budget of fifty-two million dollars a year and train for twenty-six weeks -- and we are trying to defend ours. It illustrates what we've always said about our Academy, we don't have the money -- we can't do it. There has to be a dialog about how serious this state is. We also have to look at disparity between the size of the agencies that we have. We have some agencies with only two people you know but they are an agency and we have to train them when they lose people. We have some agencies with 15-20. We have been going out and doing audits of their training records and are finding out that they are not reporting some people. They are using people as law enforcement officers who have never been to the Academy. This makes us really susceptible to poor public image when our guys are not up to the same standards. There has been much review about how much training we do and how we do it. Even though we have developed enough training for sixteen weeks, as presented to the Law Enforcement Training Council, we know that a lot of the smaller agencies cannot afford to put people in training for sixteen weeks. They are struggling just to pay their salaries. We are not protected by the Fair Labor Standards Act. We cannot train them for more than 40 hours (gave Summerville illustration). We have to train by task, not by time. The only solution is to stretch it out and that means adding weeks on to the training. Now, the second problem comes in - how can we afford to do that without bringing on more staff?

**Chief Keel – SLED**

We can't.

**Dep. Director Lanier - SCCJA**

In regards to what we were doing with the de-escalation, de-confliction training, the Academy is right now offering about nine hours and twenty-five minutes of classroom work and sixteen hours of traffic court in those areas. We can teach and we can train and we can talk with them about what they should and should not do; however, if not emphasized when they get back home, it's a moot point. Training is not a panacea -- it's not going to cure every ill. The agency has a responsibility once they return home.

**Director Smith – SCDPS**

Is Conflict Resolution, Fair and Impartial Policing / De Escalation, and General Communications part of your total BLE right now?

**Dep. Director Lanier - SCCJA**

Yes, and we also deal with Diversity Training. Diversity Training is another 9 hours.

**Director Smith – SCDPS**

Chief Mullen, these 4 areas right here, is this what they would like to see more of in In-service training?

**Chief Mullen – Charleston PD**

The survey suggests that's what they would like to see more of across the board.

**Director Smith – SCDPS**  
BLE?

**Chief Mullen – Charleston PD**  
Yes.

**Director Adger - SCPPP**  
That would be assuming that they don't know that you are providing any of it, right?

**Chief Mullen – Charleston PD**  
Well, I don't know. Like I said, part of the survey said the people that responded with comments suggested that a lot of the stuff they think is being taught now could be reduced and those hours used to expand these areas that seem to be critical in today's environment. Just a couple of other personal comments, I don't think that we can allow ourselves, as professionals, to train to the lowest common denominator which happens to be the smaller agencies. If you are a police officer, and whether you are a two man agency or four hundred man agency, you need the same kind of training and you need to be able to operate in the same manner.

**Chief Keel - SLED**  
I agree and think that those are the agencies that can least afford to have their folks not well trained.

**Chief Mullen – Charleston PD**  
Secondly, and this would be a much deeper discussion for a few of us at another time, can we create some sort of opportunity to look at the things that are happening, the criminal incidents that are happening across the state and pull from those things and put that into the training? We can really leverage what's happening. This goes back to what Mark was talking about -- looking at officer involved shootings and finding out what the patterns and trends are. Whether those things can be reinforced in training and/or become part of the Basic Training? Try to create that leverage.

**Chief Keel - SLED**  
Example, shooting into cars. That's probably one of the primary examples of something that you know we should be looking at. Every one of those cases where we are shooting into cars and examine those. In most of those cases, officers are putting themselves in those situations.

**Director Smith – SCDPS**  
Scenario based training?

**Chief Mullen – Charleston PD**  
They do scenario based training now. We need to look at the things that are actually happening now in the state.

**Dep. Director Lanier - SCCJA**  
We actually have done that.

**Chief Mullen – Charleston PD**  
As Mike said, it's easy to teach somebody at the Academy not to jump in front of a car, and we need to do that. I think that needs to be the primary response is that you don't jump in front of a car unless it's like a last resort, but when they get back to the agency, the supervisors and the managers have to reinforce that through their daily supervision as well as the policies of the agencies. That's another discussion for another day. We, as a group, should come up with some suggestions about some of these critical policy issues. Put it out there and say we are not going to tell you to do this, but these are certainly recommendations through research that we found. Shooting into cars is one of the primary examples.

**Chief Keel - SLED**  
I agree with you. It is not just teaching them not to jump in front of a car. We need to teach them that if the car has already passed you, he is not a threat to you at this point when you are shooting in the back window or you are shooting in the side window.

**Dep. Director Lanier - SCCJA**

Immediately following one of these incidents the news media (and then the attorneys) come to the Academy. They want to know what we taught them to do. It basically falls in three primary areas: Approach, Position, and Control - like a three legged stool. If any one of those legs is not standing firm, the stool is going to fall over. So the way the officer approaches the situation, how he positions himself on the ground, and the measure that he uses to control the situation, all those have to work in tandem with each other. That's what we teach them, that is what we emphasize, that's what we stress. But, again, if you have a supervisor riding by a guy making an unknown risk vehicle stop and he is poorly positioned at the car and the supervisor turns a blind eye to it and doesn't stop and say something to him, after a few times of getting away with it, the bad habits have crept in. Now he is doing things he shouldn't be doing.

**Director Harrell - SCCJA**

I always caution the students that they may hear - "I know what they told you at the Academy, but this is the way we do things." When somebody tells you that, you are talking to a fool. He won't be with you in court when you wind up trying to defend your actions. That's why the FTO program is so critical. They have to get out there and they have to learn the right way, how it applies in the real world, not just what the Academy training officers say. Also, look at asking the training officer to come back to the Academy and work with us in training their students. It helps out the student and reinforces the skills he's got. It is hard to get them to come in and do that. Some come all the time. Some don't come at all.

**Chief Green - Lexington PD**

Is it mandatory to participate in a FTO program and do you guys (SCCJA) manage it?

**Dep. Director Lanier - SCCJA**

No, the only ones that are currently mandatory are the Basic Instructors Certified. They are required to come back and participate at least once in that 3 year cycle. A lot of them come more than that. If they are just Basic Instructor Certified, they help out with Practicals. If they are Firearms or Driving Instructor's, they will go over and help out on the driving/firearms range.

**Chief Green - Lexington PD**

So, there's no mandatory requirement that says law enforcement in South Carolina has to have that FTO program?

**Dep. Director Lanier - SCCJA**

No.

**Chief Green - Lexington PD**

Can we put that in place?

**Director Smith - SCDPS**

I am a proponent of the FTO. We have one now. Our officers train 6-8 weeks. It has to be agency specific.

**Chief Saundra Rhodes - Horry County PD**

Why agency specific? Why can't there be a mandatory requirement so that every officer gets the same training?

**Director Smith - SCDPS**

For instance, my agency primarily focuses on highway safety matters, traffic, dui's, seatbelt, speeding etc. I don't want to spend 6 weeks on domestic violence training when I need that for dui.

**(Retired) Chief Stewart - SLED**

Is there certification for FTO?

**Dep. Director Lanier - SCCJA**

There is. We do certify the FTO's and we also do a FTO's Manager Course for the individual that's responsible for overseeing the FTO program within the organization. It is all based off the San Jose model which is what most FTO programs are.



**Chief Green – Lexington PD**

I don't know about agency specific. I think we need to have some sort of it. We go out there and enforce the laws, but we don't have anything governing us. How can you go out there, get somebody to go to the Academy, and then just throw them to the wolves? I think there needs to be something in place that says – you will do this. Similar to the Body Camera issue.

**Director Smith – SCDPS**

Well, you are preaching to the choir – we have a 6-8 week FTO program. What I'm saying is it's got to be geared toward your agency mission.

**Chief Mark Keel - SLED**

I think that's the recommendation Chief Mullen is giving. We've got to figure out what we can do to make FTO's mandatory. It may be for that small 2 man agency that they will need to get assistance from somebody else to help in their program to accomplish that.

**Director Adger - SCPPP**

Aren't you (the Sub-Committee) going to get together and discuss this stuff and make recommendation to this commission?

**Chief Mark Keel - SLED**

We are in the information gathering phase right now. When we get to that point, we will sit down (as a committee) and start making some more firm recommendations to bring back to full counsel.

**Director Smith – SCDPS**

We are basically in the fact finding, information gathering stage. We are going to put all this together. We are going to share it with you all and then the next thing would be coming up with the solutions to a lot of these issues. We'll go back and start writing recommendations/best practices for possible solutions.

**Chief Mark Keel - SLED**

For the hearing with Chairman Pitts, I would like for Director Harrell and Mike to be there. Need to be prepared if we look at going to fifteen to sixteen weeks. How many more instructors are we talking about? We are looking at a 7 month backlog. What do we need to do to get out of the 7 month back log? I know you can't give me all the answers now, but I think that we need to know because we have that hearing with Chairman Pitts. At least have a ball-park figure of the kind of money we are talking about to get us where we need to be.

**Dep. Director Lanier - SCCJA**

We can probably accommodate space needs because we still have some large classrooms in the main building that are not all fully engaged that could be dedicated.

**Chief Keel - SLED**

You've got to look at it all including the cost of staff (what does it cost to get the kind of staff we want to hire?). What will it cost to get that experienced officer that may be twenty years in his career and he's saying, you know, I think I'd like to get off the street and go train.

**Dep. Director Lanier - SCCJA**

Just to give you some indication, right now the highest paid agency (uniformed officer) in the state is Coastal Carolina. They are starting officers out at \$45,000.

**Chief Sandra Rhodes – Horry County PD**

I compete with them.

**Dep. Director Lanier - SCCJA**

That is as a patrolman, no Academy experience, nothing - straight in. Once they go through the Academy, they get an incentive after that. Right now, comparatively, what I can afford to hire an instructor at the Academy is \$43,000.

**Chief Keel - SLED**

That is why we need to be figuring that out. We need to figure out what it cost to hire the experienced staff. If it's \$60,000 to get somebody that has experience to come in then that's what we need to be looking at.

**Dep. Director Lanier - SCCJA**

Must consider - I will have to then raise everyone's salary, as well, so I don't have a salary compression issue. It's a multiplying factor.

**(Retired) Chief Stewart – SLED**

Members downtown also would like to know the cost to put in the psychological evaluations at the Academy. Can you (Lanier) get us a rough figure on that?

**Dep. Director Lanier - SCCJA**

May have problem here.

**Director Smith – SCDPS**

Let's move forward to the Hiring Practices subject.

**Director Adger - SCPPP**

We conducted a survey as well. The committee itself has not met to go over the results yet, so I will be brief. You have a survey list in your packets. We picked different state and county agencies (listed in your packets) to answer questions about their hiring practices (questions also in packet). Also included in your packet is information we pulled together from our national research. The document that is titled "Commission on Advancement Public Hiring Practices Recommendations" is for your reading. This document touches on different challenges across the Country. For instance, under "Competition", it talks about the lengthy process in hiring law enforcement -- and it takes too long. I know all of us have dealt with that at some point, but that's just one area that's on a national level that talks about things that we can improve upon in terms of hiring. Another area is the misconception about educational degrees. It states that the belief among recruit candidates is that the recruit with a Criminal Justice Degree alone qualifies one for a policing job, disregarding the importance of some other qualifiers for the job. In other words, just because you have a degree, you can be a cop. You've got to focus on what kind of individual person do I have rather than do I have someone with a Criminal Justice Degree. It's a misconception out there if you get a four year degree in criminal justice that you can be an officer. That is a serious concern across the country.

Another area (we have already hit on) is promises and pitfalls of technology. In terms of hiring, a major problem exists with this generation on how to communicate. It is very difficult for this technology generation to have one on one conversation. Makes it more difficult for recruiters to find and hire young people with inter-personal communication skills required for police work (referenced example Chief Keel gave regarding texting). How do we fix that in terms of hiring? Somehow in our training and hiring process we've got to make sure these people can talk to one another, not just text each other. They are lost without their phones. They don't really know how to communicate. This is a very serious concern we must address. We cut up about it a lot but it's a much more serious concern than I think we realize (referenced Director Adger's experience with a banker). The technology issue is a problem that we don't know how to address – see attached research for more. There is misunderstanding of job requirements for advancement potential. It says a perception shift is needed to help people see that law enforcement is not just a job. It is a career for a way of life. There are a couple of important things regarding hiring strategies (see back page). Also, the material references that there are two different types of individuals: 1) Adventure Oriented; and 2) Service Oriented. As a committee, when we are talking about hiring practices, recommendation should be to go after service oriented type. Stay away from folks that want to chase and lock people up. The survey itself was sent to about 15 different agencies. Received feedback from about ten or eleven. You have the questions that we are asking in your packet (Director Adger distributed answers and discussed question example). Suggestion was made to add/include Director Harrell onto the Hiring Practices Committee because of his experience and inability to get people through the Academy because of the quality of people coming through.



**Director Smith – SCDPS**

Agreed. Director Harrell and/or Mike Lanier will be added to the Hiring Practices Committee.

**Director Adger - SCPPP**

Referred Committee to Question Three and noted that in South Carolina we use all kinds of ways of hiring. We are not consistent. We have no standards for hiring police officers. Survey results are telling us we are all over the place in terms of hiring practices across South Carolina agencies. The Commission needs to recommend a standard for hiring police officers across the state of South Carolina. We (Sub-Committee) will continue to meet and focus in on what we think are specifics as to what we recommend as a Commission.

**Sheriff Loftis – Greenville County SO**

Referred to the five recommendations and background information he passed out (too much to discuss today, but it's self-explanatory). Some things we have already discussed 1) Create legislation to establish a minimum wage for law enforcement; 2) Make substantive changes to the attestation requirements to possibly include applicant pre-screening questionnaires; 3) Procure funding for the CJA regarding a specialized investigative compliance field unit to perform on-site compliance field audits for law enforcement certification training; 4) Amend the SC Training Act, and its' regulations, to provide greater clarity and expand legal protections to law enforcement organizations who encourage any adverse employment related information with other agencies; and 5) Establish a basic and advanced certification course for background investigators. Special emphasis should be placed on the key elements of recruitment, pre-screening questionnaire, comprehensive background investigations, labor laws, state standards, and strategic human resource management.

**Director Smith – SCDPS**

Thank you Sheriff Loftis, and Director Adger for the handouts and presentation. Two things we hit on today, Psychological Evaluations - which is a topic that is hot right now with the General Assembly. There are three or four bills out there now requiring law enforcement applicants to go through some type of psychological testing. One of them requires certified officers to go through the exam every three years which I, we, need to discuss that issue. Definitely the psychological exams for an applicant would be a step in the right direction. I know it comes with a price. The Sheriff mentioned, too, about background investigations and we talked about that the last time we were here. The Sheriff gave us an example of someone hiring an officer and didn't even do a background check on the officer. Background checks, reference checks, community checks – these things are essential when it comes to hiring new applicants. Backgrounds, psychological, polygraph, would be great, too. It would be very cost intensive for polygraph exam, but that's something else that's very critical. The last piece, in addition to all of this, is dealing with social media. We will disqualify a lot of people because they look good on paper, but we start looking at their social media sites and we find a lot of disturbing things. I think these are four really critical areas that this body needs to focus in on and make sure that we set that template for the rest of the state.

**Dep. Director Lanier - SCCJA**

Currently we are looking at 1,120 Basic law enforcement applications every year at CJA. Multiply that by approximately \$250.00 each for psychological screening. We don't have the budget for it. One thing Bolte mentioned is that this needs to be done pre-hire and so consequently I would like to see the responsibility go back to the agency. Maybe the Legislature could fund it with some kind of reimbursement back to the agencies. I can't hire that many psychologists.

**Chief Keel - SLED**

I think you can be pre-hired, but it can't be pre-conditional offer.

**Dep. Director Lanier - SCCJA**

No, it can't be pre-conditional offer. It's between pre-conditional and final.

**Chief Keel - SLED**

That's right. You have to have a pre-conditional offer before you can do psychological exam.

**(Retired) Chief Stewart – SLED**

It's like the physical examination process.



**Dep. Director Lanier - SCCJA**

Again, we would like (prefer) to see the agency handle this. Have some type reimbursement model like what was done with the body cam's. The agencies would handle just like they do their physicals.

**Chief Keel - SLED**

According to Bolte, there are six, seven, or eight folks around the state that he feels could do a great job at doing these evaluations. Everybody wouldn't have to come to Columbia (pick the one that's in your area). If they are serious, and want to fund it, they could fund it through a model where they put the money at the Academy, and the Academy reimburses the agency or whatever.

**(Retired) Chief Stewart – SLED**

You could have one or two in each region where they could go. You contract them and then you pay them.

**Dep. Director Lanier - SCCJA**

That is similar to the way it was handled the last time we were doing it (reimbursement situation as opposed to having a psychologist on staff doing all these things).

**(Retired) Chief Stewart – SLED**

Chief Stewart reported on the activities of the Community Relations Sub-Committee. They have engaged prominent leaders from the African-American community in discussions regarding law enforcement training in cultural sensitivity and community relations efforts in general. Those leaders included: Mr. J.T. McLawhorn, Executive Director of the Columbia Urban League; Dr. Lonnie Randolph, President of the SC NAACP; Dwight James, SC Executive Director of the NAACP; and Rev. Nelson Rivers III, Chief Operating Officer of the NAACP. They were all interviewed and each provided critically important feedback about law enforcement's relationships with diverse communities in the state and nationally. It is important to keep in mind that a critical element in dealing with officer-involved shootings statewide is that it's not the quantity, but the quantity that were inappropriate/not justifiable. Need to stress the importance of telling accurate stories to the state's citizens and communities so that incorrect pictures of law enforcement performance are not painted and perpetuated and positive community relations could be engendered. Suggested that it could prove beneficial to find outlets for showing as many facts as legally possible, even for past years' incidents, to the public regarding those situations in which deadly force was indeed necessary and justifiable. Chief Stewart encouraged the group to attend a series of Executive Level Trainings being conducted by the Law Enforcement Coordinating Committee (LECC)/SC Law Enforcement Officers Association (SCLEOA) relative to community relations on April 8, 2016. Sub-committee will have more to report later.

A move was made to adjourn the meeting.

**Director Smith – SCDPS**

We will continue to discuss our research at the next meeting. We will follow up in the near future with the minutes from today's meeting and also set the next meeting date. We had great input and candor today. Thank you all for coming.

Meeting adjourned 4:33 p.m.