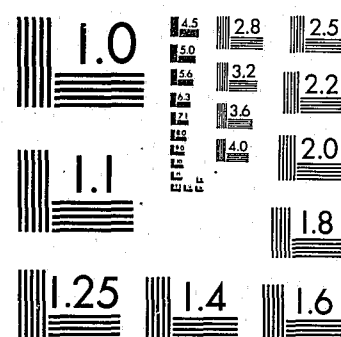


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National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

DATE FILMED

8/28/81

**INNOVATIONS IN SOUTH CAROLINA
LAW ENFORCEMENT
1980**



October 23, 1980

Sponsored By

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Division of Public Safety
Office of the Governor
State of South Carolina
Columbia, South Carolina

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FORWARD

The process of innovation is never easy, for the burden of proof must always rest on the person who attempts anything new. The virtual demise of LEAA funds ends a major incentive to law enforcement innovation and leaves the cost of change to be borne out of local resources. Still, the need for imaginative new solutions continues to grow. South Carolina is obviously changing. It is estimated that the population of the state will grow by more than two million people in the next twenty years. At the same time, we will continue to industrialize and urbanize this pleasant state, with all the potential attendant problems. Change, then, appears inevitable. A creative response to new demands is the only way to foster a constructive and acceptable result to the process.

The College of Criminal Justice is pleased to sponsor the Innovations in South Carolina Law Enforcement conference, along with the Governor's Office of Public Safety. The College seeks to assist constructive change as a part of its mission. The College's Futures Group, consisting of leaders from across the State, meets regularly to discuss future challenges from a broad array of criminal justice perspectives. The Office of Agency Research and Service in the College offers support and assistance to agencies attempting new efforts. Finally, we confront the face of the future daily in the faces of our students, who aspire both to a meaningful life in the state, and to a useful role in the criminal justice system.

Because of these interests and responsibilities, we hold innovators in special regard. We are familiar with the obstacles they have overcome; we recognize the talent required to be constructive and creative; perhaps most of all, we appreciate the commitment to the creation of a bright future

which each of their projects represents.

We congratulate all of the agencies represented in this booklet, and especially commend the agencies selected by the Innovations Conference Jury. Their efforts give clear evidence that the law enforcement community shares the hope of all South Carolinians to secure a bright tomorrow.

Jim Fraser
October, 1980

JURY'S FINAL SELECTION

Police Movie Club
Beaufort Police Department

Community Officer Program
North Charleston Police Department

Citizens Crime Prevention Coalition
Sumter Police Department

Implementation of Full Service Team Police Model
Charleston Police Department

Adopt-A-Senior Project
Richland County Sheriff's Department

Woodland/Pearce Homes Anti-Crime Program
Greenville Police Department

ABOUT THE PROJECTS

In addition to the eight presentations made at the Innovations In South Carolina Law Enforcement 1980 Conference, we have included in this booklet brief abstracts of other innovative projects developed by South Carolina law enforcement agencies. It was our feeling that the law enforcement community would be interested in them, and that by providing the information other agencies might make contact for additional details.

The Conference Staff was impressed by the range of innovation being attempted in the State. Departments of all sizes have created imaginative responses to large problems and small, and problems both new and old.

We applaud these departments for their initiative and willingness to dare new ideas with the same enthusiasm that we recognize the six projects selected for presentation.

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* The presentations by Mr. Vaught and Professor Leprotti were not competitively selected, but were invited to participate by conference sponsors to present subjects of growing concern to law enforcement professional.

BEAUFORT POLICE MOVIE CLUB

Colonel Jesse L. Altman, Jr.
Chief of Police

The Police Movie Club is an annual police community relations program for the youth of Beaufort and the low country.

The program began in 1975 when the Chief of Police recognized the need for better communications with the future leaders of the community.

At that time the police department was plagued with problems in the schools; the youth were without recreational facilities in the city, and juvenile crime was on the increase.

The Police Chief went to the Downtown Merchants Association with the idea of starting the Police Movie Club and asked for financial support. The purpose was twofold: to provide wholesome recreation for the children during the summer school vacation and to educate the children to the police role in the community. He advised the merchants that the program would also have the side effect of bringing potential customers back to the downtown area in lieu of remote shopping centers.

There is no public transportation in Beaufort, so children have to walk, ride their bicycles or have their parents bring them to town by car. Since the majority of parents would have to transport their children by auto, this would give the mothers a chance to shop for two and one-half hours while the police baby-sit their children in the theater. The merchants loved the idea and plans were underway for the summer.

The Police Movie Club is free and for children ages 6 through 14. This age group was chosen because members of it are compatible and the problems with younger or older children would be unmanageable.

To become a member, the child must personally come to the police station and register by furnishing his or her name, address, telephone number and date of birth. We then have the information in the event of an emergency. This procedure teaches the child the location of the police station; that the policemen are his friends and that they will always find the door to the police station open for aid and assistance. This is a good procedure because some parents make the mistake of telling their children at home that if they are not good they will call the police and have them put in jail. This is evident when the child comes to the station and refuses to come in. Some children begin to cry and become distraught. In this situation, we must assure the child that policemen are his/her friends.

Upon registering, the child is given a serialized membership card which is used to obtain admittance to the theater each Saturday morning during the season. The serial number on the card is used for the drawing for door prizes given during the intermission. Each child knows his number and card replacement is not a problem. The registration begins a week before the program begins.

Preparations for the program must begin in April or May when solicitation for financial support is requested through the news media. Each donation received, regardless of amount, whether by cash or check, is recognized by a letter of appreciation from the Chief of Police. The funds received are deposited with the city treasurer in a special account. Disbursements from the account are made by letter from the Chief citing the purpose for the draw and attaching receipts. The program is so successful the goal of \$2,000 is usually exceeded in a week to ten days after the announcement. Donations even come in for the club throughout the year. There is no problem in raising the funds since the merchants want the parents downtown on Saturday, and

the public wholeheartedly supports the program. Support is received from merchants, banks, veteran organizations, fraternal orders, church groups, the education association and individual donors.

Prior to the first meeting, liaison must be made with the theater manager. The theater is reserved exclusively for the Police Movie Club on Saturday morning during June through August. Films and cartoons must be ordered. The films ordered are full length "G" rated movies and the schedule for each week is known in advance. The weekly movie to be shown appears in the news media and on the radio, along with the regular advertisement by the theater. Our own marquee is placed outside the theater each Saturday morning using an old military recruiting "A" sign. Membership cards, toys, shirts and caps must be purchased so they will be on hand before opening day.

The only theater personnel required are the projectionist and concession stand attendants. All ushers and monitors are off duty men and women from the police department, criminal justice students from Beaufort Technical College and other interested adults. All are volunteers. Each usher or monitor is outfitted with a monogrammed Police Movie Club T-Shirt and ball cap. Parents are not allowed to accompany their children unless the child is handicapped. We do have a uniformed police officer in the loading zone in front of the theater to assist the children from their cars and another policeman in the street for traffic and pedestrian safety.

You might ask who does all this work. I have the best Juvenile Officer in the state. He is assigned as project director and is assisted by the Diversion Officer. The project director is responsible for planning, purchasing, coordinating and directing the activities of the club.

On opening day we invite the Mayor, City Manager and the local heads of the law enforcement agencies to be on the stage. They are introduced to the

children. The Mayor and City Manager welcome the children to the city.

The program begins the first Saturday of the summer vacation and ends the Saturday before school begins in the fall. There is no movie shown on the Saturday in July when the annual Beaufort Water Festival has its scheduled parade.

The theater is open each Saturday morning at 9:30 for seating and viewing of prizes which are placed on the stage of the theater. This gives the children time to have their membership cards checked and to purchase popcorn, candy, and soda at their own expense. The "Top Hatters", clowns from the Semper Fidelis Shrine Club, entertain the kids before the movie. Police officers and monitors also have a chance to visit and talk with the children. The one on one conversations with the police officers reassure the children of their friendship.

The Police Movie Club program begins promptly at 10:00 with remarks by the Chief of Police or program director.

The Chief asks if everyone is happy and waits for a response.

He asks if they have waved at a police officer this week.

He then welcomes everyone and tells them about the movie and program during the intermission.

The American and South Carolina State flags are displayed on the stage and after the opening remarks the Chief tells everyone to stand for the Pledge of Allegiance to the Flag. He instructs them to place the right hand over the heart and say the pledge. The pledge is led by the Chief or program director over the public address system.

On the first day, we usually have several children who remain seated and refuse to stand and say the pledge.

It is explained that the United States Flag on the stage represents them and the free country in which we live; that the people make up the nation,

and that it is these people, by their contributions, who have made this program possible; that as a member of this Police Movie Club, they must respect the flag, the law, and the rights of the people of our nation, and that anyone who will not make that commitment will have their membership terminated. The few still seated are on their feet and join the others in the pledge to the flag. No problems are experienced for the remainder of the season in saying the pledge.

The Chief then invites the youngsters to watch the cartoon and the first half of the "G" rated movie.

When the first half of the movie is over, the lights come on for the intermission.

The Chief or the director returns to the stage and introduces the speaker and the program for the day. The program each week includes civic information, safety lectures and demonstrations. Topics are:

Police organization and duties of municipal, county, state and federal agencies

Responsibilities in the home and to the community

Traffic, pedestrian and water safety

Bicycle and boating safety

Substance abuse and dangerous drugs

Emergency first aid and life saving by Emergency Medical Service

Organization of the fire department and fire prevention in the home

Demonstrations by the military police with sentry and drug enforcement dogs from the Military Corps Recruit Depot, Parris Island.

Instructors and guest speakers include personnel from the city, police, sheriff's department, South Carolina Law Enforcement Division, EMS, South Carolina Wild Life, and the FBI.

These lectures are followed by a drawing for door prizes using the

the serial numbers on the membership cards. Two prizes in the \$15 to \$20 range are given away each Saturday. Prizes such as bats, balls and gloves, dolls, basketballs, roller skates, badminton or croquet sets, etc. make up the selection of weekly prizes. A member must be present to win. The drawing is done from a gallon jar containing small slips of cardboard with the serial numbers of all membership cards. An officer has the number drawn by members in the audience. When a child wins, he comes to the stage and his number is verified from the log and positive identification is made. He or she selects the prize and the members applaud. Two Police Movie Club T-Shirts and caps are also awarded weekly. Boy's and girl's bicycles are given away as grand prizes on the last Saturday of the program.

Children with birthdays during the past week are recognized and the members sing Happy Birthday.

The intermission also allows the little people a respite and an opportunity for more soda and popcorn. Restroom monitors are on hand to ensure no problems arise.

After intermission, the remainder of the movie is shown.

When the movie is over, the director asks for volunteers to pick up the popcorn boxes and paper cups. These individuals are rewarded with a chit from Burger King for hamburger, coke and fries.

At the end of the program the director announces the movie for the next week and asks everyone to be careful on the way home and to wave at a policeman during the coming week.

Waving at a police officer by the members of the club has a benefit. The police officers are happy and comment on the number of children who wave. The police officers know the children are on their side. This has eliminated the TV "pig" syndrome.

Remember, the membership consists of 1,000 junior police officers who will tell the police who stole the bike from school or Johnny's front yard. We even had one little boy call the station one evening and say, "You remember the funny smelling pot you let us smell at the Police Movie Club? Well, there are some men in the restroom of the theater smoking it right now." A simple possession case was made against three adults as a result of the call.

The juvenile case load has been reduced over the years and has now leveled off. The significant accomplishment is that the clearance rate for juvenile cases exceeds sixty percent. This is due to the close relationship of the police with the youth of the community.

Our movie club is becoming more popular each year. This is evidenced by an increase in the number of volunteers and the receipt of funds from more special interest groups.

One elderly lady remarked, "This is the first time some of these children have ever been to the movies."

This year, Mr. John Getty Smith of Hilton Head, a writer for national magazines, took pictures and gathered information on the Police Movie Club for an article for national publication.

The program is so popular and effective that if the Chief tried to discontinue it, he would have to look for a new job or have to leave town.

Our goal has been met by the first name relationship with the children in the neighborhood. They come to us when they are lost or have a problem, and know we are their friends. The program offers a positive side to law enforcement and community relations.

APPENDIX A

POLICE MOVIE CLUB



BEAUFORT, S. C. 29902


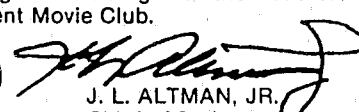
COL. JESSE L. ALTMAN, JR.
CHIEF OF POLICE

SGT. LEONARD H. MARTIN
JUVENILE OFFICER

APPENDIX B

POLICE MOVIE CLUB



FOR CHILDREN: AGES 6-14	NOT TRANSFERABLE 1980 POLICE MOVIE CLUB Founded 1976	
ADMIT ONE	This is to Certify:	
CINEMA I	is a member in good standing with the Beaufort Police Department Movie Club.	
DOWNTOWN BEAUFORT SATURDAYS 10:00 A.M. 12:30 P.M. 7 JUNE TO 16 AUG 1980	No 0970	 J. L. ALTMAN, JR. Chief of Police



T-SHIRT

APPENDIX C

POLICE MOVIE CLUB

PRIZE LIST

- 1 - SLEEPING BAGS
- 2 - TENNIS RACKETS
- 3 - BALL GLOVES, BATS AND BALLS
- 4 - BASKETBALLS
- 5 - POLE BALLS
- 6 - DOLLS
- 7 - CROQUET SETS
- 8 - BADMINTON SETS
- 9 - ASSORTED GAMES (Boys & Girls)
- 10 - BOXING GLOVES

GRAND PRIZES - 2 BICYCLES (1 Boy's and 1 Girl's)

POLICE MOVIE CLUB

Expenses

10 Movies and cartoons-----	\$1,362.00
1,500 Membership cards-----	\$ 60.00
Shirts and Caps-----	\$ 287.00
Assorted toys-----	\$ 425.00
Marquee expense-----	\$ 50.00
TOTAL-----	\$2,184.00

Exhibit IV

COMMUNITY OFFICER PROGRAM

By George Oliver
Acting Lieutenant, Juvenile Division
North Charleston Police Department

Assaults on faculty members and students, concealed weapons violations, epidemic drug use and distribution, alarming growth of larcenies and destruction of both personal and public property are crimes occurring in schools today. These crimes are a very real and serious problem, facing law enforcement with a magnitude never before felt by police administrators. All of these areas are legitimate concerns of parents and the community for the safety and security of their youth in an environment which, until recently, was all but ignored by law enforcement officials.

Sociologists, professional educators, and the courts all had their reasons and explanations for the serious increase of crime in and about not only secondary educational institutions, but also the middle school systems. But explanations don't solve crime. Consequently, the public did not reach for the sociologists, educators, or the courts to solve the problem. They looked to law enforcement, and there the burden rests.

In October, 1975, the North Charleston Police Department initiated a federally funded program in the Charleston County School District to combat crime that had infiltrated our educational system. The aim of the program was to gain control of an area relatively new to police administrators and to make a new effort at preventive law enforcement and improved community relations in both secondary and elementary schools. The program was entitled "The Community Officer Program" or "School Cop".

The program originated from a request by school officials for help from local governments in the area of student lawlessness, and followed generally these guidelines. Education officials and law enforcement administrators met and the decision was made that the North Charleston Police Department would

assign three sworn police officers to three local secondary schools to serve as Community Officers or what has come to be known as a "School COP". In addition to his respective high school, the officer would also be responsible for six elementary schools following the same procedure.

The following criteria were agreed upon by law enforcement representatives and school officials alike.

1. The Community Officer to the three high schools will be directly responsible to the North Charleston Chief of Police.
2. The Community Officer will not be the principle disciplinarian, i.e. assume the duties of the school principal.
3. The Community Officer will not assume the duties of the guidance advisor or counselor; a duty which the schools have already provided for.
4. The Community Officer will serve a preventive function in the area of law enforcement.
5. The Community Officer will be "part of the faculty", will be provided an office, and will work closely with the principal.
6. The Community Officer will observe potential "danger spots" reporting same to the appropriate official.
7. The Community Officer will be a resource in public relations, appearing and speaking before classes, assemblies, meetings, etc.
8. The Community Officer will dress appropriately as a professional, wearing only civilian attire and wearing his sidearm in a concealed manner.
9. The Community Officer will be evaluated by methods as determined by the Chief of Police.
10. The Community Officer will make daily visits, if possible, to the high schools and satellite elementary schools on a regular basis in an effort to seek out potential problems or trouble areas, and to short-circuit the issues before they develop into more serious problems.
11. The Community Officer will provide assistance and counsel to students and parents in certain unique situations when the counseling facilities of the school have first been utilized. The School Cop should be able to use discretion in the counseling role to determine what techniques can be useful.

12. The Community Officer will be responsible for regular visitation and attendance at student/faculty committee meetings, student council meetings, advisory board meetings, parent/teacher meetings, student association meetings, etc.
13. The Community Officer will frequently attend athletic and social events sponsored by the respective schools.
14. The Community Officer will constantly work to restore harmony and good will in the schools experiencing strife, unrest, and rumors. Also, he will work in the school community to quell these rumors.
15. The Community Officer will assist in coordinating the availability of services offered by law enforcement agencies, social and other public agencies as they relate to specific problems or needs concerning the schools.
16. The Community Officer will contribute to better understanding of human relations in the school community by accepting class teaching referrals and speaking engagements upon the request of churches, professional organizations, citizens' groups, student groups, and organizations, etc.
17. The Community Officer will take action(s) and investigate crime committed on school community grounds. Keeping an up-to-date file on crimes committed within the school community and taking law enforcement action when necessary is also his responsibility.
18. The Community Officer will take such other action as may be assigned.

The program has been in effect for five years and began showing astounding results in the first year of operation. All areas of the police department reinforced the program after observing the results. In addition, superintendents, principals, teachers, and students, as well as law enforcement officials, were surprised at the total success of the program. George McCrackin, Superintendent for Charleston County School District 4, the district where the program was initiated, stated: "the program has done as much to reduce, if not eliminate, crime in our school system as it has done to establish a rapport between law enforcement officers and students that has never before existed".

As the program became more familiar to the community, the students were able to get to know the police officers on a one-to-one basis. The officers would walk the halls of the schools in a manner very much like that of a beat cop walking a beat. The officers soon began to know all that went on in their

respective schools, and slowly gained the respect of the students and faculty. One of the most important features contributing to the success of the program was the high visibility profile projected by the officers during peak periods of activity such as lunch, before and after school, assemblies, and the changing of classes. As the officers gained the reputation of being true professionals, it became evident that nearly any crime committed on school property would be solved by the school cop due to his involvement in such a wide spectrum of activity. The criminal element within the school system soon realized that it was virtually impossible to commit any offense and not be exposed to the faculty and the students, who would in return expose this evidence to the school cop. As the students gained confidence in the program they were more willing to confront the school cop with information about things they had seen or heard on campus, thus providing a negative environment for commission of crimes. Further, the students had come to trust the officer and realized that the role he played was not solely one for the benefit of law enforcement and school administrators, but was fully intended as a sincere and legitimate effort to ensure the safety and security of the students.

To this date, the program has been one of the most successful crime prevention programs undertaken. Field trips to court sessions, high visibility day after day, drug counseling, attendance at athletic events, the monitoring of trouble makers, attendance at faculty meetings, etc., have made the school liaison officer such an integral part of the school scene with the students and administration that crime has all but ceased.

It should be noted that the success does not lie in the hands of law enforcement alone. It has required the combined effort of law enforcement officials and school administrators to develop such a successful program. The professional relationship between the North Charleston Police Department

and the Charleston County School System is evidenced by an ever-growing support for the program from educators and police administrators in the area. But more importantly, the students now place a reliance on the program that could not possibly have been anticipated.

Police administrators and school officials, aware of the negative effects of crime in the educational system, gave birth to the Community Officer Program. Police officers, tuned-in to student crime and the effect it has on the school community, have kept the program alive. Reduction of student unrest and crime is a result which cannot be rebutted.

APPENDIX A

II

JOB DESCRIPTION

FUNCTION:

The Schools Community Officer Program (SCHOOL COP) Agent will serve as a liaison between the North Charleston Police Department and the City's Community and schools. The Agent will work to establish positive and accurate communication between the Police Department, the school system and the community. The Agent will serve as a sounding board between the Police Department and the school community while reporting findings to the School Principal and the Chief of Police. The Agent will be a separate division of the police department, answerable only to the Chief of Police.

DUTIES AND RESPONSIBILITIES:

1. Make daily visits to the High School and satellite Elementary Schools on a regular basis in an effort to seek out potential problems or trouble areas and to short-circuit the issues before they develop into more serious problems.
2. Provide assistance and counsel to students and parents in certain unique situations when the counseling facilities of the school have first been utilized. The "School COP" Agent should be able to use discretion in the counseling role to determine what techniques can be useful.
3. Regularly attend student/faculty committee meetings, student council meetings, advisory board meetings, parent/teacher meetings, student association meetings, etc.
4. Frequently attend athletic and social events sponsored by the schools.
5. Constantly work to restore harmony and good will within schools which are experiencing strife, unrest and rumors. Also, work in the school communities to quell these rumors.
6. Assist in coordinating the availability of services offered by law enforcement agencies, social, and other public agencies as they relate to specific problems or needs concerning the schools.
7. Contribute to better understanding of human relations in the school community by accepting class teaching referrals and speaking engagements upon the request of churches, professional organization, citizen groups, student groups and organizations, etc.

8. Take action(s) and investigate crimes committed on school community grounds. Keep an up-to-date file on crimes committed within the school community and take law enforcement action when necessary.

9. Take such other actions as may be assigned.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

1. Extensive knowledge of modern police practices and methods.
2. Extensive knowledge of modern methods, practices and techniques in criminal investigation.
3. Considerable knowledge of pertinent federal, state, and local laws, with particular reference to juvenile laws.
4. Ability to analyze situations quickly and objectively and to determine proper courses of action to be taken.
5. Ability to deal firmly and courteously with the general public.
6. Ability to express ideas effectively and to prepare complete and concise reports.

MINIMUM TRAINING AND EXPERIENCE:

1. A Commissioned Officer of the North Charleston Police Department. A graduate of the South Carolina Criminal Justice Academy. A graduate of an accredited college or working toward a degree in Criminal Justice, Education, Sociology, or other related field. Having demonstrated proficiency in the handling of human relations problems.

APPENDIX B

III

GUIDELINES FOR USE OF COMMUNITY OFFICERS

In the interest of assuring an orderly flow of communication, this outline is designed to give both the school administration and the School Cop a written structure of procedure within which to operate. This orderly flow of communication should prevent any misunderstanding concerning the school administration's responsibilities and the school cop's responsibilities.

1. All complaints should first be directed to the school administration.

If the school administration deems that an incident has occurred that needs to be investigated by the school cop, then the administration shall notify the school cop as soon as possible.

2. It shall be considered evident that the school administration does not want police involvement when the school administration does not refer a known situation to the school cop.

3. One administration has deemed it necessary to notify the school cop of a situation, the administrator shall at the time of notification, explain to the school cop what the problem is and what he has already done about the problem.

4. It shall be understood that while it is not only desirable, but necessary that the administration and school cop maintain close communication on potential problems, both police actions and school actions are separate responsibilities. Once a complaint is channeled to the school cop, the decision on how to proceed, as well as to what information is released, is a police matter and will be handled by the police.

5. In cases where the school cop is informed of a situation before the school administration is advised of it, the school cop shall notify the school administration of the situation and the action taken. All school cop activities and actions will be recorded on a school cop report of which the school administration where the school cop is based, shall receive a copy.

A bi-monthly School Administration "Comments Report" should be filed with the school cop and police departments by the area school administrators. This comments report shall include suggestions and constructive comments.
6. It is recognized that either the school cop or the school administration may wish to confer with one another in an "off the record" manner and should feel free to do so.
7. If a situation develops that requires immediate police intervention, and the school cop is unavailable, the school administration will, of course, notify the police station for appropriate action.
8. The School Cop shall have an office in the high school to which he is assigned. In most cases, the school cop should be available through this office. However, due to the fact that the School Cop has other area schools to handle, it should not be expected that the majority of his time will be confined to that office. In the course of investigating complaints from all area schools to which he is assigned, in addition to the surveillance pattern he must maintain, he could be contacted by calling the North Charleston Police Department Communications.
9. The School Cop Job effectiveness shall be determined by the Police Department with constructive comments and suggestions being offered by the administrators of the area schools to which the school cop is assigned.

APPENDIX C

IV COST ANALYSIS

Quantity	Description	Total Expenditure	Annual Cost
3	Police Package vehicle not including sirens, blue lights or any police type equipment	\$21,000.00	\$7,000.00
3	Motorola radio units to be attached to vehicles	\$ 3,120.00	\$ 312.00
3	Electronic style sirens	\$ 1,248.00	\$ 156.00
3	Portable style blue lights	\$ 180.00	\$ 60.00
3	Motorola portable walkie-talkies	\$ 2,673.00	\$ 534.60
3	Charger units for portable walkie-talkies	\$ 375.00	\$ 75.00
3	Smith and Wesson pump shotguns	\$ 579.00	\$ 115.80
3	Smith and Wesson revolver hand weapons	\$ 408.00	\$ 40.80
3	Three drawer metal style desks	\$ 1,080.00	\$ 108.00
3	Secretarial style high back chairs	\$ 180.00	\$ 18.00
3	Standard officer chairs for the interviewing witnesses	\$ 90.00	\$ 9.00
3	Five drawer filing cabinets metal style	\$ 390.00	\$ 39.00
3	Electric style typewriters	\$ 2,475.00	\$ 247.50
3	Metal style typewriter stands	\$ 150.00	\$ 15.00
CAPITAL EXPENSES		\$33,948.00	\$8,729.30

Quantity	Description	Total Expenditure	Annual Cost
OPERATING EXPENSES	Maintenance on three radio units assigned permanently to vehicles	\$ 120.00	\$ 120.00
	Insurance on vehicles relating to accidents, theft, etc.	\$ 1,800.00	\$ 1,800.00
	Fuel allocation for three vehicles	\$ 4,500.00	\$ 4,500.00
	Maintenance on three vehicles relating to tune-ups, brakes engine repair, oil, etc.	\$ 4,200.00	\$ 4,200.00
	Clothing allowance for three police officers. Program requires officers to wear civilian clothes	\$ 1,200.00	\$ 1,200.00
	Miscellaneous office items such as staplers, papers, pencils, pens, tape and dispenser, etc.	\$ 850.00	\$ 850.00
OPERATING EXPENSES		\$12,670.00	\$12,670.00

	Description	Total Expenditure	Annual Cost
SALARIES	Salaries for three officers not including overtime or courttime	\$32,849.00	\$32,849.00
	Court time for three officers not including overtime	\$ 3,000.00	\$ 3,000.00
	Fringe benefit package including insurance, retirement, sick leave holiday leave, annual leave. Based on 23% of total salary output for three officers	\$ 7,555.27	\$ 7,555.00
	SALARY AND FRINGE BENEFIT PACKAGE	\$43,404.27	\$43,404.27

	Total Expenditure	Annual Cost
Operating Expenses	\$12,670.00	\$12,670.00
Capital Expenses	\$33,948.00	\$ 8,729.30
Salary and Fringe Benefits	\$43,404.27	\$43,404.27
	<hr/> \$90,022.27	<hr/> \$64,803.57

APPENDIX D

Memorandum _____ City of North Charleston

L. EDWARD SIMMONS
Chief of Police

TO: SGT. GEORGE OLIVER

RE: SCHOOL COP ACTIVITY REPORT

DATE:

FROM:

V
ACTIVITY SHEET

ACTIVITY		ACTIVE	UNFOUNDED	EX-U-18	EX-O-18	ARREST
DISTURBANCE						
TRESPASS						
ASSAULTS						
LARCENY						
DRUGS						
VANDALISM						
SPEECHES						
MEETINGS						
SCHOOL FUNCTIONS						
COUNSELING						
OTHER						
TOTAL CRIMINAL OFFENSES						

A BRIEF OVERVIEW OF THE ELECTRONIC SECURITY TECHNOLOGY IN THE 1980's

By Lynn Webster Vaught
Physical Security Specialist
Nuclear Security
South Carolina Electric & Gas Co.

The space technology programs of the past 20 years have fostered a great reservoir of electronic advancement in the areas of communications, mini-computers, closed-circuit television and optics, x-ray package inspection, surveillance and detection sensors, information movement and central station monitoring techniques. Extensive federal funding has provided seed money to exploit and promote the advancement and application of electronic security technology. Funding for the 1980's undoubtedly will be tight, but the continued advancement of electronic security technology will have a direct bearing on the effectiveness and sophistication of techniques developed for the law enforcement community.

The objective of this paper is not to sell electronic hardware. It is, however, to identify major areas of electronic technology that will modify and update existing hardware and develop new devices for the market place. The market place includes the law enforcement agency, the business community and the individual citizen. Underlying the technological theme will be the preservation of scarce resources; that is, labor and assets. Restraint and caution are recommended. It is imperative that you know your application, set forth the specifications, select equipment and have confidence in your supplier.

The format of this presentation will be to highlight critical operational items.

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COMMUNICATION-DATA TRANSMISSION

Much of the electronic hardware sold during the past several years is now, or is approaching, a state of technical obsolescence. With this fact in mind, we consider the first major equipment area---communication and data transmission. Available equipment includes:

- Two-Radio with secure voice (scrambler)
- Data Transmission for Central Station Operation using wireless microwave
- Data Transmission for Central Stations CCTV Operation using microwave
- Data Transmission for Central Station Operation using commercial telephone

The ability to communicate in secrecy has always been desirable, but not always available physically or within reach financially. A recent incident which had an impact upon law enforcement, business, and the community was the accident at Three Mile Island Nuclear Power Plant. News personnel, anti-nuclear environmentalists and the just plain curious were able to monitor most, if not all, two-way communications. Much of the communication was between engineers who were trying to resolve highly technical problems. These engineers were forced to use open communication because telephone lines were totally inadequate to support all of the incoming calls. However, it is disadvantageous for such people to have to communicate in a "fish bowl" setting. The opportunity to listen-in was exploited by many people, some of whom had a vested interest in relating communications. The direct result of monitoring the Civil Defense, law enforcement, and power company communications was chaos and confusion. The secure voice (scrambler) hardware units offered by the Motorola Company are highly reliable. For many years

only the military and law enforcement were authorized by the Federal Communications Commission to operate secure voice equipment. Now, however, any utility company or other organization which can demonstrate a just cause can obtain a waiver from the Federal Communications Commission for the use of secure voice equipment. Here are just a few technical points to consider if you plan to see this equipment:

- The Existing repeater unit can not be modified and must be replaced. The new repeater will transmit both secure and clear voice mode.
- Existing two-way radios must be replaced. They cannot be converted.
- Cost of a two-way radio will be approximately \$1800 more than standard units.

The movement of information to the Central Alarm Station, heretofore, has been via land line (wireline) or telephone service. Security telephone lines represent an additional cost over and above the general telephone service. This means of transmission is reliable, but subject to infrequent false-alarming in the event of electrical storms or high winds. Also, subscribers have little, if any control over cost.

The INTRAC2000 Radio Alarm and Control System operates over a standard two-way FM radio using a repeater and relay station for wide-area coverage. In a somewhat smaller geographic area where the terrain is flat, the systems remote site and central site may transmit directly to each other, without the need for the repeater relay station. This type of system can be used for controlling any status monitoring remote location such as a warehouse, office, school, etc. and emergency notification systems such as sirens which might be used around a Nuclear Plant for residential warnings.

CLOSED CIRCUIT TELEVISION

Similar to microwave data transmission is microwave movement of a closed-circuit television picture. We are aware of high technology employed in the development of the space satellite, but now the Racon C. of Seattle, Washington, will soon market a microwave CCTV package for local use. Its application is particularly appropriate in nuclear power plants, hydro-electric facilities and dams, large manufacturing plants and railway switching yards.

Another means of data transmission which has recently been developed and made available on the commercial control alarm station market is the electronic data communicator. This unit makes use of an existing telephone wire line and does not add to the subscriber's cost. The data transmitter is directly connected to the phone line and relays an alarm condition to the central station through a coded signal. This equipment is replacing the old punched tape telephone dialer. These units are simple in design, easy to maintain and service, and are extremely reliable. The systems can be used by appropriate organizations such as police and fire departments, hospitals and nursing homes. The greatest potential growth area for this type of equipment is in the private residential area where it can be connected to a proprietary subscriber service. The two major suppliers of this equipment are:

- Radionic, Inc. of Marian, Calif.-"Omegalarm". This system is in use by a major central alarm station service in Columbia, S.C.
- Silent Watchman of Columbus, Ohio - Security Management System. A major marketing strategy introduced by the Silent Watchman Company is its Wide Area Telephone Service (WATS) which has its central station in Columbus, Ohio. Silent Watchman's objective is to offer the equipment and monitoring service anywhere, in any type of facility,

at any time. If this tactic is accepted in the market place, local law enforcement officers will one day be able to receive calls from anywhere in the country advising of alarm conditions in their communities. This type of notification system may require a total review of accredited inter-agency and inter-state commerce security service. This type of electronic equipment will be programmed to have top priority for the phone lines. That is to say, an alarm will override any conversation, even a personal conversation between two people.

PACKAGE INSPECTION

Leaving the communications area, I would now like to review a superior improvement in available x-ray package inspection equipment. The Astrophysics Company, subsidiary of the Scanray Corporation of Harbor City, California, has made several advancements in its security tool. Improvements include overall size reduction, quicker through-put, reduced power consumption to save energy, fewer and simpler mechanical parts, improved electronic circuits, improved image display, lower dosage use per inspection, and increased resolution of an objective. The new system makes use of digital data line scan technology. One dominant fact for security personnel is the increased resolution of an explosive detonator wire. The present x-ray units can detect the 26 AWG wire, but the Scanray unit can detect 34 gauge copper wire. The Scanray initial production capacity for two years has been sold to the Federal Government.

Another explosive inspection device for checking mail parcels which will be showing up in business mail rooms is the "Mailsafe Security Mail/Parcel Inspection System and the K-40 Letterbomb Pouch. These units are marketed in the United States by H.L.B. Security Electronics, Ltd. of New York, N.Y. Although these devices are being promoted as relatively simple to operate, a measure of safety and caution is proper. As a service to the businesses and the communities in your jurisdiction, you may wish to consider offering a program of periodically auditing the company employees

charged with the responsibility for operating this equipment. A checklist should include: retraining, equipment calibration, maintenance, procedures, and knowledge of when to call for law enforcement support.

DETECTION HARDWARE

Moving to the area of detection hardware for use within and without the building, the market abounds with a wide, varied, and largely confusing basket of sensors, devices and sometime gadgets. There is microwave, energy-field, smart fence, motion units, buried sensors, and audio sensors to list but a few. Their cost is varied and at times unjustified. Many good units are available, however, and an important point to keep in mind with this equipment is that more and more of it will make its way into the small business community.

At this point, allow me to address an important point of contention between the law enforcement agency, the consumer, and the seller-installer concerning "low cost" detection alarm systems. Much controversy exists around such questions as:

- (1) Is the equipment good?
- (2) Is it installed correctly?
- (3) Is it properly engineered?
- (4) Does it have proper maintenance?
- (5) Does the consumer know how to turn it on and off?

Each of these questions is asked, many times every day. Major efforts toward legislating product enhancement and use across the country are meeting with mixed success. I believe that all parties who have a vested interest in the successful application of such equipment must work to improve this segment of security hardware.

Access control is an area with which each of us comes in contact daily. The methods of obtaining entry and sometimes exit from a facility are becoming more complex. In the nuclear industry entry and exit control has become a demanding and disciplined science. The United States Department of Energy funded studies at the Sandia Laboratories in Albuquerque, New Mexico, to develop an "Entry Control System Handbook." The work was published in 1977 and revised in 1978. It lists four fundamental objectives of an entry control system:

1. To permit only authorized persons to enter and exit controlled area
2. To detect and prevent entry of contraband materials (weapons, explosives and unauthorized tools) into a controlled area
3. To detect and prevent the unauthorized removal or dispersal of controlled materials
4. To provide information to the guard control center to facilitate assessment and response

The subjects contained in the Entry Control System Handbook are:

- Credentials
- Personnel Identity Verification Systems
- Special Portal Monitors:
 - Nuclear Materials
 - Weapons (metal)
 - Explosives
- X-ray (Package Inspection)
- Criteria for Selection of Entry Control Equipment
- Machine-Aided Manual Entry Control System
- Automatic-Entry Control System

CREDENTIAL IDENTIFICATION

In the area of Credentials Identification, there are card badges which are photo, optical-coded, electric-circuit, magnetic-coded, magnetic stripe,

passive electronic, capacitance, metallic-stripe and active electronics.

To their list should be added:

- Hand Geometry
- Hand Writing
- Speech (voice) Verification

Hand Geometry is being marketed by the Stellar Systems. There are four models built around the basic unit. The technology has had extensive laboratory testing and field use at military and governmental facilities.

Speech Verification is now in limited use in a few areas: the Air Force, nuclear industry and at Texas Instrument Computer Facilities. The Air Force system is titled Base and Installation Security System (B I S S). The actual number of installed units is classified. There is an operational unit installed at the Allied-General Nuclear Fuel Services facilities in Barnwell, S.C. The Texas Instrument people have also had a recognition and detection unit installed at their Computer Center in Dallas, Texas. The basic system is highly computerized. Dr. George R. Doddington is the project director for the Texas Instrument Company which is presently the industrial leader in the development of their particular type of technology. This voice verification may not become a major security access control device until the late 1980's. Its greatest use will be in the areas of classified information, nuclear weapons, banking, and computer security.

Hand Writing uses such factors as velocity, acceleration, pressure, etc., as a function of time for verification. Some recognition and detection systems have been developed which use from one to three axes of dynamics measurements. The hand writing dynamics systems are being used by governmental research units but they will probably not reach the major commercial markets for another eight or ten years. This system is also highly computerized.

SURVEILLANCE TECHNOLOGY

In the area of surveillance technology there have been extensive improvements in closed circuit television (CCTV) which is also becoming cost effective. Simply stated, the cost is holding and in some areas being reduced. The improvements are in size reduction and reliability of electronic circuitry. However, not much size reduction is possible with the optics, and costs will increase. Optics application will need greater attention. The CCTV field has a whole host of ancillary hardware. Some of it is good, while other items are overpriced. There are many video-tape records with and without time-lapse mode, camera switches, computer based motion detection hardware, pan-tilt and zoom controls, pre-positionary light level and portable units with remote-microwave signal transmission capability. Their type of surveillance will provide law enforcement managers the ability to extend the total area coverage with limited manpower. There is a great area of cost effectiveness to be gained in joint surveillance and the roving patrol unit. A very good work titled Basic Considerations for Assembling a CCTV System is available from the United States Department of Commerce. Expanded use of CCTV surveillance equipment is anticipated in convenience stores, fast food restaurants, retail stores, etc. Store managers are discovering that the equipment is both a psychological deterrent to the criminal, and a means of checking on employee performance and honesty.

MANPOWER

The last item I would like to discuss is manpower. Ask yourself: over the last several years how much up-time have you had with your electronic equipment? How great was your maintenance budget? Did the equipment spend more time in the repair shop than with the officer?

Much of the electronic equipment in your inventory may be technically

obsolete. As preparations are made for replacement of old electronic equipment with new, careful consideration should be given to selection and training of the maintenance technician. In today's labor market such technicians are highly trained, well paid professionals who are in considerable demand.

SUMMARY

In summary, law enforcement professionals, the business community, and private citizens will be challenged to make careful and wise selections from the electronic security hardware which will be offered in this decade.

In our modern and highly technological world there is a constant flow of innovative products, newly developed products, expanded distribution methods, improved selling techniques, new efficient modes of production, and always there is a tendency to create new substitutes for existing products. The result is what an economist would call "creative destruction" or "planned obsolescence." As one security professional stated recently: "No matter what the business, there will always be snake oil salesmen." The security hardware business has its share of opportunists. In view of this, it behooves us all to choose equipment cautiously in order to make the best and most efficient use of the limited dollars available for the purchase and operation of highly technical security equipment.

CITIZENS CRIME PREVENTION COALITION

A Project Of The Sumter Police Department

By John C. Anderson, Chairman
Citizens Crime Prevention Coalition

The Citizens Crime Prevention Coalition, Sumter/Sumter County, originated as the result of a four-county meeting sponsored by the Governor's Office, Division of Public Safety Programs. Raymond O. Isgett, Crime Prevention Specialist in this office, had requested the assistance of area citizens in sponsoring a four-county meeting that would seek the involvement of the general public in crime prevention. The result of this meeting was to form an individual Citizens Crime Prevention Unit in Sumter County. This meeting was held on May 27, 1980, and since that time the Coalition has grown to become a viable source of crime prevention programs, information and public education.

The Coalition's main objectives as stated in the by-laws are: A) to give eyes and ears only assistance to law enforcement agencies in the city and county of Sumter; B) to bring about an increased public awareness and personal responsibility in the need for crime prevention and civic improvement; C) maintain an inventory of community efforts, area expertise and cooperative efforts by individuals, organizations and special interest groups relating to law enforcement and crime reduction by providing means for youth representation in community and area crime prevention awareness and action plans; E) encourage expansion of Neighborhood Watch, Crime Watch and Project I.D. programs; F) encourage proper legislative action as needed to strengthen crime prevention efforts; G) to be a non-partisan civic action group dedicated to helping maintain the safety and peace of the community.

FORMAL ORGANIZATION

The actual organization of the Citizens Crime Prevention Coalition, Sumter/Sumter County, took place on May 27, 1980, with the selection of officers. A schedule of monthly meetings was established and, at the first monthly meeting, a by-laws committee was appointed. The purpose of this committee was to draft a set of by-laws that identified this group as an assistance group only to law enforcement. A copy of these by-laws will be found in Appendix A.

It should probably be noted that these by-laws provided for youth participation without cost to the young people and for advisory participation from all law enforcement agencies without cost to the representatives from an agency. The city police chiefs in the area and the county sheriffs are considered members of the Citizens Crime Prevention Coalition automatically.

PROJECTS

One of the first projects submitted as a suggestion to the Coalition was the promotion of a sign identifying the area of Sumter County and the City of Sumter as crime watch areas. Originally two signs were designed, one to be placed at the entrance to the county on all major highways and the other to be placed at the city limits on all major entrances into the city. The Coalition has decided at this time to use one design for signs that will be identical except they will identify the area as county or city areas.

These signs were sold to merchants at the exact cost of production at the State Correctional Center and the full purpose and intent of these signs was to notify any potential criminal that the citizens of Sumter and Sumter County are dedicated to a crime prevention program that would deter their efforts of crime within our community, and to display the emergency telephone number (911) to the entire community in order to facilitate notice to the

proper authorities of any crime or hazardous condition.

Reception by the business community on this project has been extremely good, and to date approximately 20 of these signs have been sold and are awaiting construction and installation. It is the feeling of the Coalition that as many as 30 of these signs will be placed in the city/county area once the initial sign is installed. Copies of the proposed signs are at Appendix B. The city sign will be the one that will be used in the future. The original county design with "Boris, the Burglar" has been replaced by the city logo.

CB RADIO PROGRAM

The Coalition has appointed a committee to work with the local CB Clubs in an effort to organize a CB Crime Prevention Watch. The basic design behind this will be, first, to have some CB organization accept the responsibility of manning a CB base station on a 24-hour-day basis as a crime watch reporting station and, second, to rally the forces of the many CBers in the community to act as crime watch volunteers.

The Coalition feels that this plan could greatly reduce crime simply by the publicity that CBers would be reporting any suspicious actions within our community. This program is still in the planning stage and as to date has not become a reality.

NEIGHBORHOOD WATCH AND PROJECT I.D.

A Neighborhood Watch Program and Project I.D. has been initiated and is being successfully carried out through the support of the local news media with the full endorsement and support of the Coalition.

At the present time the Coalition is supporting these projects primarily

through its endorsement of them as worthwhile and necessary projects. The basic working support of these projects comes through the Crime Prevention units sponsored by the Sumter Sheriff's Department and City Police Department.

Neighborhood Watch and Project I.D. have, however, grown tremendously in the Sumter area due to the efforts of our Crime Prevention unit and through the publicity that has been disseminated through this program.

The long-range objective will be for members of the Coalition to act as educational speakers for civic and service organizations in order to promote these two programs on an individual basis.

ACT - A PROJECT TO PRESENT THE FACTS

A project has been proposed whereby Coalition members will be briefed on any incident that local law enforcement feels could result in community problems mainly through misinformation or, in fact, gossip being released to the general public that is, in fact, untrue. Under this program the law enforcement officers actually involved would brief the Coalition members in order that they could carry the message to the general public as to what actually happened in any specific instance. At the present time this program is not official, but is tentatively being called "ACT". This stands for "A Cop Talks".

This program is designed to see that, when disturbance occurs which has the potential for creating a volatile situation within the community, the information disseminated about the occurrence is correct. Informed coalition members would be able to correct misinformation when they encounter it in street conversation.

We feel that this program can eliminate some of the problems that may

occur when a false rumor begins to circulate in the community in reference to the handling of any specific information by law enforcement or simply the details of an incident being misinterpreted to the general public.

YOUTH INVOLVEMENT

The greatest success of this program to date has been the involvement of young people in the Coalition. By direct request the youth of the community was asked to become involved and participate in the Coalition on an equal basis with the adults in the Coalition. The result of this participation is that young people have raised questions that have led to the call for programs to answer questions that all young people may have. At a recent meeting the question of how a young offender was handled brought about the invitation for the local Family Court Intake Officer to speak at our next meeting in order to answer these questions directly. This has resulted in a changed attitude toward law enforcement on the part of our young people as they begin to understand how the system actually works. In fact, at this presentation by the Family Court Intake Officer the rights of a young person were covered in detail.

It is the feeling of the Coalition that young people must be involved in order to obtain their participation in our project. We do not feel that we can design or model the program and then simply hand it to young people expecting their acceptance. I feel it will be proven in great detail that when the young person helps design the program he is being asked to support then, and only then, have we gained his total support.

SUPPORT FOR LEGISLATION

From the monthly meetings and discussions with law enforcement officials the Coalition's attention has been drawn to the problems with

burglar alarm systems, mainly in businesses, and the fact that this has created a dangerous situation for the general public as well as law enforcement. We find that alarm systems are being sold, in many cases, by unqualified and unskilled individuals and that no licensing is required for these people.

This has brought about a project whereby the Coalition has gone on record as endorsing a state law that will require all alarm companies to be licensed and bonded within the state of South Carolina. The Coalition has not taken direct action inasmuch as there is proposed legislation to accomplish this goal. The Coalition is on record as totally endorsing such legislation and will take an active role in supporting it at the proper time.

Pending legislation, the Coalition has gone on record as endorsing a Sumter city ordinance that would require licensing and bonding of alarm system companies. This action was taken with the City Police Chief present in order to give him the total support of the Coalition in requesting some action which would help resolve problems with alarm system companies. It was noted that many times local firms cannot be competitive due to the fact that they must live in the area and, therefore, must do quality work. Yet the 'fly-by-nighter' can underbid these qualified experts and leave many places of business with defective and improper equipment. The Coalition will give total support to the licensing and bonding of alarm system companies.

As a part of this effort the Coalition has voiced its approval of the concept of endorsing the revision of the juvenile court system which has been drafted and is pending before upcoming Session of the legislature. This endorsement is based on a recommendation from a representative of the Family Court system that stressed the need for an updated juvenile justice system.

These endorsements, although indicating a political push for support from our legislative representatives, are in no way biased by any concept other than to provide the citizens with the very best crime prevention program and justice system.

The Crime Prevention Coalition has proposed a program with our local newspaper that would identify law enforcement officers during Crime Prevention Week in February of next year. This program has tentative acceptance and would carry a picture of the local law enforcement officers and give some basic description of these officers. The program's full intent is to identify all law enforcement officers as citizens equal in every way to all other citizens within the community who have simply chosen law enforcement as a profession. We feel that this endorsement of law enforcement personnel will be an added benefit in bringing the general public closer to law enforcement officers as their friends and protectors rather than people to be feared.

As a part of the same program the Coalition has received an enormous amount of crime prevention program coverage and actual coverage of the Citizens Crime Prevention Coalition meetings. We definitely feel that the news coverage of our meetings has assisted law enforcement simply by notifying the potential criminal that the general public is becoming involved.

Along with the promotion of our Crime Prevention Coalition through the news media, all elected county and state officials are mailed a copy of the Coalition minutes along with the agenda for the next program on a monthly basis. This is done to allow them to review the work that the Coalition is doing and to place them on notice of our endorsement of any project that we feel is worthy of their legislative support.

OF

CITIZENS' CRIME PREVENTION COALITION

SUMTER, SOUTH CAROLINA

ARTICLE INAME

The name of this organization shall be Citizens' Crime Prevention Coalition, hereinafter referred to as The Coalition.

ARTICLE IIOBJECTIVES

The objectives of this organization shall be:

1. To give 'eyes and ears only' assistance to law enforcement agencies in the city and county of Sumter.
2. Bring about an increased public awareness and personal responsibility in the need for crime prevention and civic improvement.
3. Maintain an inventory of community efforts, area expertise and cooperative efforts by individuals, organizations and special interest groups relating to law enforcement and crime reduction.
4. Provide means for youth representation in community and area crime prevention awareness and action plans.
5. Encourage expansion of Neighborhood Watch, Crime Watch and Project I.D. Programs.
6. Encourage proper legislative action as needed to strengthen crime prevention efforts.
7. This Coalition shall be a non-partisan civic action group dedicated to helping maintain the safety and peace of the community.

ARTICLE IIIORGANIZATIONAL PATTERN

Section 1. This Coalition shall cooperate with all local law enforcement agencies and seek direction from the South Carolina Governor's Office of Criminal Justice Programs.

Section 2. The area served by this Coalition shall be limited to Sumter and Sumter County.

Section 3. The Board of Direction of this Coalition shall appoint a Nominating Committee each year to present a slate of Board Members, Executive Committee and Officers. Officers of the Board shall be Vice-President, Secretary-Treasurer, Chairman, Chairman-Elect, Vice-Chairman and Immediate Past Chairman.

Section 4. The responsibilities of the Board of Directors shall be:

- a) Preparation and recommendations for the Program of Work of the Coalition
- b) Implementation of the Program of Work after approval by the Executive Committee and Coalition Membership.

ARTICLE IV

MEMBERSHIP

The membership shall consist of the following classes: Active (Adult and Youth), Associate and Honorary.

Section 1. Active Members

Active membership shall be for one year and shall consist of persons (adult and youth (Junior high school students and older)) who are interested in the objectives and activities of this Coalition and who participate as follows;

- a) Persons who are duly elected and active members of the Board of Directors and who have indicated a desire to become members.
- b) Any person or organization representative who has requested membership in writing and evidences an interest by payment of the established annual dues [\$5.00 fee (student school representatives are exempt)].

Section 2. Associate Members

Persons who are employed in law enforcement related agencies or services.

Section 3. Honorary Members

When nominated by the Board of Directors, persons who have rendered distinguished service to the related fields of this Coalition may be elected Honorary Members by the Membership.

ARTICLE V

BOARD OF DIRECTORS

The Board of Directors shall be the governing body of the Coalition and shall have all powers and responsibilities customarily vested in a Board of Directors. Without limiting the foregoing, the Coalition Board of Directors shall specifically determine the policies, the Program of Work and the budget, fill vacancies on the Board of Directors, the Executive Committee and among the Officers of the Coalition.

The Coalition Board of Directors shall be composed of "Representative Directors", "Directors-at-Large" and "Advisory Directors" as defined below.

Section 1. Representative Directors

- a) Area junior and senior high schools, trade schools and colleges and community service clubs shall be invited to nominate a representative to serve on the Board of Directors of this Coalition.
- b) Representative Directors shall be elected for a two (2) year term.
- c) Any vacancies occurring in the ranks of Representative Directors shall be filled by the Coalition Board of Directors for the unexpired term from nominations made by the school or service club to be represented.

Section 2. Directors-at-Large

- a) Directors-at-Large shall be selected individuals from throughout the county and from various interests and disciplines. The Directors-at-Large shall not exceed one half the total number of Representative Directors.
- b) Directors-at-Large shall be elected at the annual meeting of the Coalition membership to serve for a term of two (2) years.
- c) Any vacancies occurring among Directors-at-Large shall be filled for the unexpired term by the Coalition Board of Directors.

Section 3. Advisory Directors

- a) Each year the Coalition Board of Directors may invite the following persons or their designees to serve without vote in an advisory capacity to the Board of Directors: Chief of Police, Sheriff, Metro Squad Officers, Shaw Air Force Base Security Police Commander, S.L.E.D., State and Federal Officers in the county.

Section 4. Qualifications

- a) The Coalition Board of Directors shall be the sole judge of the qualifications and territorial responsibility for the representation serving on the Board.
- b) The members must meet at least once a year. The Board of Directors must meet at least twice a year of which meeting may be in conjunction with the membership meeting. The Executive Committee shall have a minimum of four (4) meetings a year, two of which may be concurrent with the Board of Directors.
- c) The books and records of the Coalition shall be accessible for inspection by authorized representatives of the Membership.

Section 5. Terms of Office

- a) The terms of office of a Director shall be two (2) years except to fill an unexpired term.

- b) No Representative Director shall serve more than two (2) full consecutive terms of two (2) years each plus the remaining portion of an unexpired term to which elected.
- c) Membership on the Board of Directors by Representative Directors shall terminate automatically upon termination of membership in the activity or interest which he represents.
- d) Membership on the Board of Directors may be terminated by vote of the Board of Directors upon absence from two (2) consecutive Board Meetings.

Section 6. Quorum

Twenty percent (20%) of the members of the Board of Directors shall constitute a quorum provided notice as hereinafter noted shall be properly given.

Section 7. Representative Director to SACPO

- a) The Coalition Chairman shall serve as the Representative Director to the State Association of Crime Prevention Officers (SACPO).
- b) This Chairman shall report back regularly to the Coalition Board of Directors on meetings of the SACPO.

ARTICLE VI

OFFICERS

Section 1. The Officers of the Coalition shall be a Chairman, Chairman-Elect, a Vice-Chairman, a Secretary, a Treasurer and the Immediate Past Chairman.

Section 2. The Officers shall be elected by the Coalition from its membership. The terms of all such offices shall be one (1) year plus the remaining portion of an unexpired term to which elected.

Section 3. In the event of the inability of the Chairman to carry out the duties of office, the Chairman-Elect shall become Chairman for the unexpired term in addition to the regular term of Chairman.

Section 4. The Chairman or, in his absence, the Chairman-Elect shall preside at all meetings of the Coalition membership, the Board of Directors and of the Executive Committee.

Section 5. The Chairman shall be an ex-officio member of all committees except the Nominating Committee.

Section 6. All officers shall perform the duties and have the powers commonly incident to their respective offices and any and all other powers and duties prescribed by the Board of Directors or these By-Laws.

Section 7. The Secretary shall be responsible for the minutes of all meetings of the Coalition membership, of the Board of Directors and the Executive Committee.

Section 8. The Treasurer shall be the custodian of all funds and securities of the Coalition. He shall report in writing the state of the treasury at the annual meeting of the Coalition membership, at each meeting of the Board of Directors and of the Executive Committee.

Section 9. In the event of a vacancy in any office, other than Chairman, it shall be filled by the Executive Committee until the next annual meeting.

ARTICLE VII

EXECUTIVE COMMITTEE

Section 1. The Chairman, Immediate Past Chairman, the Vice-Chairman, Secretary and Treasurer and Representative Director shall serve on the Executive Committee.

Section 2. Members of the Executive Committee shall serve until their successors are elected, commencing upon the adjournment of the Board of Directors at which they were elected.

Section 3. The Executive Committee shall possess and exercise all the powers of the Coalition Board of Directors when the Board is not in session. Actions of the Executive Committee during the interim period between meetings of the Board of Directors shall be reported to and are subject to approval by the Board of Directors.

Section 4. The Executive Committee shall serve as the Program and Budget Committee.

ARTICLE VIII

MEETINGS

Section 1. Annual Meeting of the Coalition

- a) The annual meeting of the membership of the Coalition shall be held at such time and place as may be fixed by the Board of Directors or the Executive Committee.
- b) All members shall be notified of the membership meeting at least twenty (20) days in advance giving time and place of the meeting.
- c) This shall be the regular business meeting of the membership and at this time the Board of Directors of the Coalition shall be elected.
- d) Those present in person shall constitute a quorum, provided proper notice has been given as herein provided.
- e) There shall be no proxy vote.

Section 2. Meetings of the Coalition Board of Directors

- a) The Coalition Board of Directors shall meet in regular session as soon as practical immediately after the annual membership meeting for the purpose of electing officers.

- b) There shall be at least two (2) additional meetings of the Board in each fiscal year at such time and place as the Board of Directors or its Executive Committee may determine.
- c) Other meetings of the Board may be called by the Chairman and Secretary, or upon petition of ten (10) members of the Board of Directors, under conditions similar to those for holding regular meetings.
- d) Members shall be notified of all meetings of the Board of Directors at least fifteen (15) days in advance. Special meetings may be called on one (1) week's notice. An agenda for each such meeting will be included with the official notice.

Section 3. Meeting of the Coalition Executive Committee

- a) The Executive Committee shall meet at least three (3) times each year at such time and place as may be determined by the Executive Committee.
- b) Other meetings may be called by the Chairman and the Secretary, or upon petition of three (3) members of the Executive Committee.
- c) Three (3) members of the Executive Committee shall constitute a quorum, provided proper notice has been given.

Section 4. Minutes of Meeting

Minutes of the meetings of the Coalition membership, of the Board of Directors, of the Executive Committee and of all committees shall be prepared and distributed as expeditiously as possible after the close of such meeting to each person concerned.

ARTICLE IX

COMMITTEES

Section 1. Nominating Committee

The Chairman shall appoint a Nominating Committee of three (3) members of the Coalition Board of Directors, one (1) of whom shall not be a member of the Executive Committee. This committee shall present the names of candidates for election to the Board of Directors at the annual meeting of the Coalition. Additional nominations may be made from the floor. A majority vote shall elect.

Section 2. Program and Budget Committee

- a) The Coalition Executive Committee shall serve as the Program and Budget Committee.
- b) The Executive Committee shall compile the Coalition budget for approval by the Board of Directors, which approved shall constitute authorization for expenditures as allocated. The Chairman-Elect shall direct this process.
- c) The Executive Committee shall prepare a written program of work for approval by the Board of Directors. The Vice-Chairman shall direct this process.

Section 3. Appointment of Committees

The Chairman may appoint other committees, as appropriate, to carry out the business and programs of the Coalition. Such committee appointments shall be reported to the Board of Directors at their next regular meeting following the appointment. Such committees shall serve until their work is completed or until they are discharged by the Chairman.

ARTICLE X

MONEYS

Section 1. All funds received by the Coalition shall be deposited to the credit of the Coalition in depositories approved by the Board of Directors and the Executive Committee. All checks drawn shall be signed in the name of the Coalition by two (2) Officers so authorized by the Board of Directors.

Section 1a. Disbursement of Funds

The Chairman is empowered to make expenditures up to \$25 without prior approval.

The Secretary is empowered to make expenditures up to \$25 without prior approval.

The Executive Committee is empowered to make expenditures up to \$50 without prior approval.

All other expenditures require majority approval of the general membership present and voting at any regular or special call meeting when five days prior notice has been given to all members.

Section 2. The accounts of the Coalition shall be audited at least once a year by a Certified Public Accountant authorized by the Board of Directors or the Executive Committee.

Section 3. The Treasurer shall present a financial statement to the membership of the Coalition at its annual meeting.

ARTICLE XI

FISCAL YEAR

The fiscal year of the Coalition shall be from July 1 to June 30, both dates inclusive.

ARTICLE XII

DISSOLUTION

In the event of dissolution or liquidation of this Coalition, no member shall share in or receive any funds or other assets there remaining in the possession of the Coalition, and any such funds or other assets will be contributed to a similar non-profit tax exempt organization having same or similar activities.

ARTICLE XIII

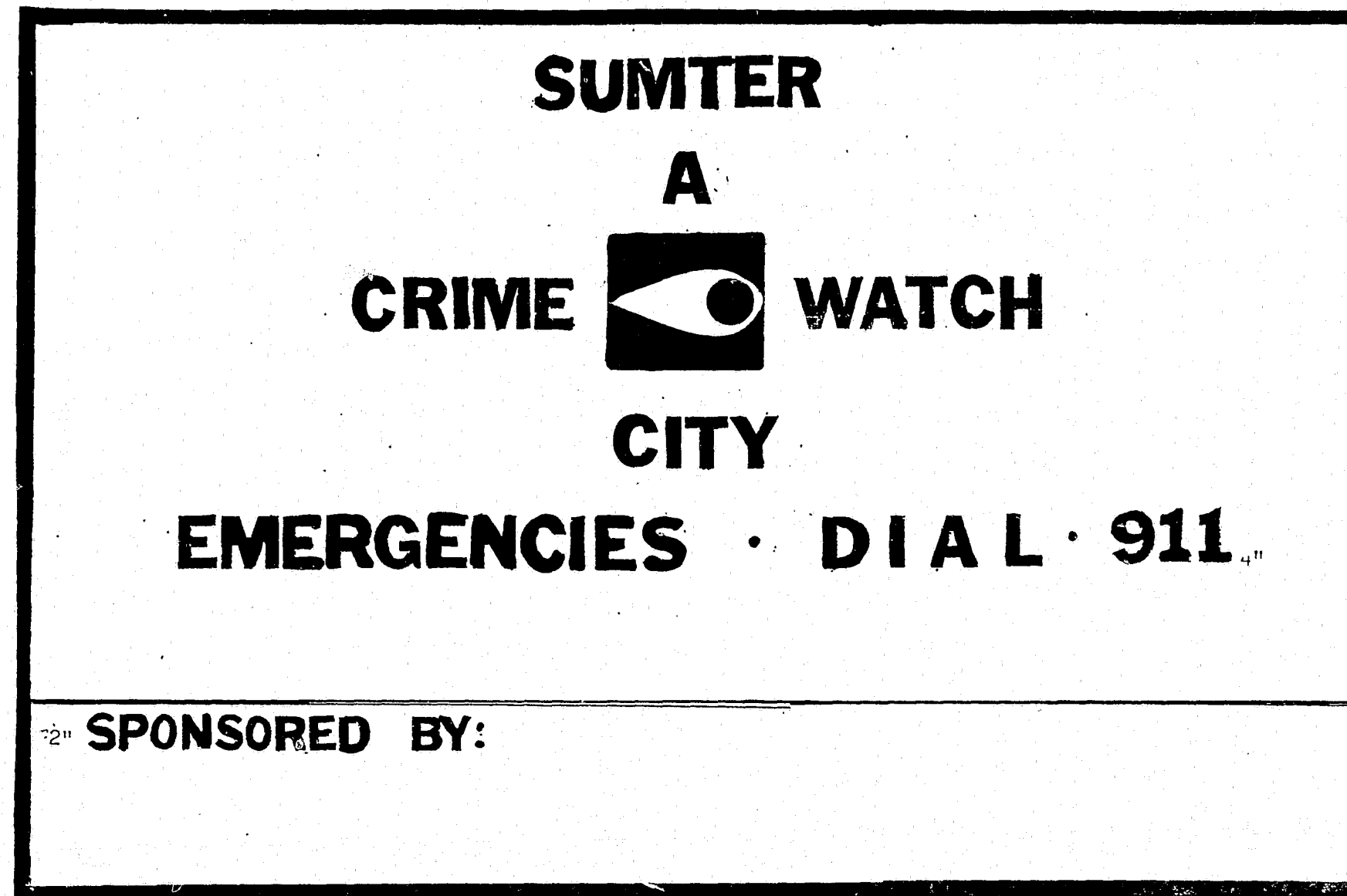
PARLIAMENTARY AUTHORITY

Except as otherwise provided in these By-Laws, Roberts Rules of Order (revised) shall be the parliamentary authority of this Coalition.

ARTICLE XIV

AMENDMENTS

These By-Laws may be amended by majority vote of membership present at the annual meeting or at a special meeting of the membership called for this purpose, provided the proposed changes are submitted in writing to the membership fifteen (15) days prior to such meeting.



BLUE: Sumter a Crime Watch City and word DIAL
RED: Emergencies and 911
WHITE: Background
BLACK: Sponsored by: and Eye
Sign: Size 3 x 4 ft.

IMPLEMENTATION OF FULL-SERVICE TEAM POLICE MODEL
WITHIN THE CHARLESTON POLICE DEPARTMENT

By John Conroy, Chief
Charleston Police Department

INTRODUCTION

Prior to 1976, the Charleston Police Department was organized in a traditional three watch system. In this organizational form, the Uniform Division was the basic provider of police services for the city. The officers were formed into three eight hour watches each under the command of a lieutenant watch commander. The commander was responsible for patrol activities during the eight hours of his shift. The two other major divisions of the department were the Traffic Division and the Detective Division. These units were centralized headquarters units with their own commanders answering directly to the Chief of Police. The juvenile, narcotics, vice and community relations offices were also centralized.

Although this basic system had been adjusted periodically through the years, the substance and philosophy had not altered. There were major disadvantages to this organizational form, both in the operating procedures and the philosophy of police service.

The accountability was very poor. The watch commander was responsible for the eight-hour shift. Because traffic and investigating officers were not under his command, he did not have the resources to plan or execute any type of action beyond a simple direct response to a call for service. To further complicate his position, the watch commander was responsible for the entire city for a limited period of time. He was subject to rotation from the day shift to the evening shift to the night shift. It was impossible for him to make any major contribution to the department. Consequently, a complacent attitude developed.

There was an extremely low level of job satisfaction on the part of the patrol officers. Interesting or important cases were investigated by Detectives. There was little opportunity for a patrol officer to learn investigative skills or to demonstrate any natural ability he might have to successfully conduct investigations.

Because of the rotating traditional three watch system, the response was essentially identical to all parts of the city. There was no attempt to tailor the police response to the needs of the contrasting neighborhoods of Charleston.

The objective in looking for a new organizational form and a new philosophy was to find a police organization that would broaden the approach of the Charleston Police Department in a manner that would promote a higher level of citizen cooperation, a greater opportunity for independent action by mid-management supervisors, and which would eliminate or reduce the many layers of command structure that frequently hampered initiative on the part of the operating policeman in the street.

TEAM POLICING

During the past decade there has been a general shift in the law enforcement philosophy from the traditional law and order model to an approach that accepts and, in some cases, embraces a much broader responsibility for police agencies. Community relations, crisis intervention, conflict management and citizen participation have become accepted terms in the jargon of law enforcement. The Charleston Police Department has adopted a philosophy that considers the crime problem a joint responsibility of the community and the police department. The full-service team police model appears to offer an organizational and philosophical model that can produce the desired level of police community integration considered necessary for effective law

enforcement. This model retains the benefit of advanced technology in the areas of communications, records, records and identification, specialized investigations, and management control. At the same time, the members of a police team become an integrated part of the community. Geographic stability, daily participation by citizens in police activities and decentralization of operational decision-making is intended to promote confidence, mutual respect and ultimately a coordinated, cooperative effort by the police and the residents of the community to reduce criminal activity.

Team policing is a method of providing police service in which a small group or team of officers provides all police services for a specific area. The basic concept is to transform the department's specialized and separated pockets of expertise into highly flexible teams of officers who are knowledgeable in a variety of enforcement areas. In other words, the idea is to change the department from groups of specialists to teams of generalists.

The teams are basically self supporting with assigned specialists providing cross training for the team. Each team functions as the basic police service agency for a specific neighborhood. Teams recognize the differences in the neighborhoods and plans are developed to provide a police response that is tailored to the needs of that particular neighborhood. Obviously the concerns of an affluent suburban residential neighborhood are not the same as those in a highly congested poverty-ridden neighborhood in the central city. Team policing permits the tailoring of police methods to the requirements of each of these widely diverse environments.

Team policing could be described as an updated version of the beat officer of the past. The citizens of the neighborhood get to know the officers as individuals and the officers become more thoroughly informed of the problems of a specific area. The walkie-talkie radio provided to the individual officer makes it possible for him to leave his vehicle for a limited time to become

acquainted with the residents and develop a sensitivity to and understanding of their particular needs. Hopefully, the citizen will also recognize the police officers as individuals with whom they can work to solve the common problem of crime in their neighborhoods.

PLANNING

As a part of the first exploratory phase of the planning cycle, the literature describing team police organizations was examined. One of the earliest experiments in the modern team police concept occurred in Aberdeen, Scotland, in 1948. The Aberdeen plan abolished individual officer beats and absorbed these beats into districts. The district was policed by a team varying in size from three to nine according to the time of day, the day of the week, and the policing needs of the particular district. This approach was innovative because the officers were encouraged to use their own discretion in determining the method of carrying out each assigned duty. The team was managed by a sergeant who coordinated the efforts and made changes in assignment from foot patrol to motor vehicle as conditions dictated. Commenting on the efficiency of the Aberdeen experiment, Dr. David A. Booth reported that the sergeant had become a leader and organizer rather than a supervisor. This transfer of emphasis increased his interest in his own and his own men's work and, therefore, improved efficiency. The psychological effect of being a member of the team tends to increase the efficiency of the weaker members and promote a more cohesive unified effort to solve the problems.

In 1968, Richland, California, instituted a form of team policing modeled after the English experience. In this system, the police officer lived in his district and operated out of his home rather than the police station. This was designed to contribute to better community relations and to permit the officer to become more thoroughly familiar with every detail on his beat. This

system was criticized; however, in that this familiarity with the residents may breed leniency in the officer's treatment of them.

The established form of team policing in the United States was supported specifically by the discretionary grant program of LEAA in 1970-71 and in subsequent years. Their publication Neighborhood Team Policing is an invaluable practitioner's guide to the problems and processes of team policing.

The concept of team policing has been applied with varying degrees of success in Detroit, Los Angeles, New York and Cincinnati. Although the data from the large cities provided some insight, a closer scrutiny was made of cities that were similar to Charleston in size and composition. Team police projects in Dayton, Ohio, and Syracuse, New York, were carefully examined. Both these cities more nearly approximate the size of Charleston. The team police organization at Holyoke, Mass., was also studied. Holyoke is a smaller city than Charleston but has many similar problems.

An objective assessment of the Dayton, Ohio, team police effort concluded that it was only marginally successful. In this case, the police officers did not accept the concept. The training had been conducted by a New York firm of psychologists who were not fully accepted by the officers. The community was suspicious of the proposed changes and probably the most important deterrent to success was that the community and the police seemed to prefer the traditional militaristic model of police. On the positive side, however, the Dayton reorganization did provide for the unified delivery of services and activated a referral system so that police could direct problems beyond their scope to appropriate social service agencies.

The team policing concept was brought to Syracuse by a physicist of the General Electric Company. He designed crime control teams to concentrate on the control of crime in a specific beat area and had them refer non-criminal

and service calls to the regular patrol officer. The team leader was to determine the area and nature of concentrated action. The demonstration team was composed of eight volunteers who were received enthusiastically by the community where they were assigned and they achieved a startling reduction in crime. Results were widely publicized by General Electric and the program expanded. The Syracuse experience also showed that it was impossible to separate crime control and police services. This program was praised by the chief of police because of the established level of accountability that was totally unknown in the past. The accountability was pushed down through the department to the patrol officer until he was fully accountable for what happened on his beat.

Holyoke, Mass., is a small town with 50,000 people and a police force of 120 members. The team police project was set up with federal grant money and was first confined to a high crime area containing a high concentration of Puerto Ricans living in poverty and squalor. The original team provided all police services except homicide investigations. It was headquartered in a neighborhood storefront and the assigned officers wore blue blazers. Team members elected their own chairman, set policy, made schedules and distributed the work at weekly meetings. Monthly meetings were open to the public. Police officers in the Holyoke Department who were not team members resented the publicity given the team and its successes. However, the operational elements of team policing were achieved. Geographic stability was absolute, maximum interaction among the officers was achieved; community participation was good, both formally and informally; and the four organizational objectives were met (unity of supervision, lower level flexibility and policy making, unified delivery of services and combined patrol and investigative functions).

In addition to studying the literature pertaining to team policing, the Chief of Police and staff officers visited Charlotte, N.C., to discuss the team police organization there. The visit was extremely valuable because it permitted open and candid discussion with command and staff officers, team leaders and patrol officers. The overwhelming response at all levels of the Charlotte Police Department was that the team police organization was superior and more productive than the traditional three-watch style. The team leaders unanimously felt that they had a much more responsible job with a tremendously increased work load.

Following the Charlotte visit, technical assistance was requested and provided by the Police Foundation in the form of a two-day visit by a consultant to objectively examine the resources of the Charleston Police Department to assist in the determination of the feasibility of installing the team police full service model in Charleston.

THE DECISION TO PROCEED

Following consultation with the representative from the Police Foundation, extensive discussions were held within the command and planning staff of the department and with representatives of the City government and the community. The decision was made to proceed with the conversion to the full service team police model. Following are a few of the major factors leading to this decision:

1. Existing resources were generally adequate. The first step would be to activate a pilot program on the east side of the peninsular city. This was a clearly definable neighborhood with natural boundaries and was representative of the entire city's composition. It was a predominately black neighborhood where there was an obvious need to improve police community relations and the level of police and community cooperation.

2. The leadership within the department at the lieutenant and the sergeant level was considered suitable for this dramatic change.
3. The concept of team policing was highly endorsed by the political administration.

At this point, a review was conducted to identify specific objectives of team policing that would be applicable in Charleston. It was and is necessary to clearly define the expectations when a major shift in organizational form and philosophy is contemplated. The objectives were:

1. Improve the image of the police department. This was to be done by moving away from the structured, rigid military chain of command type of operation and toward an organization that would be more responsive to the individual needs and expectations of the team areas.
2. A higher level of accountability would be established. The team leader would be given a share of the department's resources from which he would develop tactical deployment plans appropriate for his team area.
3. Decentralization to the lowest possible level, the decision-making process. The final decision and the majority of the cases would be by the team leader following meetings and discussions with the members of the team and representatives of the community. Participatory management as a method of obtaining support for operational decisions is an integral part of team policing. This approach would create a vested interest in the success of the program by all members of the team.
4. Each team would be required to maintain an on-going community relations or crime prevention project at all times. These projects

are integrated with neighborhood associations and PTA groups that are functioning within the team area.

5. Assignments to the team area will be for a minimum period of two years. This relatively long period of assignment is designed to permit the officer to gain intimate knowledge of the community. It was also hoped that this closer contact would generate more support for the police officers and would nudge the residents of the community into a position of recognizing and accepting their share of responsibility for crime prevention.
6. The decentralization of the operational function would include investigation, vice control, school liaison and juvenile functions. The team leader was given the authority to assign any policemen to any of these functions.

When a team police model was adopted, the department expected to see some noticeable changes in community response. These changes, it was anticipated, would result in an increase in reported crime due to willingness of the citizens to report. It was also expected that the number of calls for service would increase, that there would be fewer complaints regarding police service at the headquarters level and that ultimately the clearance rate would improve for all offenses.

THE PILOT PROGRAM

The first team was activated in the spring of 1975. Prior to the opening of the team office, meetings were held in churches and schools, with prominent citizens in the team area, and with the council members representing the east side of Charleston. Although there was some opposition from small groups who contended that we were attempting to infiltrate the neighborhood with a big brother approach that would be discriminatory in its actual application. These

objections were literally booed down in church meetings while the idea of a dedicated, balanced team of police officers assigned on a permanent basis to one neighborhood was enthusiastically supported.

The pilot program remained in effect for one year and was closely monitored by the command officers. As was expected, the number of reported crimes increased, calls for service went up, complaints went down and the clearance rate rose dramatically.

It was found, however, that the manning level was not sufficient. If the team was to be expected to carry out additional community relations in crime prevention assignments and to respond to calls on a much broader base than traditionally expected of the police department, it would be necessary to provide additional manpower to the team leader.

At the end of the year's pilot program, the decision was made to convert the entire city into four teams using the full service team police model.

CITY WIDE TEAM POLICING

The four teams in the new organization were designed so that 25 percent of the workload would be in each team area. The three teams within the peninsular city and one team West of the Ashley River each carried approximately 25 percent of the anticipated calls for police service. The boundaries were adjusted to accommodate natural routes of traffic and pedestrian flow and, where possible, major arteries were assigned exclusively to one team. Although the West Ashley area was much larger, the primarily suburban lifestyle did not generate as much crime or as many calls for service as the congested downtown area of the peninsula.

Despite the success of the pilot program, the conversion to team policing on a city wide basis required some major changes. The Detective Division was

disbanded. The detectives were assigned proportionally to one of the four teams. Their assigned responsibilities were to instruct and cross-train patrolmen in the investigative function and to review all cases for completeness of preparation, appropriate charges and proper preparation for trial. If the detective was a sergeant, he was assigned supervisory responsibilities within the team.

A review of our record system revealed that the majority of crimes were perpetrated by persons who live in close proximity of the crime scene. Follow-up investigations, therefore, could be handled within the team.

There was a small group of six detectives who were retained at headquarters to investigate assigned crimes of particular complexity or where it was necessary to follow leads across team boundaries. In these cases, the patrol officer who made the initial report worked with the detective from Central Investigations and participated in the case to its conclusion. The Juvenile Division was also disbanded and the officers were assigned to one of the four teams.

The team commander was now provided with patrol officers, supervisors, investigators, juvenile officers and community relations officers. It was his responsibility to plan for the deployment of these resources and to deploy the men and equipment available to him in the most appropriate and productive manner. It provided the team leader with an opportunity to demonstrate his planning skills as well as his leadership ability.

In the summer of 1976, full service team policing was adopted throughout the city. Charleston's experience in team policing has been a success. Community acceptance has been outstanding. The neighborhood group leaders, school principals, businessmen, and others have expressed great satisfaction with the program. They are particularly pleased with being able to work with a police lieutenant who is familiar with their particular problems on a

continuing basis.

REALITIES OF TEAM POLICING

A department that considers team policing must accept the philosophy that reduction of crime is a joint responsibility of the law enforcement organization and the citizens of the community. This philosophy is stated in the objectives of the Charleston Police Department.

The primary objective of the City of Charleston, South Carolina Police Department is to provide the 80,000 citizens within the Charleston City limits with a professional public service policy agency that will facilitate the reduction of crime, the detection and apprehension of criminals and the promotion of public cooperation in the accomplishment of this common goal.

If the chief executive and the chief police administrator do not actively support this position, the full service team police organization is probably not for them.

In the decentralized organization used in team policing, coordination of investigations becomes more difficult. This difficulty can be overcome by frequent meetings between the investigators assigned to the teams and the senior officer of the Central Investigation Unit.

In team policing there will frequently be a delay in the transmittal of information from a team area to headquarters. If the chief of police insists on having his finger on every operation within the department at all times, team policing is not for him.

The key to successful team policing at the operational level is high-quality, competent team leaders. The team leader must be an individual who actively seeks additional responsibility. He must see himself as a leader, a manager and an innovative thinker. In some cases, a balanced group of selected sergeants can be assigned to offset any leadership deficiencies in a particular team commander but an open, receptive style of leadership is necessary in team policing. Participatory management or a leadership style

that does not rely on domination is essential in team policing.

The application of the philosophy of team policing has been successful in the City of Charleston. During the period from 1976 to 1979, the number of Part I offenses has steadily decreased. There has been a minor increase in the number of Part II offenses reported, combined with a slow but steady increase for total calls for service. The clearance rate for all reported crimes in the city rose from 15.6 percent in 1976 to 30 percent at the present time. The participation of team members in neighborhood associations, PTA meetings, school liaison programs, and crime prevention workshops has created a high level of community acceptance and approval. A major advantage of this system is that it provides the opportunity to develop leadership in mid-management personnel. It also identifies those leaders who lack the desired qualities in areas of initiative or administrative ability. The team police organization can result in improved performance and morale by providing the field supervisor with the opportunity to design and execute plans of action without the frustration and red tape of a rigid, sometimes paralyzing chain of command between the field operatives and the police administrators.

Team police organization will not, in itself, solve the problems faced by police administrators. However, total commitment to its concepts, particularly in areas of community relations and police community cooperation, can be a giant step forward. This form of organization deserves a careful review by police administrators throughout the state. The principles are valid and applicable, in most cases, regardless of the size and location of the department.

ADOPT-A-SENIOR PROJECT
By Capt. W.J. Johnson, Jr.
Richland County Sheriff's Department

In April, 1980, Sheriff Frank Powell put into action a thought which he had been contemplating for quite some time. The senior citizen who lives alone is an often forgotten individual. These valuable citizens of the community are strapped with the problems of loneliness, financial pressures due to a fixed income, and in some cases deteriorating health. With these difficulties in mind, Sheriff Powell believed a step should be taken and so the Adopt-A-Senior Project Program was born. The premise was that the Sheriff and deputies in Richland County would adopt all the senior citizens of the county.

The program is really a very simple one as far as purpose and scope are concerned. It requires no elaborate equipment or large budgetary expenditures. All that's required is a deputy assigned to a patrol area in the county and a few minutes from his schedule to stop and check on a senior citizen. The deputies of the Richland County Sheriff's Department have taken the program to heart and have done a remarkable job.

At the program's inception, senior citizens living alone had to be identified and located. The Richland/Lexington Council on Aging was notified and helped in the development of our initial lists. These senior citizens were then contacted via community meetings and personally to ask their feelings about inclusion in the program. The response from the senior citizens in the county was overwhelming. These elderly citizens in the community were elated to know that someone cared enough about them to take time to check on them periodically. Of course, once the news travelled about the program, our switchboard was swamped with requests to be included.

The mechanics of the program are quite simple. Each deputy assigned to a patrol area during the day shift visits the senior citizen identified in his area a minimum of three (3) times per week. The visit consists of a simple "hello", and "how are you" kind of situation. While visiting, the officer may notice particular problems such as a no heat or food shortages. He may be asked questions concerning social security, medicare, and medicaid. In the event that any of these difficulties come to the officers attention, he can report to the designated person within the Sheriffs Department, who then makes a referral to the proper agency for action.

Many positive reports have come from this particular program. Day after day officers report the good results coming from the program from both the humanitarian perspective and the law enforcement perspective.

On the humanitarian side, one officer stopped to visit a senior citizen and discovered she had been overcome by the excessive heat of the summer day. She had no one to whom to turn for help, other than the deputy. Her fixed income made ambulance services difficult, and she really needed only to see her own doctor. The officer helped her to his patrol car and transported her 2 miles to her doctor. The doctor treated the lady and a tragic situation was averted through the Adopt-A-Senior Program.

From the enforcement perspective, the program has provided a wealth of information. One example involved two deputies who stopped to visit. The senior citizen they were visiting warned the officers not to get around the house across the street. She told the officers that she knew there was a man in that house who had killed someone in the lower part of South Carolina. The deputies checked into the situation and found that warrants existed in a city in the lower part of South Carolina for assault

and battery with intent to kill. Based on that elderly lady's observation, an individual involved in a serious crime was arrested.

These are just examples of the many situations that could be cited, from which benefits were derived from this program.

The Monthly reports made by the deputies include information concerning the number of citizens on the list each month, along with visits and referrals made.

The program has been a great success in Richland County. The senior citizens involved appreciate someone caring and the deputies receive an even greater reward from visiting.

WOODLAND - PEARCE HOMES ANTI - CRIME PROGRAM

By Danny Boozer
Administrative Assistant to the Chief
Greenville Police Department

EDITOR'S NOTE: Since the Greenville Woodland/Pearce Homes project began just five months ago, some parts of the program have not been implemented. Experts in the field are being consulted in some areas, while new developments such as the recently awarded modernization grant, programs for the elderly and job efforts have not yet been fully developed. Dan Boozer has said that he will be glad to share information on the progress of the project from time to time with other departments which might be interested. Write him in care of the Greenville Police Department or call him at 271-5263.

Woodland - Pearce Homes is a public housing project located in the City of Greenville, South Carolina, populated by low income tenants. The housing project includes 302 units and houses approximately 1014 residents. A disproportionately high rate of crime has been recorded in the area for a number of years, and violent crime, frequently arising as a result of domestic disputes, has been a constant problem.

The Greenville Housing Authority and the Greenville City Police Department, recognizing the need for effective anti-crime activities in the area, initiated a joint crime fighting program. The Housing Authority borrowed from the Police Department one sworn police officer to fill the position of Anti-Crime Coordinator, as part of a comprehensive, grant-funded anti-crime effort. The program, funded by the U.S. Department of Housing and Urban Development, is one of fourteen in the nation. The objectives of the project include a 20 percent reduction in the rates of property and violent crime and a 20 percent reduction in drug offenses.

The Housing Authority and the Police Department selected James Austin, a detective with six years of distinguished service with the City Police Department, as Anti-Crime Coordinator. The Anti-Crime Coordinator is responsible for implementing a variety of crime prevention activities in the Woodland - Pearce Homes neighborhood. To prepare for these activities, Detective Austin

attended Basic Crime Prevention courses at the nationally recognized Crime Prevention Institute in Louisville, Kentucky.

The overall program consists of a number of components directed at crime reduction. These components are as follows:

- 1) OPERATION IDENTIFICATION. Property which is marked with an identifying mark or number is more easily traced when recovered following a theft. Easily traced items are less attractive to "fences" (buyers of the goods) and therefore are not as attractive to thieves. Additionally, properly marked items are more likely to be returned to the rightful owners if they are more easily traceable. Therefore, an objective of this program is that 75 percent of the residents will participate in engraving valuables for identification.
- 2) TENANT ANTI-CRIME COMMITTEE. Tenants in the Woodland-Pearce Homes neighborhood have formed a crime-fighting committee as a means of involving the community in reducing crime. The Anti-Crime Coordinator meets with this committee each month to discuss specific problems and to plan measures directed at eradicating the criminal element in the neighborhood.
- 3) BLOCK WATCH. Related to the goal of involving the community in fighting crimes, a community block watch program is being organized by the Anti-Crime Coordinator. Tenants involved in the block watch program will keep check on their neighbors' property and report suspicious activities to the police. The Anti-Crime Coordinator holds separate "Court Meetings" with groups of residents in buildings which are clustered around a parking court. The result is that a smaller, more intimate group meeting is possible with residents who live in these clustered areas, thus strengthening community ties and the degree of individual involvement.

4) SPECIAL ANTI-CRIME PRESENTATIONS. To further enhance public education efforts as a means of preventing crime, a series of special presentations are planned by various outside agencies. Tentative plans call for programs by the Police Department's "Officer Friendly" and by a Juvenile Officer. These presentations will be specifically directed at delinquency prevention, since a number of juvenile offenders have been identified as residents of the neighborhood. Additionally, program participation is anticipated from Victim/Witness Assistance, Rape Crisis and the Alcohol and Drug Abuse Commission.

5) TARGET HARDENING. The major thrust of the target hardening component of this program will be directed at environmental security. Apartment units will be made more secure by means of improvements such as solid core doors, dead bolt locks, etc. The grounds will be rehabilitated with a major emphasis on security and opportunity reduction. Improvements will include lighting, elimination of hiding places behind untrimmed shrubbery, etc. In short, the physical environment of the neighborhood will be altered to reduce the opportunities for the criminal to strike. A good example of target hardening to reduce criminal opportunities is the new mailbox system. Previously, mail was delivered door to door and placed in ordinary mail receptacles which could not be locked. Over 50 percent of the residents of the area receive social security or public assistance benefits, and theft of checks from mailboxes was a growing problem. A new system of lock and key clustered mail receptacles is now being implemented, thus improving the security of residents' mail.

In conjunction with environmental improvements, the Housing Authority has received a \$700,000.00 grant to implement a modernization program in the Woodland-Pearce Homes neighborhood. The modernization program will include improvements in the appearance of the buildings and the grounds in an effort to improve the residential character of the neighborhood and foster the development of community pride.

6) YOUTH EMPLOYMENT/RECREATION PROGRAMS. As has already been mentioned, an alarmingly high rate of crime in the area is perpetrated by juveniles. These crimes typically include assaults, vandalism and theft. Efforts are underway to divert juveniles from criminal activity through an aggressive program to reduce unemployment among young people. In addition, the project will include recreation programs to reduce the number of juveniles who have a lot of time on their hands. These activities, in conjunction with presentations outlined in paragraph four, are designed to have a major and lasting impact on crimes by juveniles. The Juvenile Division and "Officer Friendly" presentations will stress the serious nature of crimes and equally serious consequences. The recreation/employment program, (bowling teams, etc.) will offer a visible alternative to criminal activity, thus complementing the presentations by "Officer Friendly" and the Juvenile Division.

In addition, the Anti-Crime Coordinator is recruiting 10 youths in the neighborhood to act as project area monitors, devoting two hours per week each to watching for suspicious persons or activities, etc.

7) SPECIALIZED ANTI-CRIME PROGRAMS FOR THE ELDERLY. Since older citizens are often more vulnerable to crime, special attention must be paid to helping them protect themselves. A major phase of this program involves work with senior citizens to demonstrate to them how they can protect their property and themselves. Likewise, specially designed recreation programs for senior citizens are planned to promote positive community interaction.

8) INTERFACE WITH THE CITY POLICE DEPARTMENT REGARDING COMMUNITY CRIME PROBLEMS. The area Anti-Crime Coordinator meets regularly with the Chief of Police, the Juvenile Division and command staff of the City Police Department to review problem areas faced by the neighborhood. Likewise, the Anti-Crime Coordinator

provides intelligence information which is valuable to city investigators in working to clear serious crimes.

9) STRENGTHEN MANAGEMENT OF THE PROJECT AREA. Efforts are being made to strengthen the management of the homes, including identification and appropriate handling of problem tenants, reduction of domestic problems, identification and removal of abandoned vehicles, etc.

10) ANTI-VANDALISM ACTIVITIES. Destruction of property is a common problem in the neighborhood and the Anti-Crime coordinator is preparing to take steps to reduce these types of incidents. In addition to previously mentioned programs to increase community pride, an intensive campaign is planned to enhance reporting of vandalism incidents and to identify violators.

At the end of one year, a comprehensive evaluation of program effectiveness will be considered. In addition to a determination as to whether measurable objectives were met, individual components of the program will be evaluated and modified where necessary. Evaluation of program effectiveness will be the basis for determining the future course of this project and similar projects in other areas.

PROJECT READINESS

A Model Physical Fitness and Health Enhancement Program for Law Enforcement Personnel

Stan LeProtti, Warren K. Giese, John H. Spurgeon, James A. Keith,
Joseph C. Kiesel, Sandor Molnar and the Project Readiness Team*

The program described in this article serves as an excellent example of a major commitment on the part of the law enforcement leadership to the establishment of a well organized and comprehensive training program aimed at improving the physical fitness and health status of law enforcement personnel in the state of South Carolina. It also represents a commitment by the University of South Carolina to promote a public service program which will ultimately result in a more effective law enforcement effort.

Sheriff Frank Powell, Richland County, Sheriff James Metts, Lexington County and Chief Arthur Hess, Columbia City Police, pioneered the pilot project for this program by involving personnel from their agencies in the creation of the first formalized physical fitness and health enhancement training program to be established for law enforcement personnel in the state. Solicitor James Anders, Richland County, worked hard for the establishment of the pilot project and joined with nineteen other law enforcement leaders in giving their support to the establishment of the second phase of this program. Senior Senator Strom Thurmond and Congressman Floyd Spence likewise, enthusiastically endorsed Project Readiness II which is jointly funded by Title I Federal funds and the University of South Carolina.

Numerous studies as reported in the literature clearly establish law enforcement as one of the most hazardous occupations in contemporary society.

Police work represents an occupation of two extremes, 1) sedentary in nature most of the time and 2) occasional violent encounter potentials some of the time for a large segment of the force. This coupled with rotating duty schedules, job related stress and domestic factors all contribute to a diminished physical fitness status and increased emotional stress. The health fitness status of the typical law enforcement officer in the law enforcement community is well below the minimum standard for the normal American population.

The Law Enforcement community, when compared to the rest of the population, reflects percentages well below acceptable levels in a wide range of health related characteristics. Examples of this can be cited from a number of studies. A recent study conducted by the Chief Surgeon of the New York City Police Department identified the biggest problem plaguing law enforcement personnel as lower back ailments, which are believed to originate in emotional conflict and are complicated by minor trauma. Recurring headache is another complaint frequently reported. Relatively high rates of gastro-intestinal disorder, high blood pressure, digestive and circulatory afflictions, kidney disease and anxiety conditions have been cited as affecting police in other studies just as they do people in other stressful occupations. Some investigators believe that the prolonged stress of police work is the major causal agent in cardio-vascular disease. When compared to the rest of the population, rates of alcoholism, suicide and divorce are also relatively higher among law enforcement personnel.

The Law Enforcement Physical Fitness and Health Enhancement Program known as Project Readiness, developed by Coach Stan LeProtti of the Department of Physical Education at the University of South Carolina and his staff, known as the Project Readiness Team, has been cited by the President's Council on

Physical Fitness and Sports as a model for law enforcement personnel in the United States. It is the most comprehensive multiphase attack on the health fitness problems of law enforcement personnel ever to be organized in the State of South Carolina. It has produced significant results in terms of physical reconditioning of police officers, consequently allowing them to better perform the mission of law enforcement.

Each participant underwent a series of clinical tests, a dietary recall, and a psychological profile test administered by appropriate members of the Readiness Team. It is important that this data collection effort not be misunderstood. Project Readiness is primarily a public service project. However, in order to lend credence and credibility to our effort, it is essential that we have pre and post test data in order to determine our progress, counsel our participants and provide baseline data for future efforts. The clinical test consisted of 1) resting blood pressure and resting pulse rate, 2) pulmonary function, 3) intraocular eye pressure, 4) 12 lead electrocardiogram, 5) blood chemistry - 26 item panel, 6) bicycle ergometer stress test and 7) body composition and body structure measurement.

Following the conclusion of initial testing all participants were required to attend workouts held at the Blatt Physical Education Center. Coach LeProtti and his staff supervised all workout sessions and participants went through a carefully regulated physical activities program designed to upgrade their physical fitness status. Workouts were scheduled on a Monday, Wednesday and Friday basis, from 8:45 a.m. to 10:30 a.m., and from 5:00 p.m. to 6:30 p.m. The first 45 minutes of each workout consisted of a series of stretching-flexibility exercises followed by lower back and abdominal muscle group exercises aimed at reducing or eliminating lower back ailments. These activities were followed by a series of training procedures

designed to develop cardio-vascular respiratory endurance capacity, muscular strength and muscular power, agility and quickness. Interval training techniques were employed as well as such activities as rope skipping and bench stepping to music. Jogging, short shuttle runs, basketball drills, football grass drills, and agility drills were also used in the training process. Physical fitness test items such as sit-ups, push-ups, two-arm hang, squat thrust and extension press ups were scheduled at various times throughout the program. The 12 minute run/walk test was also utilized.

From time to time participants engaged in training activities of a highly specialized nature on the newly constructed outdoor physical training facility which features an asphalt running track with ten exercise stations situated around the running area, each designed for a separate physical fitness activity. This facility has some rather sophisticated equipment such as a forty foot horizontal cable, a thirty foot grip swing apparatus and an eight foot verticle aluminum pegboard mounted on a plywood backed frame. These pieces of equipment range from 12 to 14 feet above the ground. By no means do all participants use each piece of apparatus; only the best conditioned were able to do so and this happened only after a great deal of work and conditioning had taken place.

During the second 45 minutes of each workout, participants engaged in selected sport activities designed to further contribute to the physical conditioning process as well as to promote competitive instincts. These activities involved team handball, basketball, racketball, and volleyball. Also, swimming was available and non-swimmers received swimming instructions.

Supplemental to the physical training sports activity component of the program was a series of lectures on diet and nutrition and, where necessary, individualized counselling on weight reduction occurred.

Participants who could engage in only walking activities at the start of the program concluded by being able to jog several miles and others who could barely lift an eighty-pound weight ended the program by being able to lift 150 to 200 pounds. Large numbers of officers experienced a reduction or total loss of lower back pain. Several reported the ability to keep up with chase dogs in pursuit of criminals as contrasted to their early experience of having to stop to rest several times in the course of such activity. Others reported a marked improvement in their ability to handle rotating shift schedules. Many who were overweight at dangerous levels ended the program with weight loss ranging from 15 to 45 pounds. Large numbers of officers felt that their mental attitude toward potential violent encounter predicaments was much more stable as a result of being in better physical conditon. Equally important was the belief on the part of many officers that their home situations had become more relaxed. Several wives reported that their husbands appeared to be less apprehensive, less nervous and more relaxed.

As a result of the success of Project Readiness I and the enthusiastic support of the law enforcement leadership whose agencies were involved, in January, 1980, Coach LeProtti and his staff received a grant in the amount of \$78,000, which will enable them to activate Project Readiness II in May, 1980, and operate for twelve months.

This program will serve all levels of law enforcement including city, county, state and federal personnel. Represented in this program will be the Columbia Police Department, Cayce City Police Department, West Columbia City Police Department, Lexington City Police Department, U.S.C. Campus Police Department, Richland County Sheriff's Department, Lexington County Sheriff's Department, Richland County Solicitor's Office, South Carolina Law Enforcement Division, South Carolina Highway Patrol, South Carolina Wildlife and Marine

Resources Division, Federal Bureau of Investigation, United States Secret Service, United States Marshalls, Bureau of Alcohol, Tobacco and Firearms and the United States Bureau of Narcotics Administration.

In additon to the regular physical training and health enhancement components of Project Readiness I, Project Readiness II will incorporate a program of stress management. Additonally, a specially designed physical fitness-sports program, a lecture series on diet and nutrition and stress management will be available to the wives of the participants.

The ultimate mission of Project Readiness II, is to create a model which can be duplicated in five or six institutions of higher education strategically located across the state of South Carolina to serve law enforcement personnel by helping to improve their physical fitness and health status.

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INTEGRATED INFORMATION SYSTEM APPLICATIONS

Charleston Police Department

The Charleston City Police Department has two Wang mini-computers, a 2200T and a2200VP, both sharing a 2281P plotter-printer, purchased under Law Enforcement Assistance Administration (LEAA) grants. The system, which includes work-processing and records management software, as well as specially written programs, was designed to allow the Department capabilities in five areas:

1. Word-processing
2. Records Management
3. Integration of Records with Word processing
4. Statistical Reports with Bar Charts of Data Displayed (for slides)
5. Plotting Graphs and Charts

Innovative applications in these five areas, normally done by police departments, include PREVENTATIVE MAINTENANCE SCHEDULING FOR POLICE MOTOR VEHICLES (Area 3; utilizes plan used by US Navy), LETTERS FOR COMMUNITY RELATIONS (Area 3; letters written to property owners, tailored to individual based on information in Record Management System), MONTHLY STATISTICAL REPORT DATA (used for generating monthly report), DISPLAYED GRAPHICALLY ON WANG INTERACTIVE DISPLAY TERMINAL (Area 4; displays may be photographed to produce slides for Community Relations and Crime Prevention meetings), FIVE-WEEK MOVING AVERAGE GRAPHS OF PART I OFFENSES (Area 5; a wide selection of graphs may be selected for comparison, offenses within teams or between teams; allows identification of problem areas several weeks before problem reaches peak level), and a ROSTER PROGRAM (prints roster form and fills it in with names and other information; there are about 18 rosters, and it is possible

to print one master list in alphabetical order of names included in all rosters.

Some additional items are a PERSONNEL/TRAINING MANAGEMENT INFORMATION SYSTEM which allows a search of hobbies and remarks fields to produce a list of all individuals with a particular skill, and will produce a statistical report on the number of personnel by age, race, and sex (based on current date and birthdays), STATISTICAL TRAFFIC REPORT (daily, weekly, monthly, annual), and SPECIAL FILES (e.g., Vice, Telephone Directories, Forms Library, Goals and Objectives, Budget). It is expected that RECRUITING LETTERS, similar to the Community Relations application, will also be produced.

RICHLAND COUNTY CRIMINAL JUSTICE SYSTEM

By Cpl. Paul Peters
Columbia Police Department

Realizing the immense volume of information processed and maintained by agencies of the Richland County Government, Richland County Council commissioned a study to determine the requirements for development and utilization of an automated data management system. What has resulted is a computerized criminal justice information system tying together the Fifth Judicial District Solicitor's Office, the Richland County Sheriff's Department, and the Columbia Police Department.

In 1978, the University of South Carolina was engaged to design, program, and implement a Prosecutor's Management Information System. During its first year of operation, some 9,350 cases involving 7,200 defendants were processed through use of the system. In September, 1979, the Richland County Sheriff's Department added the dimension of Crime Identification and Reporting. In July, 1980, the Columbia Police Department joined the system. All three agencies share access to each other's data as selectively agreed upon.

Officials from all agencies laud the efficiency of the system. Future application and expansion of the system could include all law enforcement agencies in the metropolitan Columbia area, improved exchange of information between and cooperation of local agencies, and more accurate and efficient Uniform Crime Reporting.

JUVENILE OFFICER FOR GEORGETOWN POLICE DEPARTMENT

By Johnnie Deas
Juvenile Officer
Georgetown Police Department

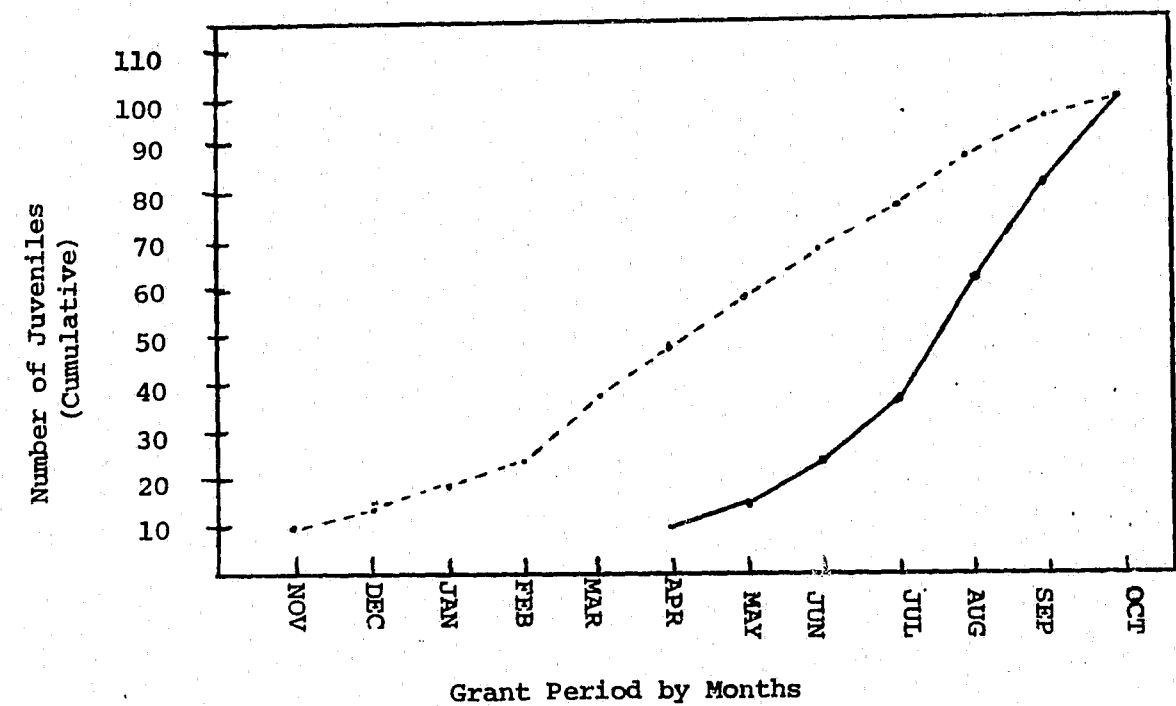
The Georgetown Police Department, prior to the implementation of this project, did not have an individual designated to handle juvenile cases only. Although the Department employs 41 full-time employees to serve the resident population, only the Chief, Assistant Chief and 34 officers are assigned to patrol and investigative duties. Other employees are responsible for dispatch, clerical, canine, and parking control duties.

The practice of law enforcement agencies in this county mandated that individual patrolmen and investigators handle a juvenile case from start to finish. The lack of one individual to coordinate juvenile cases left the Department with only two alternatives: (1) referral to Family Court, and (2) release without further law enforcement contact. Since referral to Family Court resulted in the officer being responsible for paperwork and court appearances in addition to the initial report and investigation, the most convenient alternative was to release the youth to the custody of parents without further law enforcement contact.

Realizing the need for an individual to handle juvenile cases exclusively, the Georgetown Police Department, through the Waccamaw Regional Planning Council, made application to the state for federal funds. In November of 1978 the Georgetown Police Department was awarded a 3-year continuation grant to acquire a Juvenile Officer. With the hiring of a Juvenile Officer assigned to the Detective Division, much responsibility was taken from other officers. Presently, officers are responsible for the initial report and court appearances when deemed necessary by the Juvenile Officer. Consequently, officers are assured that their on-duty and off-duty time will not be monopolized by

juvenile case preparation and court appearances.

The first year grant, November 1, 1978, thru October 31, 1980, outlined specific measurable goals; during the first twelve months the program was to serve 100 young persons. Even though the program was not implemented until April 23, 1979, records indicate that exactly 100 young persons were served by the end of the grant period. The graph below indicates first year projections and first year actual services rendered.



Month	Projection	Actual
November	7	N/A
December	13	N/A
January	19	N/A
February	24	N/A
March	37	N/A
April	48	10
May	57	15
June	69	24
July	78	36
August	87	62
September	96	83
October	100	100

Subsequently, 40 cases have been referred to Family Court; 12 cases have been referred to community service agencies and 46 cases have been handled through internal diversion. The figures indicate that there has been a reduction in the number of cases referred to Family Court. Departmental records show the following:

	1975	1976	1977
Number of juveniles arrested	51	61	48
Number of juveniles diverted	1	3	1
Number of juveniles forwarded to Family Court	50	58	47

The services of specialized community agencies have been utilized when the problem(s) of the youth and his/her family fall beyond the capabilities of the Department. A close working relationship has been developed with personnel of these agencies, thus facilitating referral and feedback channels.

In instances where the case is not referred to Family Court or a community service agency the youth and his family participate in the informal departmental program. Upon the agreement of the complainant, participation of the juvenile and his/her parent(s) in the program is granted.

Although there is often financial loss to many victims, the young people are not required to make monetary restitution. However, they are held responsible for community service work. The community service activity is located and supervised by the Juvenile Officer and other officers of the department, when available. Participants have served on clean-up detail for several city projects, worked with and for the elderly, worked at an area group home and have served in many other capacities.

In addition, realizing that much misbehavior stems from family and other environmental problems, young people and their families have been given the

option of attending counseling sessions with the Juvenile Officer. It is believed that these sessions have helped to resolve problems that led to misbehavior.

Implementation of the program required the development and maintenance of accurate record files. Even though records had been kept prior to program implementation, much information was not being recorded. Presently a record is kept of all juveniles who come in contact with this department. Formerly only records of those formally charged were being maintained.

A contact records system has been established in order to record each contact a young person has with this department. That is, officers have been issued contact cards so that they may record vital information on the juvenile and the reason for law enforcement contact. Thus, it is now possible to screen those young people who display predelinquent behavior. Once a juvenile has accumulated two or more contact cards, it is requested that the child and parent(s) meet with the Juvenile Officer to discuss the implications of the recorded behavior.

A.

Last Name		First Name		Middle Name		Race		Sex					
Alias						Telephone No.							
Address													
Age		DOB		Skin Tone		Hgt.		Wgt.		Eyes		Hair	
Grade/Occupation						School/Employer							
Scars, Marks and Amputations													
Parent(s)/Guardian(s)													
JUVENILE CONTACT REPORT - GEORGETOWN POLICE DEPT.													

B.

Date: _____	Time: _____
Reason for Contact: _____	

Action Taken: _____	

Officer(s): _____	

Exhibit A above shows the front of the contact card. Exhibit B shows the back of the contact card. The cards are filed alphabetically and are referred to each time a juvenile is brought into the department. A record of previous misbehavior gives some indication of a juvenile's future behavior.

The effectiveness of the program has been enhanced by community service presentations and media coverage. As more people become aware of the services provided for juveniles by the Georgetown Police Department, more referrals are being made. Consequently, our efforts are extended to reach more individuals in need of assistance. Not only do those who display negative behavior have law enforcement contact, but through area schools and organizations many young people are afforded the opportunity to have positive contact with law enforcement.

GEORGETOWN CRIME PREVENTION PROJECT

By Spencer Gurry
Crime Prevention Officer
Georgetown Police Department

The Crime Prevention effort of the Georgetown Police Department necessitated establishing the program from square one. Up until this time, the departments in the county focused their efforts not on the prevention of crime, but on the apprehension of criminals. While crime prevention efforts are not new in large departments, the small and medium-size departments only recently have implemented crime prevention programs.

The Crime Prevention Officer for the Georgetown Police Department serves in a unique position. The Officer is employed by the City of Georgetown, yet serves the entire Georgetown county which has a population of 38,000 and nearly 8,000 dwellings and buildings. The Crime Prevention Officer has the responsibility of establishing the Crime Prevention Program in the Georgetown Police Department, Andrews Police Department and the Georgetown County Sheriff's Department. This has required the setting up of files, designing forms to be used, securing literature and equipment and, most importantly the training of other officers in crime prevention techniques.

While the Georgetown Police Department's Crime Prevention Officer is assigned only crime prevention duties, Crime Prevention Officers in the other two departments are only allowed to perform crime prevention services on their slack time while on duty. A possible solution to this, with which the Georgetown Police Department is experimenting, is training line police officers in crime prevention techniques and having the officers conduct target hardening surveys while on morning and evening shifts. This has two benefits: (1) more officers are involved in crime prevention, which should be seen as a part of every officer's job not just that of the Crime Prevention Officer, (2) police community relations improve as people meet officers in non-adversary situations.

As the Crime Prevention program is new in the Georgetown area, emphasis was made on making the public aware of the program. This is an ongoing process accomplished through newspaper articles, crime prevention tips as newspaper fillers, public service announcements on radio and television, and presentations to civic groups.

The Crime Prevention Officer must perform other duties because, as in other smaller departments, the number of personnel is limited. The Georgetown Crime Prevention Officer performs crime analysis so that the Crime Prevention program is addressing the current needs of the community. This same information is then used for other divisions in the department such as patrol and detectives.

Also the Crime Prevention Officer researches problems and procedures for the department such as rewriting robbery response plans for financial institutions and layouts for hostage situations, research and development of an alarm ordinance for the City of Georgetown. Along with the Georgetown Juvenile Officer, plans are made to enter the schools with information and presentations on safety, drug and alcohol abuse and crime prevention.

USE OF SUB-COMPACT AUTOMOBILES

By Jerry Cameron
Irmo Police Chief

As our economy continues in an inflationary spiral, public administrators are being forced to be more and more resourceful in using tax dollars to the best advantage. Police departments are no exception. Faced with higher costs on all fronts, (especially energy costs) and a public that can scarcely afford increased taxes, law enforcement administrators must consider the alternatives: increase efficiency or cut back on services. The latter would hardly be acceptable.

Fortunately, one area that lends itself to streamlining efforts is that of energy and, more specifically for police departments, the consumption of gasoline. Traditionally, police vehicles have been large, high-powered cars that were notoriously heavy users of gasoline. Increasing urban congestion, pollution control, energy costs and increased "police density" have all but nullified any advantage that this type of vehicle may have offered in the urban setting. The "high speed chase" is just about a thing of the past on crowded urban streets, except for the worst of crimes. In the case of a fleeing vehicle, a good communications system and modern identifications methods will better serve today's police department than will "raw horsepower" and its attendant liabilities.

Sub-compact cars offer some distinct advantages in the urban setting. These cars are much more maneuverable in city traffic than their larger counterparts. In most cases the high efficiency sub-compact car of today will out-accelerate the full size auto for several blocks and will certainly handle better on turns. The biggest advantage that the sub-compact offers is gasoline saving. In many cases the small car will operate for three

watches on the amount of fuel used by the conventional patrol vehicle during one watch of operation. In addition to these considerations, one cannot discount the intangible benefit of favorable public reaction. The sub-compact automobile is a rolling signboard that says that your department is making every effort to conserve tax dollars. There is no way to put a price tag on increased public support.

PHYSICAL FITNESS PROGRAM AND NAUTILUS ROOM

By Ed Morgan
Pickens County Sheriff's Department

Sheriff David Stone of Pickens County believes in physical fitness, especially for law enforcement officers. Since moving into the new Pickens County Law Enforcement Center in 1975, Sheriff Stone has encouraged his officers, both male and female, to become involved in some type of physical exercise.

At that time, the Department had little to offer in the way of exercise equipment. The weight room consisted of a punching bag and two 110 lb. sets of weights. Since March, 1979, the situation changed. After being denied funds for weight equipment through a federal grant application, we regrouped, approached from another angle, and put together what we believe to be an excellent exercise facility for a law enforcement agency.

Our equipment includes six Nautilus weight machines (double chest, double shoulder, bicep-tricep, hip and back, pullover, and four-way neck), a leg machine built by an associate in Atlanta, a heavy-duty bench with a 310 lb. Olympic barbell set, along with various other items.

The locker room has individual locker spaces and ample showers. Also in the locker room is a 4' x 6' sauna for the officers' use.

Our physical location on a lightly-traveled secondary road provides an excellent layout for jogging.

There are several reasons for providing equipment and time for the officers to work out. First, only the strong survive! If an officer is in good physical condition, his chances of surviving in his profession are greater than those of his overweight, out-of-shape fellow officers. Second, we believe that the initial physical appearance of an officer when he exits the

patrol car has a bearing on the outcome of the call. If a suspect believes the officer's physical capabilities are superior to his own, it is less likely that he will assault the police officer. Third, we would rather the officers reduce their stressful tensions by exercising than by physically and mentally destructive means such as drinking alcohol.

Other positive effects our program has had for the participating officers are a decrease in time loss due to sickness and injury, development of inspiration for teamwork and togetherness, and an overall outlook of feeling good about themselves and their jobs.

Any department which wishes to obtain additional information is invited to contact Sheriff David Stone at the Pickens County Sheriff's Office.

COMPUTER AND TACH-O-GRAPH PROJECT
of the
Spartanburg Police Department
by Tommy Hill
Productivity Analyst
Public Safety Division
Spartanburg Police Department

For further information
Mr. Hill may be contacted
at 596-2096 or 596-2034.

The Spartanburg Police Department has developed a computer program which permits collection and recall of activity of units in minute detail. The information, readily available at any time or for any period, enables the department to identify problem areas and assign manpower accordingly. This paper briefly describes types of data along with future plans for the program. In addition, the department has a Tach-O-Graph device on some units which records the activity of that unit. It is also described.

DESCRIPTION OF POLICE REPORT FUNCTION

A. Zone Activity Chart:

Each month: Breaks down the number of calls each unit answers in assigned zone;
the number of calls the unit answers outside the assigned zone as a primary unit;
tallies the number of calls as a back-up unit and as a third unit.

This chart also has the total number of responses by shifts and by the zone.

B. Detail Print Out: Anytime (last month, this month)

For any call code, we can get the following information:

the zone call was requested;
complaint number;
the police code;
location of problem;
address reported;
unit assigned;
back-up unit;
broken down by Platoons A through F;
telephone number;
how call was received;
which operator received call;
complainant;
date call received;

time call received by dispatcher;
time unit dispatched;
unit arrival time and back in-service time;
the action code of primary unit assigned.

C. Recap Report:

This is: the total number of calls on a requested code;
the shift the calls were answered, according to time
received and assigned;
the average downtime for all units on any assigned
call;
the total amount of time taken for all calls on the
requested code;
break down of action codes total. Action codes are
what action the primary officer did for the com-
plainant (report filed, arrest made, warrant advised,
and etc.)

D. Information needed to retrieve data:

signal code (10 signal)
police code (radio signal)
zone code (14-21)
officer (unit assigned)
actual location (name of business or street)
actual date (if known, not required)

Any one of the above is all that is required to retrieve data from
the computer.

DESCRIPTION OF FIRE REPORT FUNCTION

Detail Print Out:

Each Month: Complaint number
Dispatcher
Unit responding (up to 5)
How call received
Call date & time
Shift working
Time back in service
Location
Description
Other information
Fire type code
Owner-occupant
Primary engine responding
Coded remarks
Duration of call

RECAP:

Total number of calls
Shifts calls answered
Average duration per call

DESCRIPTION OF COMMUNICATION FUNCTION

Detail and Recap Print-out have the same information as the Fire and
Police program. We have the computer program to give us a recap of each
telecommunicator call they dispatched.

By having this information in the computer, we will be able to use this
information as a management tool to help improve our efficiency in each
department.

FUTURE PLANS FOR THE COMPUTER

Fingerprint File

Record number
Photo number
National Crime Information Center
Fingerprint classification
Fingerprint date
Physical description
Place of birth
Date of birth
Aliases - nick names
Offense code
Occupation
Marks, scars, amputations
Tattoo words
Driver license state
Hand that he uses
Weapon used
Weapon code
Other information

By having this information in the computer, we will reduce our search
time for suspects and greatly improve the efficiency.

Stolen Property file:

Type property stolen
Serial number
Outstanding characteristics
Color of item
Tag number
Make
Model
Size

Year make
Damage to item
Other information
Case number
Value of item taken

With this in the computer, we can greatly reduce our search time for checking pawn tickets and finding the owner of the recovered property.

TACH-O-GRAPHS

This is a device that is installed on some of the police units. This device has a paper disc that has the following information for a 24 hour period:

1. Number of miles driven.
2. Speed of unit.
3. Unit stopped with engine idling.
4. Blue light on.
5. Unit stopped, engine off.

This type of unit will help management control the activity of the officer and, if a citizen complains about an officer, it will show what the officer did or did not do at the time of the complaint.

	1ST-UNIT	15	1	1	4	10	12	6	1
	2ND-BKUP	25	17	1	4	10	12	6	12
	3RD-BKUP	1	1	1	1	1	1		2
PATROL CORPORAL	1ST-UNIT	28	17	9	8	12	40	34	21
	2ND-BKUP	35	13	7	9	21	27	17	24
	3RD-BKUP	2	2		1	1		2	
PATROL ZONE-#14	1ST-UNIT	394	61	1	2	4	13	39	40
	2ND-BKUP	36	35			3	8	15	14
	3RD-BKUP	3	1						1
PATROL ZONE-#15	1ST-UNIT	100	359	21	5	5	1	1	61
	2ND-BKUP	78	13	18	2	3	2	1	22
	3RD-BKUP		1	1					3
PATROL ZONE-#16	1ST-UNIT	1	16	327	36	10	3		3
	2ND-BKUP	2	10	10	8	6	3		10
	3RD-BKUP			2	1				4
PATROL ZONE-#17	1ST-UNIT	2	7	32	193	53	10		31
	2ND-BKUP	2	5	17	10	36	8		15
	3RD-BKUP	1							2
PATROL ZONE-#18	1ST-UNIT	2	1	6	32	229	62	5	33
	2ND-BKUP	3	2	4	19	10	33		9
	3RD-BKUP						2		
PATROL ZONE-#19	1ST-UNIT	16		4	8	51	237	52	21
	2ND-BKUP	17	1		9	31	10	20	10
	3RD-BKUP	2					2		
PATROL ZONE-#20	1ST-UNIT	45	3	1	3	7	82	279	20
	2ND-BKUP	44			1	7	55	10	3
	3RD-BKUP	2							
PATROL ZONE-#21	1ST-UNIT	10	50	20	20	25	44	10	
	2ND-BKUP	10	22	10	14	37	27	6	
	3RD-BKUP	2	2	1	3	2			

APPENDIX A

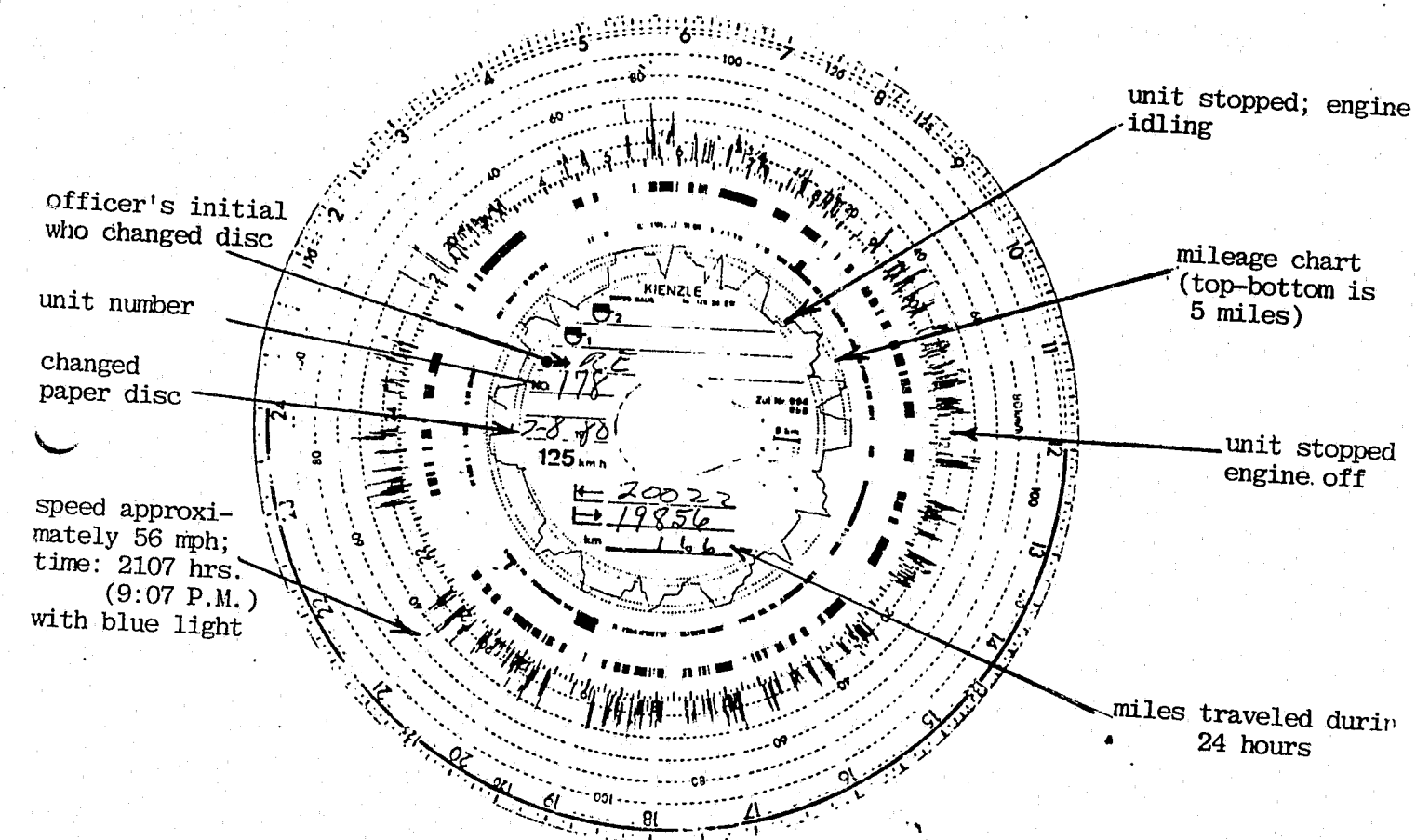
PROG-PLOD9		BLUE-CARD 50 AUTO WRECK GENERAL		ANALYSIS BY ZONE-CU		CITY OF SPARTANBURG	
PAGE 7		COMPLAINT LOG.. 6/01/80 TO 6/30/80		POLICE DEPARTMENT		DATE PROCESSED.. 7/02/80	
ZNE	CP#	N-CDE	LOCATION-OF-PROBLEM.....	ADDRESS-REPORTED.....	PHON-NO	RCVE	CONSOLE
OPF#	COMPLAINANT.....	DOX	RECEIVED-TIME	ARRIVE-TIME	AC		
19	2897	50	S.CHURCH	FRONT MR.BAKER		P 09	6/10/80 1229. 6/18/80 1215 43
				UNT-1..29-C			DSP-TM.. 1210 B15-TM.. 1240
19	2298	50	SPARTAN TERRACE	PINEEDOLE DR.		P 21	6/14/80 1757. 6/14/80 1755 43
				UNT-1..29-F	UNT-2..27-F		DSP-TM.. 1757 B15-TM.. 1843
17	3929	50	VILLAGE SHOP.CTR.	REIDVILLE RD.		P 11	6/24/80 1413. 6/24/80 1414 43
				UNT-1..29-E			DSP-TM.. 1413 B15-TM.. 1441
19	4720	50	W.HENRY AND FOREST ST.	SAME		P 21 CALDWELL	6/29/80 0941. 6/29/80 0944 43
				UNT-1..29-E			DSP-TM.. 0941 B15-TM.. 1007
19	805	50	W.MAIN AND REIDVILLE RD.	SAME		R 06	6/05/80 2228. 6/05/80 2228 46
				UNT-1..29-F			DSP-TM.. 2228 B15-TM.. 2232
19	1522	50	WOODLAND HEIGHTS	HOLLY AND LAURELWOOD		P 20	6/09/80 1829. 6/09/80 1830 43
				UNT-1..29-F			DSP-TM.. 1831 B15-TM.. 1836
0-- ZONE-19-TOTAL CALLS FOR 50 AUTO WRECK GENERAL ... 0027, SHIFT-1.. 10, SHIFT-2.. 16, SHIFT-3.. 1 ZONE-ACTION-40 CODE-41 CODE-42 CODE-43 CODE-44 CODE-45 CODE-46 CODE-47 CODE-48 BREAKDOWN COUNTS 1 0 0 22 1 0 3 0 0 ANALYSIS							
20	321	50	AUG W SMITH	WESTGATE MALL		P 22 MOTORIST	6/02/80 2137. 6/02/80 2146 43
				UNT-1..29-F			DSP-TM.. 2139 B15-TM.. 2154
20	3801	50	DELKS	WESTGATE MALL		P 08 T.C.CARY	6/23/80 1725. 6/23/80 1742 43
				UNT-1..29-A			DSP-TM.. 1725 B15-TM.. 1812
20	4871	50	CHESTER ST.	SAME	583-7208	P 19 PIEDMONT GAS	6/30/80 1345. 6/30/80 1351 46
				UNT-1..28-F			DSP-TM.. 1349 B15-TM.. 1354
20	4885	50	CONVAIR DR. 219	SAME	576-7754	P 22 MRS.GARRETT	6/30/80 1247. 6/30/80 1315 43
				UNT-1..29-F			DSP-TM.. 1250 B15-TM.. 1315
20	2043	50	DORMAN HIGH	W.C.EZELL		P 16	6/13/80 1219. 6/13/80 1224 43
				UNT-1..29-E			DSP-TM.. 1219 B15-TM.. 1243
20	1326	50	JOVE CLEANERS	REIDVILLE RD.		R 14	6/04/80 0530. 6/04/80 0530 43
				UNT-1..13-B	UNT-2..14-B		DSP-TM.. 0530 B15-TM.. 0606
20	219	50	E-HENRY ST.	SAME	585-0331	P 19 COMMERCIAL CREDIT	6/02/80 0739. 6/02/80 0642 43
				UNT-1..30-E			DSP-TM.. 0739 B15-TM.. 1009
20	2065	50	ECKERDS KEY PINES	WESTGATE		P 16 MGR.WINN DIXIE	6/13/80 1422. 6/13/80 1434 41
				UNT-1..28-E			DSP-TM.. 1423 B15-TM.. 1526
20	3944	50	EZELL BLVD.	SAME		P 25	6/23/80 2225. 6/23/80 2235 43
				UNT-1..28-F			DSP-TM.. 2227 B15-TM.. 2308
20	3597	50	LANFORD RD. 109	SAME		P 17	6/22/80 0638. 6/22/80 0640 00
				UNT-1..20-D			DSP-TM.. 0638 B15-TM.. 0640
20	3292	50	MOBILE STATION	HWY. 29 WESTGATE		P 08 MOBILE STATION	6/20/80 2020. 6/20/80 2024 43
				UNT-1..14-A			DSP-TM.. 2022 B15-TM.. 2052
20	1196	50	PIZZA INV	29 AND POWELL MILL RD.		P 20	6/07/80 1600. 6/07/80 1610 46
				UNT-1..27-F			DSP-TM.. 1600 B15-TM.. 1614
20	2242	50	REIDVILLE RD. CIRCLE	SAME		R 06	6/14/80 1710. 6/14/80 1717 43
				UNT-1..29-F			DSP-TM.. 1710 B15-TM.. 1817
20	3711	50	SCN	WESTGATE		P 05	6/20/80 1137. 6/20/80 1146 46
				UNT-1..29-E			DSP-TM.. 1138 B15-TM.. 1153
20	4561	50	SEARS	WESTGATE		P 12	6/28/80 1508. 6/28/80 1519 46
				UNT-1..29-E			DSP-TM.. 1509 B15-TM.. 1527
20	435	50	VIC BAILEY FRT. OF	W.MAIN		O 15	6/05/80 1705. 6/05/80 1717 43
				UNT-1..27-F			DSP-TM.. 1705 B15-TM.. 1729
20	3475	50	W. MAIN	AND BALTIMORE		P 25 VIC DAILY MOTORS	6/21/80 1747. 6/21/80 1752 43
				UNT-1..29-F			DSP-TM.. 1748 B15-TM.. 1822
20	1373	50	W.C.EZELL	SAME		R 20	6/08/80 1826. 6/08/80 1826 46
				UNT-1..27-F			DSP-TM.. 1826 B15-TM.. 1830
20	4197	50	WENDYS	BLACKSTOCK RD.		R 14	6/26/80 1305. 6/26/80 1308 43
				UNT-1..31-E			DSP-TM.. 1305 B15-TM.. 1330

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APPENDIX B

APPENDIX C

TACH-O-GRAPH OUT OF UNIT #178
July 8, 1980



END