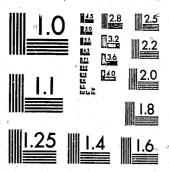
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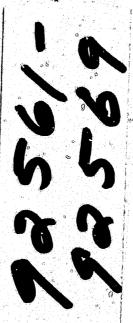


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Innovations In
South Carolina
Law Enforcement
1982

Wednesday, November 3, 1982

Seawell's Restaurant

Columbia, South Carolina

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C. David Stone, Sheriff Pickens County

CONFERENCE DIRECTOR:

Dr. James G. Fraser, Director Office of Agency Research and Service College of Criminal Justice

CONFERENCE COORDINATOR

and BOOK EDITOR:

Patricia S. Watson, Lecturer College of Criminal Justice

EDITORIAL ASSISTANT:

Cherie Holsten, Graduate Assistant

CLERICAL STAFF:

Alyssa Altshuler, Pamela Bartley

Introduction

This is the fourth year for Innovations in South Carolina Law Enforcement. The project began in 1979 because a number of innovative projects had come to the attention of the College of Criminal Justice and the Governor's Office of Criminal Justice Programs. Many of them had been made possible by grants from the Law Enforcement Assistance Administration of the Department of Justice. Over the years, these funds have diminished, although they have not completely disappeared. Despite that fact, law enforcement agencies in South Carolina have continued to develop new programs which are testimony to their innovative attitude -an attitude which says, in effect, that they are willing to to try new approaches to old problems, new solutions when old methods are no longer effective. Conversation among the judges who met in Columbia this Fall to choose the projects which would be presented at this year's conference was typical of this attitude. None of these judges had projects entered in this year's competition, yet each of them had something new to discuss: a new computer program, a new effort to decrease crime in certain areas where it appeared to have been inordinately high for a period of time, the degree of effectiveness that people on their staffs had achieved and why, a new twist on crime prevention, or something else they had tried which was different. Not everything that is tried is successful. Sometimes it seems that nothing works. Yet, it is this spirit of willingness to

problem of crime which gives other departments and the officers in every department the stamina to "keep on keeping on." None of this year's innovative projects involved a great deal of money. They were largely the result of people recognizing that a problem existed, giving long and careful thought to possible solutions, developing a plan and then having the courage to go ahead with the plan, to face the possiblity that it might not work, but to persevere until the results were in.

The College of Criminal Justice takes a great deal of pleasure in sponsoring this fourth conference on Innovations in South Carolina Law Enforcement, along with the Division of Public Safety Programs of the Office of the Governor. One of the purposes of the College is to provide support and assistance to agencies seeking to develop new programs through the Office of Agency Research and Service. By recognizing those agencies which have been innovative in the development of new solutions for the problems faced by police everywhere, the College not only encourages other departments to follow, but also makes possible, through this conference, a sharing of information which allows others to take advantage of the new solutions.

We congratulate this year's winners whose projects will be presented at the fourth annual conference. We also wish to congratulate those who submitted projects which will not be presented at the conference. Because we believe that each of the

projects produces something quite valuable, something worth sharing with other units, all of the projects submitted in competition for presentation at the 1982 conference are included in this book.

Pat Watson
October, 1982

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JURY'S FINAL SELECTION

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Natural Gas as an Alternative Fuel A Project of: The Spartanburg Police Department

Full Service Chaplaincy Program A Project of: The Lexington County Sheriff's Department

Crime Stoppers of the Midlands A Project of: The Greater Columbia Chamber of Commerce and the Columbia Police Department

Field Training Manual A Project of: The Greenville County Sheriff's Department

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Breathalyzer Videotaping Program

A Project of: The Greer Police Department

Since the problem of drinking and driving is becoming one of the nation's biggest social problems, law enforcement agencies must take action to insure that those individuals caught driving while intoxicated are vigorously prosecuted. The breathalyzer test is one of the major parts of the prosecution's case against such a person, so it is vital that the jury be given ample evidence upon which to base its verdict.

Videotaping the breathalyzer test not only gives the jury a good view of the defendant's behavior, but it also protects the individual administering the test. The threat of using the videotape in court usually results in a guilty plea from the defendant. The videotape equipment can also be used for other field work.

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Breathalyzer Videotaping Program

Submitted by Sgt. Robert L. Vincent and Chief James M. Beason of the Greer Police Department

Driving while under the influence of intoxicants has become one of the major law enforcement problems encountered by the police throughout South Carolina and the nation in recent years. The problem is not a new one. Many officers, have seen the carnage on the highways for years but have felt unable to do anything about it because the community has heretofore failed to recognize the seriousness of that particular problem.

Officers grew frustrated with making DUI arrests which, when the case went to trial, often resulted in an acquittal for the defendant. The theory is that, since many jurors can empathize with the defendant, the jury routinely finds the defendant not guilty and they rationalize this decision on the grounds that the evidence which was presented lacked credibility. Juries frequently seem to take the position that if a person works hard during the week and chooses to go out and drink on the weekend and can drive home without injuring anyone or damaging property, it is that person's right to do so. Unfortunately, many people consider drinking and driving to be socially acceptable behavior.

During the past year, there has been a change in public attitude toward the problem. Formation of public interest groups such as "Citizens Against Substance Abuse" and "Mothers Against Drunk Drivers" (MADD) has focused public attention on the problem

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and provided a climate in which police have been encouraged to intensify their enforcement efforts against people who drink and drive.

At the same time this was happening, the number of persons who were being arrested for driving under the influence of drugs other than or in addition to alcohol, appeared to be increasing. Chief James M. Beason of the Greer Police Department became aware that his officers were spending long periods in court prosecuting DUI cases, and that in many cases the defendants were allowed to plead to lesser charges or were acquitted. Since juries tended to minimize the evidentiary value of the breathalyzer results, and an increasing number of persons were refusing to take the test, Chief Beason decided that the police ought to have as much evidence as possible to present to a potential jury. This led the Greer Police Department to begin the practice of videotaping all breathalyzer examinations.

Beason approached the Greer City Council and secured approval to solicit bids for equipment that would meet the department's needs. The department also did legal research on the subject and conferred with the Greer City Attorney and Municipal Recorder on the advisability of such a program. Both were very positive toward the proposal.

PUTTING THE PLAN INTO ACTION

The videotaping equipment selected by the department was a portable unit capable of running on batteries if necessary. This provided a versatility in the equipment which would enable it, on occasion, to be used for something other than recording breathalyzer examinations.

The "VHS" tape format was chosen because these tapes were readily available in area video supply stores and because they provided for 120 minutes of taping. This length worked out very well because it takes about 30 minutes to complete each test, and therefore four tests could be put on a tape. Since "VHS" was small, it was also easier to carry and store.

The department chose to use color equipment because of its versatility, and because there was little or no cost advantage to using black and white. A camera was chosen which was compatible with a Sony video tape recorder that was already in use in the training program. This camera was of sufficient quality to be used in field situations with confidence, and in order to facilitate outside recording, blank recording tapes and a tripod for the camera were purchased.

The system that the department finally decided upon was supplied by Carolina Audio Visual in Columbia, S.C. It consisted of the following items:

(1) Panasonic model NV-8410 video casaette recorder

- (2) Panasonic model WV-3110 video camera
- (3) Panasonic model NV-B55 power supply for video cassette recorder
- (4) 24 Panasonic NV-120 cassette tapes
- (5) Davis and Sanford DGH-4 tripod

Total cost of this equipment was approximately \$2400.00 plus sales tax.

Upon arrival, the camera was installed on a home-made wall mount, because commercially produced mounting hardware was not available. The video-cassette recorder was placed on a shelf on the operator's side of the breathalyzer. The power supply for the VCR was directly behind the unit, so that it was possible for regular household current to be used. The cable running from the VCR to the camera was routed along the wall up to the northeast corner of the breathalyzer room where the camera was mounted.

A brief description of the layout of the room may be helpful. The breathalyzer room is divided into two separate parts, one for the suspect and one for the officer operating the equipment. The room is a rectangle approximately five feet wide by twelve feet long. The two sections are about equal in size, and each has its own door. Once inside one section, access to the other is impossible without exiting through a door. Separating the two sections is a four foot high shelf that holds the equipment. From the shelf to the ceiling is a plexiglass screen with a hole which accommodates the mouthpiece and tube from the breathalyzer

when it is extended (see Appendices).

After the equipment had been installed and checked out, the next step was to train the eight breathalyzer operators who were working for the department at the time (March, 1982). Written instructions were provided, and a demonstration was held to familiarize these eight individuals with the new equipment. Department policies regarding the use of the VCR were based on the following premises:

- (1) The only persons who would be allowed to use this equipment would be Greer police officers.
- (2) No one other than an authorized servicer would be allowed to make any adjustments to the system.
- (3) Instructions for operating the equipment would be put in the form of a checklist so that the breathalyzer operator could refer to it in the process of running a test.
- (4) The instructions would be non-technical in nature so that any breathalyzer operator on the staff would be able to successfully perform the tasks required of him.

When the equipment was put into service, several changes were required. A wire-mesh screen was replaced by the plexiglass screen, and because the microphone furnished with the camera was in the furthest possible place from the suspect, a Radio Shack Hi-ball 2 microphone was added and mounted in the ceiling tile in the center of the room. This provided a louder sample of the

suspect's voice as well as excellent sound production.

Initially, there was a counter surface on the suspect's side of the room, but it was removed so that the suspect could not use it for support and thereby diminish the value of taping his activity. For the same reason, a chair was also removed.

In using the equipment, the department determined that it was best to have the breathalyzer operator talk to the suspect and attempt to get as much activity from him as possible. The suspect is also required to perform two field sobriety tests, the ABC's, and the Romberg. This procedure provides juries with the maximum available amount of evidence concerning the condition of the suspect at the time of the test.

RESULTS

In the five months following the beginning of the program in March 1982, 108 tests were recorded. That number represented approximately 75 percent of the total number of DUI arrests made by the department in all 12 months of the previous year. A very pleasant side effect of the program has been that, because of increased emphasis by administration, patrol officers have become more aware of the DUI problem and are more willing to make arrests. They know that conviction is more likely than before with the improved evidence.

The program has resulted in an increase in the percentage of guilty pleas on DUI offenses and a decrease in the number of people who actually go to jury trial even after one has been requested. This has been primarily due to the fact that the City Attorney has been able to convince defense attorneys that the video evidence is too overwhelming when considered along with other competent evidence and therefore the chances of acquittal would be slim. In the first five months, the equipment was not once used in a jury trial, and it was used only twice in Municipal Court Bench trials. Both of these trials resulted in convictions.

An additional advantage of using this system is that the breathalyzer operators can review the videotape before going to a refusal hearing in the event that the suspect has refused to take the breathalyzer test. This enables them to recall conversation

between themselves and the suspect. The tape also provides evidence that the suspect knew what the consequences of refusing to take the breathalyzer test would be.

In conclusion, the Greer Police Department's Breathalyzer Program has been very successful and should continue to provide reliable evidence. Citizens are becoming aware that the equipment is being used, and the threat of its use should be a deterrent to persons who might otherwise drink and drive. The system has proven to be cost effective and should save the City of Greer a significant sum in years to come.

Department officials report that they are just now beginning to discover some of the potential uses for this equipment. It is now possible to produce training tapes, record surveillance in the field, and produce materials for Crime Prevention Programs. Officials also believe that they will find additional uses for this versatile equipment in the future.

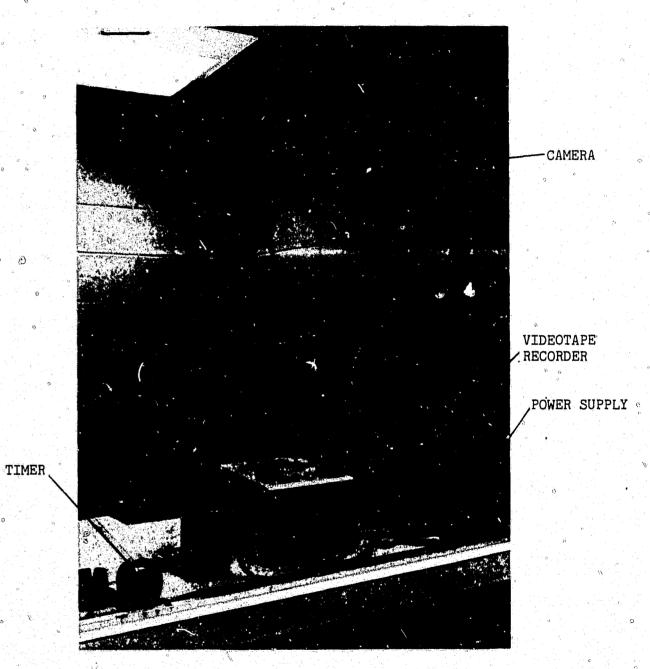


PHOTO OF DEFENDANT'S VIEW OF BREATHALYZER ROOM

APPENDIX "B" - VIDEO-BREATHALYZER PROGRAM

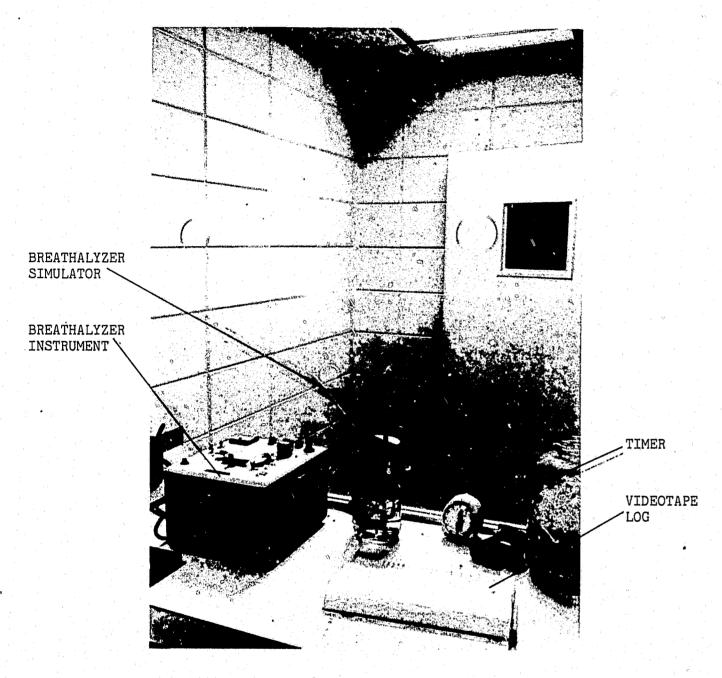


PHOTO OF OFFICER'S SIDE OF BREATHALYZER ROOM

APPENDIX "C" - VIDEOTAPE- BREATHALYZER PROGRAM



PHOTO OF ENTRANCES TO BOTH SIDES OF BREATHALYZER ROOM
OFFICER'S SIDE IS DOOR CLOSEST TO CAMERA

Compressed Natural Gas as an Alternative Fuel

A Project of: Spartanburg Police Department

Rising fuel costs and the possibility of gasoline shortages brought about a study of alternative fuel systems by the administrative staff of the City of Spartanburg. This resulted in installation of equipment which would provide vehicles with dual fuel capability, and Police Department vehicles provided the test fleet for the study. Compressed natural gas was the alternative fuel chosen by the city because it costs less than gasoline, does not cause engine wear, is safe in the event of accidents, and burns much cleaner than gasoline. Formal evaluation of the program was completed by October, 1982. The department has been pleased with the results obtained through dual fuel capability and the use of compressed natural gas as an alternative fuel, and fuel costs have been reduced by about one-half.

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Compressed Natural Gas as an Alternative Fuel

Submitted by: Major Thomas H. Hill Spartanburg Police Department

The Spartanburg Police Department implemented an alternative fuel system using compressed natural gas in March, 1982. Compressed Natural Gas adaptation kits were installed on fifteen 1980 and 1981 Chevrolet Malibus, equipped with 305 cubic inch V-8 engines and two vehicles which had 231 cubic inch V-6 engines. All vehicles were equipped with the standard police package. The vehicles are capable of converting from compressed natural gas to regular fuel by pulling a switch located under the dashboard. Mileage obtained with compressed natural gas is one to two miles per gallon less than with gasoline, but the compressed natural gas is far less expensive.

Installation was done by city mechanics with the assistance of a representative from Dual Fuel Systems. Officers also met with the systems representatives and asked questions about the new fuel systems. This gave officers a sense of security about operating the vehicles on which the new systems were being installed kept rumors based on incorrect information from getting started.

The first consideration of alternative fuels was in 1980 when a projection on the price and supply of gasoline led city government staff members to the conclusion that a feasibility study on alternative sources of fuel should be conducted. Using

the Fiscal Year 1979 inflation rate, the 12-month increase in gasoline prices amounted to 57 percent. Consideration of the 1978 gasoline shortage, the instability of the Mideast situation and the possibility of continued problems in the area; for the future led the staff to investigate other fuel sources.

Staff members conducting the study considered natural gas, which was already in use in several cities. Then, they began a study to determine the probable costs of converting the city's fleet of vehicles, or part of that fleet, to compressed natural gas as an alternative fuel. This would involve installation of a dual fuel system which would allow the driver to change from one fuel to another by simply activating a switch in the cab or front seat of the vehicle.

Dual fuel capability is advantageous because it reduces the need for additional tanks in vehicles which must travel more than 80 to 100 miles per day.

The staff considered the fact that conversion to a dual fuel system would be fairly inexpensive, since it requires only a simple maintenance procedure. The first study was conducted on patrol, investigation and staff vehicles used by the Spartanburg Police Department. Data was collected on Fiscal 1980 gasoline usage for these cars. Analysis of the data showed that the total amount of gasoline used during this period was 64,852 gallons. The total gasoline requirement per day was determined by using the average miles per gallon. Then, using a relationship of 100

cubic feet at standard pressure as equal to one gallon of gasoline, the anticipated daily natural gas requirement was determined to be 18,000 cubic feet per day. This figure was rounded off to 20,000 cubic feet per day allowing the department the option of increasing fleet service with no increase in price. Also determined were the number of tanks (categorized by volume) required for each vehicle and the number of cascades (a collection of compressor and service units) necessary to provide refuelling capacity for the initial fleet.

The study of gasoline usage provided information necessary to determine equipment needs to convert the police vehicles to a dual fuel system. Compressed natural gas requires the collection of compressors and service units which are necessary to provide refueling capacity. This equipment is composed of the following parts: compressors to compress the natural gas, a conversion kit to allow for quick refueling, and convertors for the vehicle fuel tanks. Conversion kits for the tanks are reusable, so the cost can be spread over the life of several cars.

Existence of reserves and availibility of the product are not the only benefits to be had from the use of natural gas. Compressed natural gas is also fairly pollution-free (reduction of carbon monoxide by 37 percent, hydrocarbons by 82 percent, oxides of nitrogen by 53 percent), it provides for quicker engine start up in hot and cold weather, and it does not contaminate the oil used in the vehicle. Thus, maintenance costs can be expected

to be reduced from 10 to 40 percent.

The cost breakdown on the following page indicates the figures that were used to determine the costs of implementing the compressed natural gas system. In each instance the cost and the requirements are stated conservatively. This would allow for an expansion of the first fleet of dual-fueled vehicles by 30 to 60 percent (depending on the type of vehicle) with no increase in Q costs.

Cost of Implementing Alternative Fuel System

The following figures are costs associated with implementation of a compressed natural gas system as an alternative fuel source on 17 vehicles.

Vehicle Equipment

34 cylinders at \$216.60	\$7,364.40
34 brackets at \$28.80	958.50
°17 vapor seals at \$15.00	255.00
17 guards at \$9.75	165.70
17 kits at \$336.00	5,712.00
34 guards at \$7.50	255.00
Total Vehicle Costs	\$14,710.90
ueling Station 2 compressors at \$14,400	\$28,800.00
2 cascades at \$3,819.00	7,638.00
1 control panel at \$1,140.00	1,140.00
2 accessory packages at \$214.80	429.00
2 miscellaneous at \$95.00	200.00
	\$38,207.00

TOTAL COSTS

Pay Back

64952 Gallons of gas at \$1.07

\$69,891.64

64952 Therms of cmg. at \$.53

\$34,371.56

Pay Back 1.51 years

\$38,207.00

The original projections used in the study were based on available records maintained in the garage. The history records were reviewed to establish beginning/ending mileage and develop total fleet mileage for vehicles under study.

The original study was conservative in that the requirement for cascades or storage containers for quick refill was computed to be 1.52 cascades, and this figure was increased to 2 cascades in order to have growth capability. The compressor capacity was computed to be 1.08 compressors, but this was increased to 2 compressors to ensure growth capacity. Even with the increased equipment costs for cascades and compressors the payback time was 1.5 years.

One cost that will have to be included in future studies will be training costs for operation and maintenance of the systems. These costs, while not significant, were not included in the preliminary study.

A comparative cost computation for the Spartanburg vehicles

equipped with alternative fuel systems for June through August showed that fuel costs for the compressed natural gas was about half the cost of gasoline. Total cost of fuel for the gasoline-fueled fleet was \$22,000 for the period, while approximately the same number of miles travelled by the cars equipped with the alternative fuel system required fuel costing \$11,000. The cost per mile was 13 cents for the gasoline-powered vehicles and 6.7 cents per mile for those fueled by compressed natural gas. The anticipated savings have been realized with the new fuel, according to the department.

Full Service Chaplaincy Program

A Project of: The Lexington County Sheriff's Department

Chaplains play a very important role in the day-to-day work of the members of the Lexington County Sheriff's Department. The Full Service Chaplaincy Program recruits local ministers to counsel with employees undergoing stress, members of their families, and with juveniles who may come to the attention of law enforcement authorities. Chaplains also render services to prisoners in the county jail and their families. Although many ministers offer such services from time to time, the Lexington County program brings together many ministers in the community who commit themselves to specific services and certain hours.

Full Service Chaplaincy Program:

Guidelines for Law Enforcement Chaplains*

Submitted by: Sheriff James R. Metts and Tom Cook, Lexington County Sheriff's Department

The current fiscal uncertainties make wise use of community resources important. Volunteers of all sorts are being recruited by law enforcement agencies to meet a burgeoning variety of departmental and other related needs. Police are discovering that citizens are a truly valuable resource.

Among the most valuable members of the citizenry, in view of their unique training and experience, are the clergy. With their skill in counseling, public relations, and the handling of emergencies of all sorts, ministers can provide many useful services in or for a law enforcement agency.

Meanwhile, with the decline of organized religion, an increasing number of persons, officers or otherwise, have no regular affiliation with a church or congregation. This means that it is less likely that such sevices will be available to departmental staff, their families, or others through established channels.

At the same time the accelerating pace and rising complexity of life, and particularly of police work, have creeked a great

^{*} We would like to thank Derald Edwards and the Reverend Ray Ashmore for assisting us in the preparation of this article.

deal of stress and strain. Individuals need someone to whom they can temporarily turn when this stress becomes too great to handle alone. Yet what law enforcement agency can afford a psychologist or a paid chaplain on a full time basis?

It was with these things in mind that the Lexington County Sheriff's Department recently established a volunteer chaplaincy program. The first class of chaplain recruits is currently in training, and the department hopes to recruit others shortly. The program already shows great promise.

Agencies which would like to start a similar program should have no problem locating interested ministers in any geographic area. It is a good idea to approach the clergy associations first. A seminary, if one is located nearby, is also a good source of volunteers.

But what exactly should a volunteer chaplain do? In the Lexington Plan, which is called a "Full Service" Chaplaincy Program, there are six main areas of duty which chaplains may perform. These are discussed sequentially below.

1) Counseling of Employees: Chaplains can provide a valuable sounding board for employees who are experiencing job stress, personal problems, or other difficulties. They can also hear or mediate employee grievances from a neutral point of view, perhaps even acting as ombudsman. The special training of the modern clergy equips them for this type of work, since most

seminaries now offer courses on personal counseling.

- 2) Assistance to Employees' Families: Police work is very stress-inducing, but often the symptoms of stress appear in the officer's family before they appear in the officer. In this instance the chaplain's counseling role might be extended to the entire family. In addition, chaplains can provide visitation services whenever officers' families are experiencing serious illness, bereavement, or other types of grief.
- 3) Crisis Intervention: Officers receive frequent calls for assistance to individuals or families in temporary or recurrent crisis situations. When the temporary crisis is too severe, or the recurrent crisis too frequent, for an officer to justify direct intervention, calling in a chaplain for special couseling can be very effective. This is especially appropriate for families that have unstable or explosive domestic situations, or to individual victims of heinous crimes such as violent rape.
- 4) Counseling of Juveniles: When youngsters run afoul of the law, an informal method for dealing with the problem is often appropriate. A juvenile who is already alienated by uniforms and badges may not respond as readily to a regular officer as to a departmental chaplain who could still officially represent the conforming adult community. The chaplain could also work with the child's family.

- 5) Counseling of Inmates: Jail inmates experience a variety of problems, some of which can be alleviated by a sympathetic listening ear. Personal problems incurred during incarceration, familly situations beyond the individual's ability to cope, or potential directions the inmate might take upon release can all be addressed. Hopefully the inmate may then begin to take control of his own life, and avoid future incarceration, thus easing the burden on law enforcement as well.
- 6) Religious Counseling: Religion is integrally related to all of a person's life. One's values, needs, responsibilities, hopes, etc. are shaped by what one believes about life and God. The religious perspective permeates the chaplain's role and functions. While not always directly related to the counseling process, the religious perspective undergirds and guides the chaplain's services to all of the client groups mentioned above.

In conclusion, a few words should be said about the training of chaplains. The department does not presume to teach a trained counselor anything new about counseling. However, all chaplains are required to learn a good deal about the criminal justice system/process, so that they will better understand client problems arising from difficulties at various junctures in the system. They are also trained on law and liability as well as departmental policy. Finally, the department asks the chaplains as a training exercise to observe for several hours each of the major activities performed by the employees, such as dispatching,

booking, patrol, serving warrants, and investigation. In this way the chaplains learn about police work while also becoming acquainted with the employees, schedules, routines, etc. At the conclusion of their training, they then appear at the rollcalls of each shift to be introduced to all the members of the shift. The chaplain trainees have reported a great willingness of the employees to talk to them personally and candidly, even during the preliminary training phase. The following policy statement provides a model which other agencies might follow in designing their own chaplaincy programs. Other departments may feel free to adapt it to their own local needs or situation.

LEXINGTON COUNTY SHERIFF'S DEPARTMENT FULL SERVICE CHAPLAINCY PROGRAM *

- A. Statement of Purpose The purposes of this program are:
- 1. To provide a pastoral ministry and personal counseling for LCSD personnel and their dependents in times of emergency, stress, or other difficulty.
- 2. To provide a pastoral ministry and personal counseling for inmates in the Lexington County Jail.
- 3. To provide a pastoral ministry and personal counseling to citizens on the basis of crisis intervention referrals arising out of responses to domestic disturbance calls.
- 4. To provide counseling to juvenile offenders and their families on the basis of referrals from the LCSD's Juvenile Officer.
- 5. To familiarize clergy with the duties of LCSD personnel and the problems and challenges with which they deal.
- 6. To promote better relations between the community and the LCSD.

- B. Duties Chaplains will be expected to:
- 1. Assist officers / families who are involved in incidents of serious injury or death to themselves or others; e.g., chaplains should routinely be in debriefings after all serious shootings.
 - 2. Visit officers or their families in hospitals.
- 3. Assist in conducting memorial services and other religious ceremonies upon request.
 - 4. Be on-call as available to respond to emergencies.
 - 5. Attend departmental award ceremonies, social events, etc.
 - 6. Provide liaison with community religious leaders.
- 8. Attend funerals of LCSD personnel, providing assistance as needed when available.
- 9. Accompany officers on duty and/or be available at headquarters for at least eight (8) hours per month.
- 10. Provide counseling to LCSD personnel or families upon request.
- 11. Learn and follow LCSD policy and procedures as applicable.
 - 12. Provide counseling to inmates upon request.

^{*} We would like to thank Reverend Clyde Waters, chaplain at the Columbia Police Department, for assisting us in developing these policies.

- 13. Provide counseling to citizens after crisis intervention referral.
- 14. Provide counseling to juveniles and families upon referral.
- C. On-Duty Policy When accompanying officers or when available at headquarters, chaplains shall follow this policy:
- 1. Chaplains shall not interfere with officers but shall be ready and willing to assist officers at the officers' request and discretion.
- 2. The lieutenant or sergeant in charge shall be informed of the chaplain's presence, preferably by the appearance of the chaplain at rollcall.
- 3. On-duty chaplains shall also sign in at the main desk prior to duty and sign out at the end of duty.
- 4. No chaplain shall carry a weapon while primarily active as chaplain. However, a chaplain may be a reservist upon proper training.
- 5. Appropriate identification will be provided for chaplains to carry while on duty.
- D. Qualifications for Chaplains All chaplains shall meet the

following requirements:

- 1. Be affiliated with a Lexington County cengregation of a recognized religious denomination.
- 2. Have at least the minimum formal education typically required by that denomination, as well as significant training and/or experience in personal and pastoral counseling.
- 3. Complete the chaplain's orientation and training program as required by the LCSD.
 - 4. Meet any other qualifications established by the sheriff.
- E. Advisory Committee The chaplains will obtain ongoing advice and counsel from a committee consisting of at least the following:
 - 1. Sheriff or Chief Deputy
 - 2. Head Chaplain
 - 3. A member of the LCSD staff
 - 4. A line officer of the LCSD
 - 5. A representative of the jail
 - 6. A member of the LCSD Citizen's Advisory Council

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"Crime Stoppers of the Midlands Inc.

A Project of: Greater Columbia Chamber of Commerce and Columbia Police Department

Crime Stoppers of the Midlands, Inc. is an organization which allows citizens to report valuable information about crimes to the police department anonymously and receive cash rewards if their information leads to an indictment. The media, law enforcement, and local businesses all play an integral part in this program. The media publicize the information about certain crimes which have been committed and urge anyone with knowledge about the event to contact Crime Stoppers. The law enforcement agencies investigate and make arrests whenever possible. In operation only four months, the program has had tremendous success and is expanding rapidly. It now ranks fourth in the nation with 76 criminal cases solved and 86 arrests, plus stolen property and drugs seized amounting to \$7,086,219.00 in less than nine months. Only Houston, Tex., the state of New Mexico and Broward County, Fla. have recovered more property or seized more narcotics through Crime Stoppers tips since their programs were started four or five years ago.

Crime Stoppers of the Midlands, Inc.

Submitted by: Investigator Bill Oliver, Columbia Police Department, and Sally Jenkins, Greater Columbia Chamber of Commerce

Crime Stoppers of the Midlands, Inc. is a broad-based community effort to combat crime. It is designed to give citizens the opportunity to report information on criminal activity without disclosing their identity and with the possibility of a sizable reward (up to \$1000) if the information they provide leads to an indictment. The keys to the program, then, are anonymity and reward.

Initiated by the Greater Columbia Chamber of Commerce and officially established on March 1, 1982, Crime Stoppers requires the total support and cooperation of whree groups: law enforcement agencies, the media and the business community.

Law Enforcement Agencies

Crime Stoppers is housed at the Columbia Police Department and operated on a day-to-day basis by a Crime Stoppers Coordinator, Investigator Bill Oliver. It is the coordinator's responsibility to receive information via a special Crime Stoppers telephone line, make appropriate records of the information and channel it to the proper law enforcement agency for investigation. He must then maintain communication with the agency in order to determine the status of each case involved. He reports each month to the Crime Stoppers Board of Directors on cases that have been cleared

as a result of Crime Stoppers tips, and he reccommends amounts of reward payments to the Board. He is also responsible for working with the media in providing appropriate cases to be publicized each week as a "Crime Stoppers Alert" and for promoting the program in general.

Other law enforcement agencies (Richland County Sheriff's Department, Lexington County Sheriff's Department, SLED, Cayce-West Columbia Police Department, Forest Acres Police Department, Fort Jackson Provost Marshall) have designated an in-house coordinator to work with Investigator Oliver in processing information received through the program. These representatives meet regularly with Oliver to coordinate their activities.

Investigator Oliver also serves as representative to the National Crime Stoppers organization (Crime Stoppers USA), providing them with continuous information on local statistics.

The Media

Newspapers and radio and television stations play an integral part in Crime Stoppers, not only by publicizing the program but also by printing and broadcasting a specific "Crime Alert" each week. In the print media, this involves running details of the selected crime in a certain portion of the newspaper on a certain day each week. On radio, the details are recorded and broadcast regularly during the week. On television, the "Crime Alerts" are actually re-enacted by local actors and actresses. The "Crime

Alert" serves to keep Crime Stoppers continuously in the public eye.

Both the State and the Columbia Record print the "Crime Alert" on the front of the metro section each Monday morning.

WIS radio produces an audio tape of the "Crime Alert" each week and disseminates it to local radio stations for broadcast during the week as a public service. At present, six radio stations are participating in the program.

WIS-TV produces a 60-second "Crime Alert" re-enactment each week and distributes it to WOLO-TV and WLTX-TV for airing during the week on a public service basis. Each station also runs 10-second and 30-second general announcements for Crime Stoppers.

The Business Community

Crime Stoppers is a non-profit corporation run by a board of directors made up primarily of representatives from the business community. The duties of the Board include: 1) policymaking, 2) fund-raising, 3) determination of rewards and methods of pay-off, 4) publicity and public relations. The Board was established with ten members and that number has been increased to 15. Members serve one, two and three-year terms. The Board meets regularly once a month.

All reward money comes from individual and corporate donations; there is no public money involved. Seed money for the

reward fund was obtained from four major banks in the area.

Other fund-raising efforts have included a solicitation letter to Chamber members; personal visits by Crime Stoppers Board members to large firms in the area; and pleas to the public via radio and newspaper interviews and appearances at local civic and community meetings.

Crime Stoppers is a program that works. Since publicity efforts began in May of this year, Crime Stoppers has been responsible for 86 arrests, the clearing of 76 cases, and the recovery of over \$7,086,219.in stolen goods and narcotics seized. We feel it is a program that would work in any community, and the Columbia program representatives encourage other areas to consider its establishment.

For the benefit of other areas in which civic groups and law enforcement agencies wish to examine the possibility of initiating a program such as Crime Stoppers, the following step-by-step process of organization was followed by the Greater Columbia Chamber of Commerce.

A subcommittee of the Chamber's Crime Prevention Committee was appointed to study Crime Stoppers and its feasibility for the Columbia area. Members of the subcommittee studied the manual from the national office (which may be obtained by writing Crime Stoppers USA, 5208 Chambers Place, NE, Albuquerque, New Mexico 87111, or by calling 505/821-6987), talked by phone with representatives of the Crime Stoppers programs in Greensboro and

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Statesville, N.C., and viewed a 30-minute videotape provided by the national office. The Chamber has a copy of this tape which it will be happy to loan out to interested groups.

The subcommittee then reported back to the full Crime Prevention Committee that Crime Stoppers was indeed a feasible program for the Columbia area, and the committee voted to begin working toward its implementation. Committee members informallly visited with law enforcement officials in Richland and Lexington Counties to determine their level of interest in the program. These officials were enthusiastic about the possibility of starting a Crime Stoppers program in the area.

The committee held a large meeting to present the program to law enforcement officials, media representatives and business leaders. Letters and memos went out to potential participants. Approximately 100 people attended the presentation at which details of the program were outlined by Danny Hearn of the Statesville, N.C. Chamber of Commerce and Dean Harris, police coordinator of the Greensboro, N.C. Crime Stoppers program. The 30-minute video tape was shown, followed by a question and answer period.

Key law enforcement officials including sheriffs and chiefs of police of municipalities within the two-county area were invited to a meeting with members of the Crime Stoppers subcommittee of the Chamber. They endorsed the program wholeheartedly and were asked to decide which agency might be available to provide a

full-time Crime Stoppers Coordinator.

At the next meeting of the group, Chief Robert Wilbur of the Columbia Police Department reported that his department would house the Crime Stoppers program and put a full-time man on the job as Crime Stoppers Coordinator. The other agencies agreed to offer whatever support they could, financial or in-kind.

General managers of the three commercial television stations and the South Carolina Educational Television Network were contacted about the program. After discussing how they might go about sharing production and broadcasting of video tape reenactments of crimes each week, WIS-TV came forward and offered to produce the re-enactments, then distribute them to other stations for airing. A subsequent meeting produced an unparalleled cooperative effort whereby the tape produced by Channel 10 would be released to the other stations each Sunday for broadcast throughout the week at their discretion as a public service.

The next step was to visit the editors of the Columbia newspapers to enlist their support. It was agreed that the newspapers would run the Crime Stoppers Alert each Monday on the front page of the Metro Section in both the State and the Columbia Record.

General managers and news directors of all local radio stations were contacted and they assured the committee of their

support. WIS Radio agreed to produce audio tapes each week to be distributed to other radio stations in the area. Further, a staff person at WIS-TV was assigned to work with the Crime Stoppers Coordinator in coordinating the media effort.

The Chamber's Crime Prevention Committee began selecting a Board of Directors to administer the Crime Stoppers Program. It was agreed that the Board should represent a cross-section of the community and should include people who had stature and were willing to work, but who also would feel a commitment and responsibility to the program.

In February, 1982, the chairman of the Crime Prevention Committee presented a recommendation to the Chamber Board of Directors, requesting that they endorse the establishment of the program.

The Board of Directors secured the services (gratis) of a young attorney who filed the necessary papers with the State for incorporation and with the South Carolina Tax Commission and the Internal Revenue Service for tax exempt status. Subsequently, an attorney was named to the Board and took over these procedures. The Chamber recommends that this be done as early as possible, since determination of the tax exempt status by the Internal Revenue Service may take some time.

Seed money for the reward fund was obtained from four major banks in the area. Other fund raising efforts have included a

solicitation letter to Chamber members from the Chamber president, personal visits by Crime Stoppers Board members to 75 large firms in the Midlands; and pleas to the public via radio and newspaper interviews and appearances at local civic and community meetings.

The Crime Stoppers Coordinator asked each of seven area law enforcement agencies to designate a Crime Stoppers liaison within their agencies to work with him. He holds regular meetings with these representatives to brief them on the program's progress. In addition, the Crime Stoppers Board of Directors meets monthly to determine amounts of rewards, fund raising procedures and publicity efforts. The Board has also obtained public liability insurance to protect its members from bodily and personal injury and property damage.

In conclusion, the participation of the media -- especially television -- is essential to the success of the program. Without constant, widespread publicity the program would be ineffective. The program officially began on March 1, 1982 with only limited newspaper and radio participation. The results were meager, but when television re-enactments began to be telecast on May 3, and newspaper and radio participation increased as as well, the program really took off.

Both Sally Jenkins of the Chamber of Commerce and Bill Oliver, Crime Stoppers Coordinator, welcome inquiries and will be glad to work with any communities interested in starting a Crime Stoppers program in their areas.

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CPD38201-B Rev. 10/82

A Uniform Patrol Schedule

A Project Of: The Greenville Police Department

Greenville has gone to a new schedule for its Uniform Patrol Officers which provides that they work four nine-hour work days followed by two days off. It was expected that the new schedule would lessen stress, improve efficiency, and reduce costs for overtime work. An evaluation of the first three months of the plan indicates that it has achieved these objectives. Accidents and overtime costs are down for the first 13-week period that the new schedule has been in progress, and department officials report that the men are enthusiastically supportive of the new schedule. Figures from the evaluation report are at the end of the article.

THE 4 x 9 x 2 PLAN

A Uniform Patrol Schedule

Submitted by: Captain W. C. Dees and The Greenville Police Department

The Greenville Police Department is the third largest in South Carolina with a total authorized complement of 147 sworn officers, 100 of whom are assigned to Uniform Patrol. It is faced with many of the same problems that most other departments are, including those created by current economic conditions. In this time of tight budgets, it is necessary to seek ways of increasing personnel effectiveness at the least possible cost.

In attempting to solve several problems faced by the department, Chief Harold C. Jennings decided to investigate the possible effect a new schedule might have on the problems. The objectives were to lessen the degree of individual officer stress, improve police field coverage service during shift changes, and improve roll call procedures for all shifts.

For more than fifteen years the Uniform Patrol Unit had worked the same schedule. Patrol officers worked six eight-hour days with two days off. This schedule provided one "floating day" for each patrol officer about once a month for a yearly total of 104 days off. Chief Jennings and Captain W.C. Dees suspected that there might be a relationship between the work schedules and high stress levels among the patrol officers. In 1978 Captain Dees completed an accident causation study (Police Chief Magazine ,

September 1978) which showed, among other things, that not quite half of the officers surveyed worked regularly at an extra job. However, when coupled with six full days of work, the extra job appeared to increase individual levels of stress.

In addition to the stress problem, there were two other areas where improvement was needed. In order to compensate for shift changes exactly eight hours apart, the department had established "early out" units to combat crime committed at shift changes, and officers had to report in at 15 minutes before the hour (roll calls began at 1545, 2345, and 0745). For the past two years, the department had been paying officers for overtime worked beyond the scheduled hours for the day, but officers received no extra pay for the 15 minutes extra before roll calls. Something needed to be done to eliminate the unpaid time and simplify roll call without leaving a gap of time when Uniform Patrol was not at full strength during shift change.

In May, 1982, Capt. Dees conducted a survey of all patrol personnel. Officers were asked to sign a form indicating their approval or disapproval of a change in shift schedules for uniform patrol officers from six eight-hour work days followed by two days off to four nine-hour work days followed by two days off. The officers were advised that the change would result in approximately 117 more hours worked each year and about 16 extra days off per year, but that there would be no change in salary. The officers overwhelmingly supported the plan.

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The new schedule was implemented in June 1982 with no confusion or loss of effective personnel strength, productivity or time. The new schedule has proved advantageous for the following reasons:

- 1. There is more time for roll calls. Up to 30 minutes is available for giving information and additional roll call training.
- 2. Officers are not required to report for duty at fifteen minutes before the hour. Instead, they come in on the hour.
- 3. Roll calls begin at 0700, 1500 and 2300 hours. Officers end their tours of duty at 0800, 1600 and 2400 hours.
- 4. Officers continue to schedule their court appearances closely in order to maintain an accurate court schedule.
- 5. There is a one-hour overlap between shifts so that officers going on duty have had all of their equipment issued and are already in the field when those going off duty begin to come in from their tour.
- 6. Officers will have 120 days off per year instead of the 104 they had before, and they will work 2,205 hours instead of 2,088 hours as they did under the former schedule. This is a difference of 117 more hours worked per year per man.

117	hours (@ average	wage	\$7.62/hour FICA	\$891.54 59.73
7° 0				Retirement 1% Fringes	97.18 8.92

Total per officer excluding supervisors \$1,057.37

As a result of the schedule change, the administration expects that officers will be more alert and subject to less stress than they were under the old schedule. Other favorable side effects include the increase in the number of officers on duty at any given time as a result of eliminating the "floating day," that

overtime logged by officers may actually be reduced, and that it is now possible to assign a sergeant to head up each squad within a platoon.

On October 6, Capt. Dees submitted a three-month evaluation report on the $4 \times 9 \times 2$ Plan for July, August and September, 1982. The report indicates that, as anticipated, accidents involving patrol vehicles were reduced from the same period in 1981, and the number of overtime hours was reduced.

During the period from July 1 to September 30 1981, nine Uniform Patrol vehicles were involved in accidents (one of these was a parked car having no driver when wrecked). During the same time period during 1982, only four Uniform Patrol vehicles were involved in accidents, a reduction of five accidents over the same period in 1981.

The number of overtime hours recorded for Uniform Patrol Officers from July 1 through September 30, 1981 was 1,403.0 hours, compared to 650.25 hours for the same period in 1982. The report indicates that there would have been even fewer overtime hours logged in 1982, except that 240.5 hours were logged on July 31 when a large number of officers worked overtime due to a drowning on Highway 291.

Computing the 752.75 hours of overtime saved over the same period for 1981, \$11.34 per hour (based on \$7.56 per hour regular wage at time and one half) represents a weekly saving of

\$656.59 per week to the department, plus fringe benefits computed at \$43.99 FICA and \$71.57 retirement for a total saving of \$772.15 per week. This represents a savings of \$10,037.95 for the 13-week period. It can reasonably be estimated on this basis that the Greenville Police Department will realize a saving in overtime pay of \$40,151.80 over a full year. To this, of course, must be added the money saved from fewer accidents since there will be fewer expensive repairs to the vehicles and less time off due to injuries patrolmen might have received in the accidents. Estimates on savings from this benefit realized under the new schedule have not yet been made.

In addition to the significant saving to the department shown by the first quarter evaluation, Capt. Dees reports that the men affected by the new schedule are still 100 per cent in favor of it, and supervisors report that morale is at an all-time high. Plans are to continue the program and to make further evaluations at regular intervals to determine whether the effectiveness of the plan increases over time.

Appendices A and B indicate the days off scheduled for the various squads in "A" Platoon under the old schedule and the new one. Departments interested in further information about the studies and schedules may contact Capt. Dees by calling (803) 271-5350 or writing to him in care of the Greenville Police Department, 4 McGee Street, Greenville, South Carolina, 29601.

APPENDIX A

LIEUTENANT

HEADQUARTERS

DEPARTMENT OF POLICE - GREENVILLE, SOUTH CAROLINA
"A" PLATOON DAY OFF SCHEDULE FOR JUNE, 1982 (2300-0800)

*** NEW SCHEDULE ***

Sergeant	SQUAD #1 1-6-7-12-13-18-19-24-25-30-3

	SQUAD #2
Sergeant	2-3-8-9-14-15-20-21-26-27
	SQUAD #3
Sergeant	4-5-10-11-16-17-22-23-28-29

HEADQUARTERS

DEPARTMENT OF POLICE - GREENVILLE, SOUTH CAROLINA "A" PLATOON DAY OFF SCUEDULE FOR JULY, 1982 (2400-0800)

*** OLD SCHEDULE ***

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.3.0	5-6- <u>12-13-14</u> -21-22-29-30
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.5. ¢	5-6-13-14- <u>20-21-22</u> -29-30
. 6.	5-6-13-14-21-22-23-29-30
7:	5-6-13-14-21-22- <u>28-29-30</u>
GROUP #2	
	<u>6-7-8</u> -15-16-23-24-31
2.	<u>7-8-9</u> -15-16-23-24-31
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4.	7-8- <u>15-16-17</u> -23-24-31
5.	7-8-15-16- <u>22-23-24</u> -31
	7-8-15-16- <u>23-24-25</u> -31

"A"PLATOON DAY OFF SCHEDULE FOR JULY, 1982 (2400-0800) cont'd.

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	6.					3-4-11-12-19-20-21-27-28

^{***} Underlined dates include "floating day"

^{***} Under Old Schedule, days rotated forward

Reserve Police Officer Program

A Project of: University of South Carolina Division of Law Enforcement and Safety

Just as crime is increasing elsewhere, crime on campus is posing increasingly serious problems for campus police. In a time of manpower shortages and budget restraints, innovative projects are necessary to maintain service without increasing costs. In addition to budget and manpower shortages, urban universities face crime problems peculiar to their institutional setting. In an effort to improve security and reduce crime on campus, while at the same time offering students in the College of Criminal Justice an opportunity for practical learning experience, the USC Division of Law Enforcement and Safety developed a project which would do both. The result is the Reserve Police Officer Program, first initiated in 1981.

Reserve Police Officer Program

Submitted by: Danny E. Baker University of South Carolina

The Reserve Police Officer Program at USC was developed through the efforts of the President's Office, the Division of Law Enforcement and Safety, and the College of Criminal Justice. It is available to Criminal Justice majors, 21 years or older, with a minimum grade point ratio of 2.0. Students apply through the College of Criminal Justice and are selected by the Division of Law Enforcement and Safety. A screening process includes a thorough background investigation.

Applicants selected for the reserve program receive two weeks of intensive training prior to the beginning of the fall semester. Training includes instruction in the areas of civil and criminal law, search and seizure, firearms, human relations, and University history. Instructional segments are taught by members of the faculty from the College of Criminal Justice, employees of the Division of Law Enforcement and Safety, the South Carolina Attorney General's Office, and the South Carolina State Law Enforcement Division. All of these instructors are experts in their fields.

Applicants who successfully complete the training are commissioned as state constables with full arrest powers. They are assigned to various phases of law enforcement including police patrol, security of athletic events and visiting

dignitaries, and crime target areas such as parking garages.

Reserve Police Officers are issued uniforms consisting of grey slacks, black tie, and blue blazers with an insignia designating them as members of the Reserve Police Officer's Program. Equipment issued generally consists of a walkie talkie and a flashlight. Firearms are carried only in special situations; for example, when escorting the transport of large sums of money.

The program has been well received by the university community. Students feel comfortable knowing that extra officers are patrolling the campus. Both the faculty and staff comment positively on the young men and women as they interact on a daily basis. The officers are given firsthand experience in several areas of law enforcement.

Currently, there are sixteen officers enrolled in the program. They range from sophomores to graduate students. The training program has recently been expanded to include a reserve program for the South Carolina Division of General Services. These officers assist the Capitol Complex Security personnel with the patrol of parking garages and other areas near the State House.

Nunchaku As A Police Weapon

A Project of: Lexington Sheriff's Department

The Lexington Sheriff's Department proposes the use of a new weapon as part of the uniform. The new weapon, "nunchaku", is two fourteen inch octagonal sticks connected by a short piece of nylon cord or chain. It can be used either offensively or defensively to block a kick, punch, knife, or club. It can also be used to disarm an attacker and put him in a vise-like comealong hold without injuring him.

The nunchaku is a deadly weapon and should be used with great caution. Thirteen officers with the Lexington Sheriff's Department have already been certified in the use of this weapon.

Nunchaku as a Police Weapon

Submitted by: Sheriff James R. Metts, Lexington County Sheriff's Dept. and Chief Jerry Cameron, Irmo Police Department

People may have seen the nunchaku in a Bruce Lee movie. Those who have been especially unlucky may have seen it used by criminals on the street, or even found themselves confronted by an attacker who was using it. The nunchaku is becoming an increasingly popular weapon among motorcycle gangs and other street criminals.

In order to balance the odds, many police officers want to include the nunchaku as part of the uniform. Some police agencies, such as the Lexington County (S.C) Sheriff's Department and the Irmo (S.C.) Police Department, are already using the nunchaku, which can easily be carried in a velcro holder attached to the officer's belt. The nunchaku consists of two fourteen inch octagonal sticks connected by a short piece of nylon cord or chain. Nunchaku, loosely translated, means "centrifugal sticks". It was invented in Japan during the Ming dynasty and was originally used as a tool by farmers for threshing grain. The nunchaku may have been used first as a weapon by women, who while working in the fields discovered that it could be used effectively to disable raiders swooping down from the hills on horseback.

The nunchaku can be used offensively or defensively. It can block a kick, punch, knife, or club from almost any angle. After blocking, it can then be used in the same continuous motion to disarm the attacker, pinion his arm or wrist, and put him in a vise-like come-along hold. When used for striking, the nunchaku has up to seven times the striking force of a night stick and can travel as fast as 150 miles per hour. In a come-along hold, it can apply up to 350 pounds of pressure per square inch, thereby causing excruciating pain to the nerve endings but not breaking bones as easily as a night stick. The speed and pressure exerted by the nunchaku are virtually independent of the size or strength of the person using it.

A person who is skilled with the nunchaku can spin one stick in a figure-eight pattern while holding the other stick stationary. This generates great speed, which may deter an attacker psychologically and keep him from advancing further. When used in this fashion, in a blocking position, or even when held innocently behind one's back, the nunchaku is always ready to strike out instantaneously anywhere within a radius of four feet. When opened up, it is several inches longer than a night stick.

The nunchaku is considered a deadly weapon. Therefore, it should be used with extreme care and discretion. Officers who carry it should be thoroughly trained by certified instructors such as Joe Hess, an eighth degree black belt and former world contact karate champion, who teaches nunchaku to police officers at the Broward County (Florida) Police Academy. Periodic review

sessions should be held so that each officer can maintain and demonstrate competency with the weapon. With proper training and practice, officers can learn to avoid the need to deliver potentially lethal blows, e.g., to the head, while actually increasing the defensive and psychological effectivenss of the weapon. Working with the nunchaku is challenging and can be a great source of pride and pleasure. However, the nunchaku is not a toy, and it should be treated with the same respect as a gun.

With proper training and intelligent use, the nunchaku is at least as effective as a night stick, and much more versatile. It could actually save lives by reducing the tendency to rely on a gun. As with any weapon, however, it is not the weapon itself, but the person using it that makes the real difference.

The entire Irmo Police Department, as well as thirteen officers from the Lexington County Sheriff's Department, have been trained and certified by Joe Hess in the use of the nunchaku. Several officers from the two departments are also certified as nunchaku instructors. Police departments interested in learning more about the nunchaku training and certification may contact the Lexington County Sheriff's Department, Gibson Pond Road, Lexington, S.C. or phone (803)-259-8230.

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Reorganization of the Court Docket
Through Management Information System

A Project of: The Charleston Police Department

Selective Traffic Enforcement in Charleston led to problems in handling traffic tickets efficiently. Cooperation of several agencies resulted in the automated handling of these tickets through a Management Information System which, in turn, is expected to be useful in many areas other than solving the STEP ticket overload problem.

Reorganization of Court Docket Through Management Information System

Submitted by: The Charleston Police Department

Occasionally, the solution to one problem may create difficulties in another area which challenges the staff of a particular department to seek innovative solutions.

This happened in Charleston when, after the Charleston City
Police had been awarded a grant by the Office of Public Safety
Programs in 1981 to establish a Selective Traffic Enforcement
Program (STEP), the number of traffic tickets issued increased by
122 percent. As a result of this tremendous increase in traffic
tickets, the court was unable to effectively and efficiently
maintain a workable system for processing and collecting fines on
these tickets.

Representatives of the Court Administration Office made an onsite visit to assess the problem and made a number of recommendations for handling the overload generated by the STEP program. These recommendations were:

- that the call sheet be discontinued and the criminal docket be reactivated to serve as the only place where case information should be entered;
- 2. that tickets should be entered as soon as they are delivered to the court with cases grouped by date of trial as well as by officer;
- 3. that tickets should be listed numerically by ticket number with information to include defendant's name, name of officer, violation, and amount of bond collected if any;

- 4. that revenue information about fines and forfeitures should be included on the criminal docket sheet to save time and eliminate one step where an arithmetical error could occur. Calculations are made from the docket, which is the official court record and also annual audits refer to this single source.
- 5. that revision of the court's cash flow process should be made by adopting a checking account for refunds and making deposits of cash to another account or to the municipal treasurer. This, combined with a receipting system, was expected to reduce the possibility of lost or mismanaged money.
- 6. that numbered receipts should be issued for cash received, and that when a defendant is found not guilty, the refund be made by check if a refund is in order. Previously, cash had been held with the tickets until trial and the refund made from the bond posted.

The department found that all recommendations made by the S.C. Court Administration could be implemented with an Information Management System. Not only would the court be able to follow the recommendations for maintaining and appropriate docket, but it could also handle the accounting transactions required to prevent mismanagement of funds.

In 1980, the bonds and fines office collected \$190,643.00 in fines from traffic tickets alone, excluding assessment fees. In 1981, the sum was \$374,943.99 in tickets alone and \$62,502.38 in assessment fees. The bonds and fines office collected 97.2 percent more money in traffic tickets alone in 1981 as a result of the Selective Enforcement Program. Because of the tremendous increase, possible mismanagement of funds could be anticipated unless some new procedures were implemented.

The bonds and fines office has been using the police department's clerks to separate traffic tickets. These functions will remain in the bonds and fines office in order to avoid loss of tickets or other errors. Because tickets were filed numerically, and due to the large number of tickets, it had been impossible to search the court's records when a check or money order was sent in without any information. With the use of the AIMS Software, information can now be crossreferenced and the ticket handled before a Non-Residential Violators Code is sent out.

In January 1982, 3,812 Non-Residential Violators Code (NRVC) forms were filed in the bonds and fines office. This represented approximately \$95,324.00 (\$25.00 per ticket) plus a late fee of \$20.00 per ticket which added another \$76,260.00 for a total deficit of \$171,585.00. With an automated system, additional employees will not be necessary, mismanagement of funds will no longer be a major concern for the City of Charleston, and a deficit of approximately \$171,585.00 can be reduced.

The Charleston City Minicipal Court is housed in the same building with the police department. Modifications necessary for automating the court with records through police department equipment would be minimal.

DESCRIPTION OF THE AUTOMATED MANAGEMENT SYSTEM

In August of 1981, the Charleston City Police Department purchased the Automatic Information Management System (AIMS). AIMS is user-oriented which means that anyone can use it to solve any management problem. There is no need for a programmer. The only concern of the users is to set up and run applications such as simple accounting, payroll, inventory, and literally hundreds of other data processing functions.

The real power of AIMS is that it was not designed to solve any specific application. Instead AIMS software is designed to be a general purpose application tool (or utility) that anyone can understand and use. Data processing applications contain the same basic and functional elements, which are:

- 1) File Creation
- 2) Data Maintainance
- 3) Report Generation
- 4) File Query
- 5) Data Base Management

The mini-computer, presently available in the police department, rarely has even one professional data processor. The mini-computer costs between \$8,000 and \$35,000 (on the average).

AIMS is divided into three major systems:

File Design - Through the use of this system, the user defines everything that the operating system needs to set up and maintain data files. The design phase includes inter-data file relationships, such as which other files are to be used as reference files. Reference files are used to save the operator time by allowing the system to access and use data in another file (i.e., posting to ledgers, customer lookup, etc.). Most important, the design can be changed at any time. Fields can be added, deleted or expanded without concern. The design system will automatically compensate for any design changes.

Report Design - An operator can create a standard high speed printer type data listing that features a multi-line per second display of data fields and their associated column headers, subtotals, grand totals and page breaks.

Operating System - The operations phase of the system includes all normal functions associated with file maintainance (add, delete, or correction of records). The operation phase includes a highly flexible search and sort option to aid in record selection and printing. Correction of records may also be accomplished by searching for a set of desired field designs.

FEASIBILITY OF AN AUTOMATED COURT SYSTEM

Before installing an automated court system, there were several factors that had to be weighed, particularly the feasibility of such a system. The municipal court, with all its

errors, loses a large amount of revenue each year. Automation will help lessen this problem, and accountability of funds will no longer be a problem for the court.

When conducting a feasibility study for a computer system, the following should be weighed carefully:

- 1. Projects or problems which an automated system will and can address.
- 2. Economic values to be derived through the use of the support system (dollar savings).
- 3. Measurement of the non-dollar value of improvements to the system.
- 4.A logical detailed plan for the tasks necessary to arrive at the successful implementation of the total project.
- 5. A time frame for each of the tasks and for the overall program.
 - 6. Time commitment requirements for staff personnel.
 - 7. New staff requirements.
 - 8. Availability of funds for the development effort.
- 9. The extent of funding required for maintaining and modifying the existing system or completed system. No computer system is ever complete, and the need for modifying the existing

system begins the day before it is operational.

COST BENEFIT ANALYSIS

The most significant cost factors are usually associated with the workload and with personnel costs. Major savings in an automated system will generally be associated with either cost elimination (work accomplished with fewer people) or cost avoidance (more work accomplished with the same or fewer people, thereby avoiding the need for additional personnel).

One of the functions of the computer system will eventually be to prepare a jury list with the preparation of name and address labels to eliminate all typing. Even though this may not reduce the number of clerical staff persons whose functions have been absorbed by the computer, it is hoped that their efforts are now geared toward juror convenience and service.

There are also fixed costs when an automation effort of any kind is undertaken. They are easily calculable and projectable and they are: feasibility study contract (one time); systems design contract (one time); management of the information system (continuing); in-house systems and programming staff (continuing); training (one-time); basic computer equipment and supplies for minimal configuration, e.g. computer, terminals, lines, forms, etc. (continuing); office equipment for basic staff (one-time); office supplies for basic staff (continuing); space for basic computer equipment and staff (continuing); site preparation costs (one-time); also clerical savings through: elimination of multiple filings and recording of transactions;

reduction of filing and retrieval costs; reduction and possible elimination of costs associated with report preparation; reduction and hopefully elimination of lost case files.

INTANGIBLE BENEFITS

These are the benefits which are the most extensive and the most important but, by and large, they defy financial evaluation. They include: improvement in the quality of the adjudication process through a more effective, efficient, accurate and timely system operation; improved public image resulting, hopefully, in better public cooperation, support and acceptance; improved employee morale and interest; improved management awareness and control of court operation; improved operation and management through the research made possible by the extensive data base.

PROBLEMS OF USING CENTRAL COMPUTER FACILITIES (e.g. Prime)

The very first problems occur in the planning and development stage. The highest priority computer jobs for local government are property assessments, taxes, utility billings, payroll, and budget systems for the administrative management, etc. The typical city or county data processing operation cannot afford a separate criminal justice unit for programming or operation; therefore, the police department, as well as the court, must wait until all the higher priority systems are operational before development of their projects can begin. The City of Charleston has a mainframe computer system, but it may be years before the court and police department become a part of this system.

CONFIDENTIALITY OF REPORTS

It is necessary to determine at the earliest possible stage the extent to which other agencies will be permitted to use the system. The central facility should be restricted from releasing to anyone other than the contributing agency any files or reports generated from those files except with the prior written consent of that agency.

Physical control over data is transmitted to central hardware and then provided to remote terminals in various departments. In order to insure that central facility regulations are faithfully observed, an agreement must be entered into by all the user agencies and their employees and must include workable sanctions for non-compliance.

TRAINING

Without substantial staff training, the data and facilities provided by the information system are useless. There must be adequate instruction to enable the users to effectively feed data into the system and to make effective use of the products of that system. Training is required to provide the using agency with an understanding of the restrictions imposed on dissemination and use of data as provided by federal, state, local and central facility security and private regulations.

SECURITY

Security measures must be taken to protect the system from the

elements as well as from dissident citizens. Therefore, the computer facility should be located in a well-protected area which provides limited access, reinforced walls and doors, vault areas for storage of high security data and key back-up files.

Along with all the benefits and problems associated with an information system comes responsibility for the security and privacy of the automated court information. Because automation makes information more readily available, the chance for information leaks is increased.

Policy pertaining to security and privacy is extremely important. Management must know what the law requires and set strict limits on ways in which data will be shared with the public, the press, or the rest of the criminal justice system.

Court information presents serious privacy considerations.

Volumes of potentially damaging data regarding large numbers of persons living in the jurisdiction is placed in the computer. The court must control access to, dissemination and use of this volatile data. Whoever operates the data processing facility must be aware of the rules and faithfully adhere to them. Some considerations are: who should have access to the "win or lose" rates of a particular prosecutor or public defender; does the press have the right to see the sentencing record of a judge or a lawyer's record of success or failure before a specific judge? This type of information has been a part of public records for many years, but only recently, through automation, has it been so

easily obtainable.

IMPLEMENTATION PROBLEM AREAS

Effective monitoring of the automation process requires a timetable for implementation and investment of many hours of system management time in understanding and tracking the progress of the projects.

Adequate space must be allocated for the card, disk and tape cabinets. Paper, ribbons, manuals, spare parts, and many other items are required inside the computer room. Additional space is allocated for personnel and working areas, and expansion possibilities were considered to assure that predictable growth of the operation would not result in the need and cost of preparing and moving to a different site location.

ENVIRONMENTAL REQUIREMENTS

In changing from a VP to an MVP system, there are certain differences that are indicative in the transition. The 2200 MVP is an interactive, high-performance, multi-user system which is essentially a modified version of the 2200 VP operating system. This transition or upgrade will use 256K of memory.

This MVP system is capable of supporting up to nine terminals concurrently, enabling the police department, municipal court and garage to use the same software at the same time for up to 16 jobs.

The MVP system allows for greater workability than the VP system, and further modifications may need to be made in order to accommodate recent changes essential for the operation of the equipment, and also relevant to staff performance.

Problems should be handled immediately because equipment must function properly at all times.

DESCRIPTION OF AUTOMATED MUNICIPAL COURT MANAGEMENT SYSTEM

When an officer is assigned a book of traffic tickets by the police department, the department is held responsible for those tickets until the final disposition of the tickets. The Municipal Court's responsibility is only to process those tickets through its regular channels. South Carolina Code Sec. 56-7-30 (1976) states that police agencies shall order tickets from the state and shall record the identifying numbers of the tickets received by them. The cost of the tickets shall be paid by the police agency. The audit copy and the department records copy shall be forwarded to the state within ten days of the disposition of the case by final court action or by nolle Agency heads are responsible for forwarding audit prosequi. copies and conducting an annual inventory of all tickets received but not disposed of by court action. The Code imposes sanctions for failure to comply with these provisions.

Since the Code makes police departments responsible for all traffic tickets, the department enters the ticket information in the computer before they are turned over to the Municipal Court

a

Bonds and Fines Office. This office is only responsible for the accounting aspects of those tickets and entering their disposition on the computer.

When all aspects of the traffic ticket accounting and receipting system are in place and functional, the Municipal Court will begin automation of its criminal court docket and preparation of the court's jury list.

The court's staff performance and attitude will also be evaluated after the first year's operation. Some staff members have misconceptions about computers and many times, these perceptions are negative. When people view systems as having the potential to extend their own human capabilities, automation will help them achieve their goals and offices will be automated with buman engineered systems.

10304

Crime Prevention Through Community Relations

A Project of: Charleston Police Department

The Charleston City Police Department's community relations and crime prevention program in the East Side is helping to combat highly publicized crimes that have been occurring in that area. One of the problems in this area had been poor communication between the residents and the police. Implementation of Crime Watch programs brought citizens of East Side and the Charleston Police Department together for a constructive and beneficial purpose.

Objectives of this program were to develop a Crime Prevention Program, initiate a Neighborhood Crime Watch Program, improve the image of the police department in the community, and improve the overall image of the East Side.

Crime Prevention Through Community Relations
Submitted by: Charleston Police Department

Charleston's East Side consists of a population of approximately 12,725 which makes up 18 percent of Charleston's total population and contributes 7 percent of all reported crimes. Because of the large amount of publicity given to reported crimes in the East Side, the police department felt that it was necessary to work with the East Side community in reducing some of its crime problems.

Charleston's East Side has been the focus of attention for many years because of its low economic status and its highly publicized crime problems. In 1976, the Charleston Police Department developed the team policing concept. One of the principles of team policing is its community service. Better public relations is a means of improving police and community processes.

In team policing, community-police interaction is an essential part of the patrol function and is usually planned by the team manager and the team members. Team managers ae supposed to make community-police interaction a concern of every team member. Teams are oriented to the community by establishing and completelizing positive working relationships with the community.

Good community-police participation is built on a foundation of two-way communication. Team 1 and the East Side Community

began preparing the foundation for two-way communication in 1976. At that time a team office was located in the heart of the East Side. It experienced a great deal of hostility from residents during the initial period including windows being broken by youths in the neighborhood. That hostility decreased greatly after East Side residents realized that the team office was there to stay and its members were willing to cooperate with the members of the community. Charleston's East Side had been a victim of much publicity concerning its high crime rate, but crime was not as rampant as people had been led to believe. According to statistics, the East Side had the lowest incidence of violent crimes and major crimes against property in 1980-81.

NEIGHBORHOOD DESCRIPTION

The East Side is a long narrow strip lying above Calhoun Street and east of Meeting Street, extending past the Crosstown Expressway where the western boundary shifts to I-26, all the way to the former city limit at Mount Pleasant Street. A large part of this land was still marsh as late as the latter part of the 1800's. New Market Creek, the largest on the peninsula, drained a marsh area in the vicinity of Huger Street that extended as far west as Rutledge Avenue. This creek is now gone but several marshy areas still remain on the west side of Meeting Street and above Huger in the North East Side. The early land use in this planning unit was agricultural.

Several early boroughs were in this area. From south to north

they were: Mazyckborough, Wraggborough, and Hampstead Village. There were early suburban areas. Although Hampstead Village was laid out in 1789 on lands owned by Henry Laurens, and the other boroughs settled a few years later, the city limit was not moved from Calhoun Street to Mt. Pleasant Street until 1849.

Three neighborhoods were identified: Mazyck-Wraggborough, the South East Side, and the North East Side. Mazyck-Wraggborough is a residential neighborhood in the Old and Historic District. Private historic preservation efforts are under way there. Wragg Square, a beautiful tree-lined mall running from Meeting street to Elizabeth Street, once boasted a double row of handsome and well-built Charleston single houses.

The South East Side centers around the Hampstead Square area where there are two schools, a park, and a playground. The two main neighborhood streets, America and Columbus, intersect there. The entire neighborhood is characterized by mixed land use with neighborhood commercial development serving the predominantly residential areas. Almost twenty-seven percent of the land is in residential use. The corner grocery or tavern is an established pattern in this neighborhood; almost every intersection has at least two commercial uses. Residential land use on Meeting Street has been adversely affected by the heavy traffic flow. On the eastern boundary, East Bay Street, wholesale and other non-retail type commercial land uses are becoming dominant. The

problems. The main means of access to the Cooper River Bridges from East Bay and the Port Authority is via Cooper Street, a small residential street. Heavy truck traffic in this area is incompatible with the predominantly residential land use and is a severely blighting influence. It is destroying the road surface, collapsing subsurface drainage facilities, and is dangerous to area children. Although this planning unit is a residential area, the percentage of land in streets (26 percent) is the highest in the city, indicative of dense development.

The North East Side neighborhood runs from the Crosstown Expressway to Mt. Pleasant Street. The predominant land uses are multi-family residential in the south and commercial to the north. Nearly all the multi-family units are low income housing projects owned and operated by the City of Charleston Housing Authority. Such a large concentration of plain, low, uniform structures has imparted a bleak appearance to the area. This is the former marsh area drained by New Market Creek and frequent flooding stoppages occur. To the north of the housing area, the former creek bed remains vacant, and vacant lots are interspersed with warehouses and storage lots. Where this neighborhood borders Morrison Drive and Meeting Street, large commercial enterprises serving a city or regional market have located.

The East Side has one of the highest percentages of deteriorated and dilapidated structures in the city. Fourteen percent are in these two catergories with another forty-eight

percent needing some minor repairs. This is reflected in the average residential sales price, which in 1977 for a single family dwelling was \$31,530, less than the city average of \$45,872. To alleviate this situation, the East Side Redevelopment and Preservation Program was initiated in 1976 by the City. Approximately 9000 people live in this planning unit, and except for the racially mixed neighborhood of Mazyck-Wraggborough, almost all are black.

CITY OF CHARLESTON'S COMMUNITY DEVELOPMENT PROGRAM

As part of the City of Charleston's Community Development Program crime prevention was definitely a priority for those homes to be rehabilitated. The East Side community was one of the target areas for the community development project.

The Charleston City Police Department became involved in the Community Development by establishing crime prevention programs in the East Side, the first being in December, 1980. The area was chosen because of its high reported incidents of street crimes such as auto larcenies, purse snatchings, and street assaults.

The first attempt was not very successful. Approximately three-hundred letters were sent to residents in the target area, but only one resident responded. The letter had informed residents that the department had a crime prevention unit and that any residents interested in establishing a crime prevention program should contact the crime prevention officer at the police

department.

After several months with no further response from the community, the department decided to take another route. One of the first things the department did was to begin some research on the community development project. The community, as mentioned before, is relatively small compared to the other three team areas which make up the City of Charleston's total population. Ninety-six percent of the residents are black and of a low socioeconomic staus.

The community development program is funded by a community development grant which is primarily responsible for revitalizing homes owned by low-to-moderate income residents in the East Side. Because of the large amount of money being spent on the housing project, both the residents and the city would like to see their investment protected.

In 1976 the Charleston City Police Department requested community development funds and was awarded \$79,872 to establish and maintain a Community Relations Unit in the East Side of Charleston. The basis purpose of the unit was to improve the relationship between the residents of this area and the police. This was to be accomplished by a number of community/police oriented programs sponsored and implemented by the unit, which consists of four officers. Since its inception the unit has always planned several programs for its fiscal year, with an emphasis on crime prevention and public education. The unit

basically fulfills the goals of community team policing. Several attempts during this four year period had been made to start a crime prevention program, none of which had experienced any great success.

Because the East Side was a target area in housing rehabilitation and crime prevention it was believed that combining forces - the police department along with the housing program, would bring about definite results. The major goals of the Crime Prevention Program are: to build a strong and effective community police force, enlist the active cooperation of the public householders; and to remove conditions which may turn community members to crime.

Neighborhood councils were to play an active role in preventing crime, and citizen action groups were asked to participate in order to interlock community and police resources. Programs would include neighborhood watches, operation indentification, and police-community councils, among others. The following proposal was submitted to Mayor J. Riley and Chief J.F. Conroy.

The Community Relations Unit and the East Side Revitalization Program have joined forces to initiate a series of seminars and programs designed to improve the image of the neighborhood and the police department operating in the community. The basic objectives of this joint departmental effort are to assist in the overall revitalization of the area by: developing a Crime

Prevention Program, initiating Neighborhood Crime Watch Programs, improving the image of the police department in the community, and improving the image of the East Side.

CRIME PREVENTION/IMPROVING THE IMAGE OF THE POLICE DEPARTMENT

The proposal indicated that the basic purpose of the Crime Prevention Unit was to improve the relationship between the residents of this area and the police. This was to be accomplished by a number of community/police oriented programs and implemented by the unit.

Neighborhood Crime Watch Program

The major goal of the Crime Watch Program was to provide a program whereby residents could make not just their homes safe, but the entire neighborhood.

Improving the Image of the East Side

In spite of several government revitalization programs and large amount of dollars spent in the East Side area, a positive image of the neighborhood had been slow in formulating.

In an effort to create a positive image of the neighborhood, an "I love the East Side" campaign was suggested. To successfully implement the overall objectives of this project, steps to be taken were: 1) Let the East Side Community know that the project would only work with full citizen participation.

2) All residents in the East Side should be contacted regarding the programs (See Appendix A). 3) All merchants, churches, public

service organization, major businesses and other interested citizens would be asked to participate in the project. 4) The project was to be publicized by conducting a campaign that would consist of radio, television, and newspaper coverage. Other means of publicizing the project were to promote using bumper stickers, t-shirts, decals, crime prevention block signs and posters.

COST OF THE PROJECT

Community Development funds-Police Dept. 6th yr. 5/31/81

Crime Prevention Project/East Side \$1,798.24

East Side Community Relation Crime Program \$2,100.00

East Side Community Relation Crime Program 7th yr./\$62,252.00

A meeting was held to inform citizens about the basic principles of a crime prevention program. The citizens were asked to leave their names, addresses, and phone numbers if they wanted to assist in the program or if they would like more information from the police department's Crime Prevention Unit.

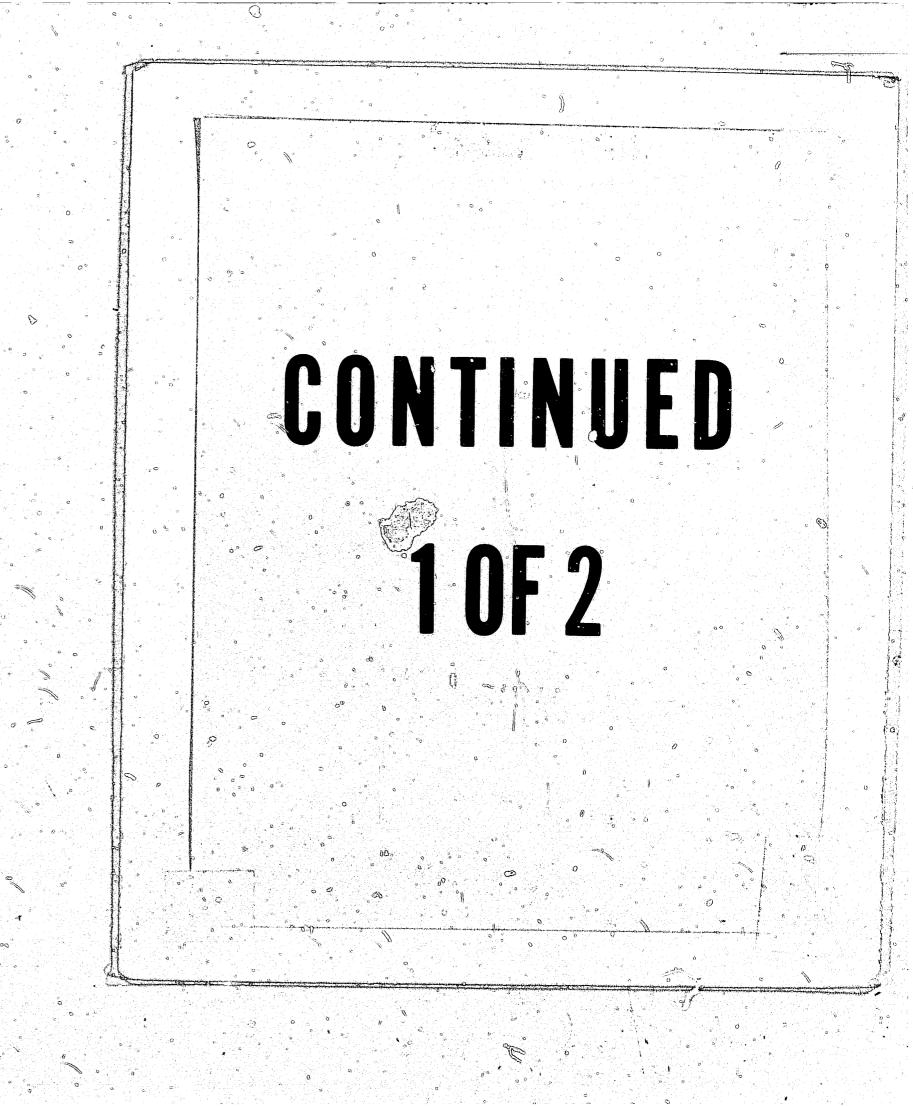
After deciding on an appropriate logo, "Watch thy Neighbor's Pad," the next step was to order the necessary materials for publicizing the project; bumper stickers, decads, t-shirts, etc.

These materials would be distributed in community meetings after residents had completed a home survey done by the Crime Prevention officer. The grant was to cover all the necessary expenses including radio and television advertisements.

Through the use of public neighborhood meetings, the police department learned of other problems which might be contributing to the commission of crimes. One of these problems was the lack of street lighting. During the summer months the streets and parks are used frequently, and this usually results in an increase of street crimes. People in the neighborhood, especially those involved in illicit activities, broke street lights, usually when making drug deals on the street. Several officers mentioned that the lack of street lights made their job a lot more difficult. One officer, working in the Team I area, remarked that she had to use her car's flood lights in many areas in the East Side. The Public Service Department was asked to provide adequate lighting in the area.

In 1980, the crime rate for a sample of the Team I area of the Charleston City Police Department was considerably higher for particular street crimes than other team areas. Those were purse snatching, auto larceny, and assault. Yearly totals for the crimes listed were: purse snatching-86; auto larceny-130; and assault-786.

Twelve percent of the purse snatching for the City of Charleston occurred in the target area, forty-five percent of the auto larcenies and twenty percent of the assaults. This sample area represents only a portion of the entire Team I area and the Team I area has only eighteen percent of the entire City's population.



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Field Training Guide

A Project of: Greenville County Sheriff's Department

Both the Greenville County Sheriff's Department and new officers assigned to duty with the department benefit from this manual which is thorough and enhances the training process. Not only will the department be able to field a well-rounded and better trained officer, but it will also have a written record of its training efforts. This is a positive development in an area where many departments incur liabilities through the training process.

For the benefit of other departments which may wish to compare and contrast this manual with their own, or may wish to develop a new manual using this one for a model, the Greenville County Sheriff's Department Field Training Manual is reproduced in its entirety at the end of the description of this project.

Field Training Guide

Submitted by: Captain Charles E. Barnett Greenville County Sheriff's Department

In early 1978 the Greenville County Sheriff's Department began researching programs that would enhance the effectiveness of its training, particularly with regard to field training for new officers. As a result of this research, and with input from experienced personnel, a formal field training program was implemented in April, 1978.

The goals of the program were: to reduce the time necessary for new recruits to become oriented to actual field duties; reduce the time required for recruits to become effectively independent in the field; standardize field indoctrination; conduct a well defined monitoring of the recruit's progress; and finally, to insure that recruits were adequately prepared for the tremendous responsibilities placed upon them.

A general order was issued outlining subject areas to be taught, such as patrol techniques, warrant preparation, arrest procedures, and other areas involving extensive "hands-on" training. Responsibilities of the Field Training Officer were outlined, and desirable characteristics for such training officers were listed.

In the beginning, this addition to basic academic /classroom training was a resounding success. The approach formalized a style of training which, while very desirable, had been carried

out in a haphazard manner before. In addition, because the Field Training Program provided for input from line officers, the program was well received by the men and women who were responsible for carrying it out.

As time passed, however, careful review indicated that certain inconsistencies were occurring in the Field Training Program. As Field Training Officers were charged with teaching a very broadbased subject area, the depth of instruction in these areas varied from one Field Training Officers to another. In addition, related subject areas taught by Field Training Officers varied even more.

It was apparent that a patient, well-rounded Field Training Officer would cover more subject areas and in more depth than one with average skills. It was also noted that the top rated trainers provided this in-depth coverage on their own, giving instructions that exceeded those outlined in departmental directives. In addition, although this program represented a marked improvement in the recruit training process, there was a need to fine tune the program to eliminate inconsistencies.

In late 1981, the department administrative staff began a review of training programs in other departments around the country, along with materials used in the training process. As a result, a manual was developed for use by the Field Training Officers in the process of training recruits. Called the Field Training Guide, it provides a thorough, in-depth program for

training designed to remove any inconsistencies by requiring the Field Training Officer and recruit to follow a comprehensive, standardized training plan.

This is not an operations manual, as it does not, for the most part, attempt to describe how to perform a training task. The Field Training Manual describes what is to be taught and learned.

The training manual was completed and published in February 1982, and was put into use shortly thereafter. Before it could be used, however, a training session was mandated for all Field Training Officers and supervisors. At this session, the manual was discussed, line by line. As skills areas were entered, department policy was brought out and discussed. Standards were emphasized, so that all Field Training Officers taught the skills areas in the same manner, and one recruit's training would be the same as another. Supervisors and Field Training Officers alike hailed the new manual as providing a procedure which would strengthen the training process considerably, and further the cause of law enforcement professionalism.

The manual begins with basics, such as a tour of the facilities, introduction to the sheriff and division comanders, department orientation, magistrate's offices, detention center, solicitor's office, and other areas of future contact.

One section acquaints the recruit with legal forms, juvenile forms, administrative forms, and traffic forms. Another section

covers patrol tactics, mechanics of arrest, pursuit and deadly force policy, and courtroom presentations.

A new recruit with no prior law enforcement experience is expected to complete the manual within one year. A new officer with prior experience is expected to complete the manual within six months.

The new Training Manual is an asset of which the Greenville County Sheriff's Department is justifiably proud. Through this process, the department has fulfilled the needs of new recruits for information and skills. In addition, by requiring the subject areas to be dated and initialed as they are taught and practiced, the department has a permanent written record that it has lived up to its obligations and responsibilities and has carried them out in a professional manner.

• FIELD TRAINING GUIDE

Greenville County Sheriff's Department

Johnny Mack Brown
Sheriff

The following pages are a copy of the entire Field Training Guide being used by the Greenville County Sheriff's Dept.

The Department has generously consented to reproduction in full or in part by other departments.

^{*} Further information may be obtained from the Greenville County
Sheriff's Department.

REVIEW LOG

Immediate Supervisors shall review this guide at least once every thirty days and make appropriate entry in the log. Platoon Commanders shall be responsible for reviewing this guide and signing and dating this log once every six

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GREENVILLE COUNTY SHERIFF'S DEPARTMENT FIELD TRAINING GUIDE

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This training guide contains basic law enforcement responsibilities, tasks and procedures. The Field Training Officer (FTO) will use this guide during the field training period of Deputy trainees. The Field Training Officer (FTO) will explain each item, and when practical, demonstrate the task or procedure to the trainee. When the FTO believes that the trainee is capable of handling a task, he will require him to perform the task while he observes. When an item has been satisfactorily completed, the FTO will enter his initials and the date of completion in the proper column. On the last page of this guide is space allocated for entry of those situations not specifically covered in this guide. The FTO is encouraged to include these situations after proper demonstration has been accomplished.

Responsibilities

- 1. The Platoon Commander will enter the trainees name, social security number and name of the Field Training Officer.
- 2. The FTO will enter his name on the next line, indicate his general field assignment and the training dates. No If another FTO assumes responsibility he will enter his same and necessary information.
- The Supervisors will conduct periodic inspections of the Training Guide to insure compliance.
- The Training Guide will be maintained during all phases of field training.

- 5. The guide will remain in the possession of the FTO assigned to the trainee, and will be made available for inspection by any staff member of this Department.
- Under normal conditions this guide should be completed within one year of employment. Officers with prior civilian law enforcement experience should complete the guide during their six-month probationary period. Constant review by FTO's and immediate supervisors will expedite the program.
- 7. Normally, an officer will not be assigned solo patrol duties until completion of this training manual.
- 8. When the Training Guide is completed in its entirety, the Trainee/Officer will sign in the space provided on the last page.
- 9. The guide will then be reviewed and signed by the Platoon Commander and the Division Commander, and then placed in the deputy's permanent records in Administrative Services.

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A. General 1. How to Determine If Crime Has Been Committed 2. Necessary Elements Of Pertinent Crimes - Misdeneanor or Felony 3. How To Protect A Crime Scene 4. When And How To Request An ID (Identification Division) Officer 5. When And How To Request Specialized Investigators a. Homicide b. Robbery c. General Assignment d. Vice 6. Taking Notes At Scene 7. Getting Descriptions; General Peculiarities, Outstanding Features, Identification Value 8. How To Interview Witnesses 9. How To Interrogate Suspects a. Difference in Interrogating Suspects And Those In Custody (1) Advising Of Rights (2) Miranda Card (3) Dunaway Warning b. No Promises, Use Of Force, Or Coercion 10 Procedures For Identification Of Suspects a. Photographs b. Line-up c. Mug-files d. Identikit e. Fingerprints f. Composite, Drawing		1		EXPLAINED or DEMONSTRATED	PRACTICED
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			e. Fingerprints		
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EXPLAINED OT PRACTICED DEMONSTRATED INVESTIGATIONS Continued 11. Evidence - How To Mark, Transport, Wrap, Label, And Place In Property and Evidence Room: Importance of Chain of Possession 12. Line Of Authority And Responsibility At Crime Scenes 13. Recognizing And Identifying M.O. (Modus Operandi) B. Motor Vehicle Accidents 1. Non-Injury On Private Property . 2. Injury On Private Property: Care Of Injures 3. Locating Drivers 4. Clearing The Scene To Allow Free Flow Of Traffic (Except When Requesting Highway Patrol) 5. Statements From Drivers and Witnesses 6. Determining Responsibility For Insurance Purpose Only 7. Hit-And-Run (Leaving The Scene Of An Accident) a. Get Description b. Put Out BOLO c. Procedure For Obtaining Warrants On Traffic Charges Through Magistrate 8. Department Tags For Abandoned Vehicles 9. Drivers' Information-Exchange Forms (FR-10) 10. Accident Involving County Equipment. Notify Supervisor C. Crimes Against Persons 1. Murder/Suicide/Death By Unknown a. Protection of Scene b. Call Homicide Unit c. Keep All Witnesses At Scene d. Isolate Suspects

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		EXPLAINED or DEMONSTRATED	PRACTICED
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2.	Assault and Battery With Intent To Kill (A&BWITK) - Generally Same As Murder	**************************************	
3.	Rape - Generally Same as Murder		•
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٠	a. Getting Information And Airing As Soon As Possible		
5.	Aggravated Assault (A&BHAN)		
de .	a. Severity Of Injury	5,000) E	
	b. Proceed With Case As Far As Possible		•
° 7.	Attempted Suicide	0	
. इ	a. Determine Severity of Injury		
· ·	b. Refer To Mental Health Coun- selors		9
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	a. Determine Method of Entry	\$	
	b. Listing ALL Missing Articles With Complete Descriptions		
	c. Giving Pertinent Information So Victim Can Be Readily Con- tacted For Follow-up		
	d. Motel And Hotel Break-ins		şı .
· 2.	Auto Theft		
	a. Establish Ownership		
	b. Determine If Under Lien And Possible Repossession		
	c. If Legitimate, Issue BOLO	2 0	
	d. Responsibility Of Filing Charges When Perpetrator Apprehended		
	e. Condition Of Auto, Quantity Of Gas, Mileage		

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		(1)	Statement From The S Agent	tore	
		(2)	Courtesy Summons Op al On First Offense		
		(3)	Transportation of Sus	pects	
		(4)	Warrant Signed Befor Magistrate	e A	0.
E. Mis	cella	neous	Investigations		
1.	Rec	overy	Of Property		a a
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	c.		ority.To Impound Aba d Vehicles	in -	
		(1)	Private Property	6	
•		(2)	Method Of Putting Ho On Vehicles	ld	•
2.	Mis	sing	Persons		
	a.	ate	mall Child, Begin Imme Search And Have Cont Investigation		
9		(1)	Notify Supervisor .		
		(2)	Request Assistance		
4		(3)	Acquire Photographs		
	b.		ey Of Issuing Message ing Adults	For	
		(1)	How Long Missing		&
. 0		(2)	Acquire Description/		
à.		(3)	BOLO	0 mm 1 mm	

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		EXPLAINED	
		or DEMONSTRATED	PRACTICED
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3.	Juveniles - Anyone Under Age Of 17 (Seventeen) Years		
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	(1) Options in Handling		8
4 O	(a) Warn and Dismiss	o. 14	
	(b) Temporary Release to Parents Referral to Juvenile Division		
	(c) Detention In Deten- tion Center		
	(d) Refusal of Custody		
	(2) Notifying Parents In All Cases of Detention		
e i	(3) Limitations On Use Of Tuveniles' Name From Reports	ű <i>O</i>	
	(4) Constitutional Rights Of G Juveniles		© (1)
	(5) Fingerprinting and Photo- graphing Juveniles		
	(6) Taking Statements From Juveniles		g S
	b. Dependency - Definition	9	0
3 .	(1) Placing Charges On Parents In Extreme Cases		• • • • • • • • • • • • • • • • • • •
	(2) Request P.S.S. (Depart- ment of Social Services)		
	c. Traffic - Magistrate Court or Family Court	0	
4.	Sex Offenses: Criminal Sexual Conduct 1st, 2nd or 3rd Degree		
	a. Indecent Exposure	<i>y</i>	
	b. Child Molestation		
	c. Incest		
	d. Crime Against Nature		
	e. Unnatural And Lacivious Act	e e	
	f. Obscene Literature		0.
	g. Criminal Sexual Conduct With Minors		

EXPLAINED PRACTICED DEMONSTRATED INVESTIGATIONS Continued 5. Civil Disorders 6. Animals a. Responsibility of Animal Control Unit (Codes Department) (1) Licensing (2) Loose Domestic Animals b. Humane Society (1) Injured Animals (2) Loose Non-domestic Animals c. Animal Bites (1) Quarantine Requirements (2) Notification of Health Department 7. Domestic Matters a. Mostly Arbitration b. Arrest Authority of Officer 8. Worthless Or Forged Documents a. Counterfeit Money-Jurisdiction Of U. S. Secret Service b. Checks--Importance of Criminal Intent (1) Insufficient Funds (2) Forgery or No Account--Impound the Check 9. Dumping of Trash--Litter Officer 10. Noise Complaints 11. Disorderly Conduct and Disturbances 12. Drunkenness - Being Aware of Possible Illness, Injury or Diabetes 13. Civil Matters: Neighborhood Disputes, Landlord-Tenant Disputes 14. Vandrlism - Malicious Mischief/ Malicious Damage to Real And Personal Property 15. Prowling and Trespass

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16.	9	overy Of Stolen Autos		
	а.	Stolen In Greenville County But Outside A Municipality		۵,
	b.	Stolen From Within A Municipality in Greenville County, From Out-Of-County, or From Out-of-State: Recovery on Incident Report. Exception: OJ Greenville City, Use City Case Number	o va	
	e.	When to Request Lab to Process		
17.	Wea	pons Violations	9	
	а.	Carrying Concealed Deadly & Weapon		
	b .	Carrying Pistol, Unlawful Weapon		
	с.	Possession of Handguns By Convicted Felons	6	
•	d.	Registration Requirements		
	e.	Sawed-off Shotguns And Rifles		
§	f.	National Firearms Act (Federal)		C.
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	a.	Responsibility Of All Deputies		
9	b.	Method Of Notifying Vice Section Of Suspected Large Scale Operation		
	c.	Methods Of Handling	\$	
		(1) Prostitution		
		(2) Gambling	9.0	
		(3) Liquor Law Violations		0
v.		(4) Narcotic Peddlers And Users	and the first of the second se	
	d.	Method of Searching Licensed Premises		
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XV ARRESTS

Α.	Five	Circu	mstances	Where	Αn	Officer
	May	Make	An Arres	t		0

- 1. With A Warrant
- 2. Knowledge Of Warrant
- 3. Offense Committed In His Presence
- 4. Knows That A Felony Has Been Committed, And Has Reasonable Grounds To Believe The Suspect Committed It.
- 5. Reasonable Grounds To Believe A Felony Has Been Committed And Suspect Has Committed It.

В.	Mechanics	0f	Arrest

- 1. How To Search A Male
 - a. In The Field
 - b. At The Station
- 2. How And When To Search A Female
 - a. In The Field
 - b. At The Station
 - c. Use Of Discretion
- 3. How To Make An Arrest
 - a. Distinguish Between Felony and Misdemeanor Arrest Procedure
 - b. Use Of Force
 - (1) Amount Authorized By State Statutes
 - (2) Departmental Policy
 - (3) Required Procedures When Force Used
 - c. Resisting Arrest
 - d. Precautions With Prisoner
 - (1) Preliminary Search
 - (2) Each Prisoner Is Potentially Dangerous Despite Charges
 - (3) When And How To Handcuff (Including Juveniles)

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	TS Continued		
4.	Transportation of Prisoners a. Procedures When Transporting		
	b. Juveniles - Isolation From Adults In All Cases		
	c. Females: Give Starting And Finishing Mileage, Location and Destination.		
	d. Arraignment	ii e	
	e. Mugging (Photographs) & Fingerprinting	90 0	
6.	Procedures Upon Arresting Persons Wanted By Other Agencies		
	a. Within South Carolina		
. 0	b. Out-of-State Agencies		9.
REMAR	KS:		
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	EXPLAINED or DEMONSTRATED	PRACTICED
XVI SEARCH AND SEIZURE		% · 0
A. When Officer Has Authority To Search		
1. Incidental To A Lawful Arrest		
2. With A Search Warrant		
3. Voluntary Consent		
 Legal WaiverLicensed Bars, Hotels And Groceries Selling Alcoholic Beverages. 	S	
5. For Officers' Protection: Stop And Frisk	9	0
B. When Evidence May Be Seized		0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
1. Fruits Of A Crime		
2. Instrumentalities Of A Crime		
3. Weapons Or Means Of Escape		
4. Contraband - Those Items The Possession Of Which Is Illegal		* 3
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	EXPLAINED or DEMONSTRATED	PRACTICED
XVII LEGAL PROCESS		
A. Method Of Filing Information For Swear ing Out Of Warrant	• · · · · · · · · · · · · · · · · · · ·	
1. Magistrate's Office		
2. Grand Jury: True Bill or No Bill		
B. Preparation for court Appearances		
1. Pre-Trial Conferences With Soliciton		
 Review Of Original Notes Preparing Evidence 		
4. Knowledge Of Rules Of Evidence And Court Procedures		
C. Courtroom Testimony And Demeanor	<u> </u>	*
1. Being Factual And Objective	V	
2. Do Not Be Argumentive		v _o
3. Proper Dress		•
Subpoenaed By The Defense		
1. Sheriff To Be Advised		
2. Solicitor To Be Advised	0.	
. Circuit Court		
. Magistrate's Court	9	
• Family Court		
. Solicitor's Office		
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XVIII OTHER TRAINING NOT PREVIOUSLY COVERED, Continued		
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