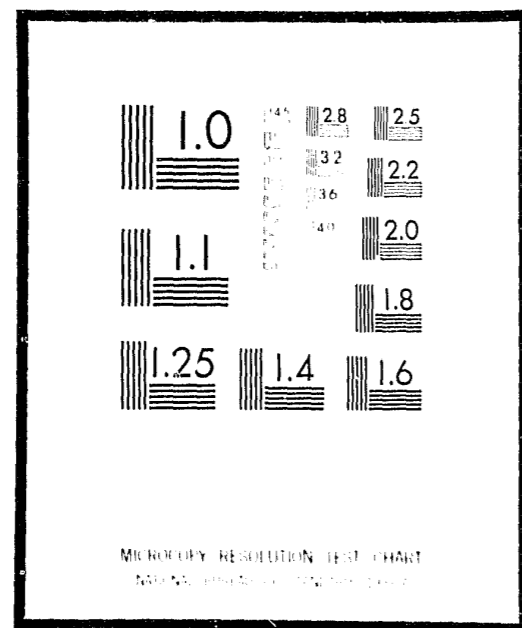


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LAW ENFORCEMENT MANAGEMENT STUDY;
EASLEY, SOUTH CAROLINA

South Carolina Administration Division

Prepared for:
Department of Housing and Urban Development
May 1973

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Easley, South Carolina

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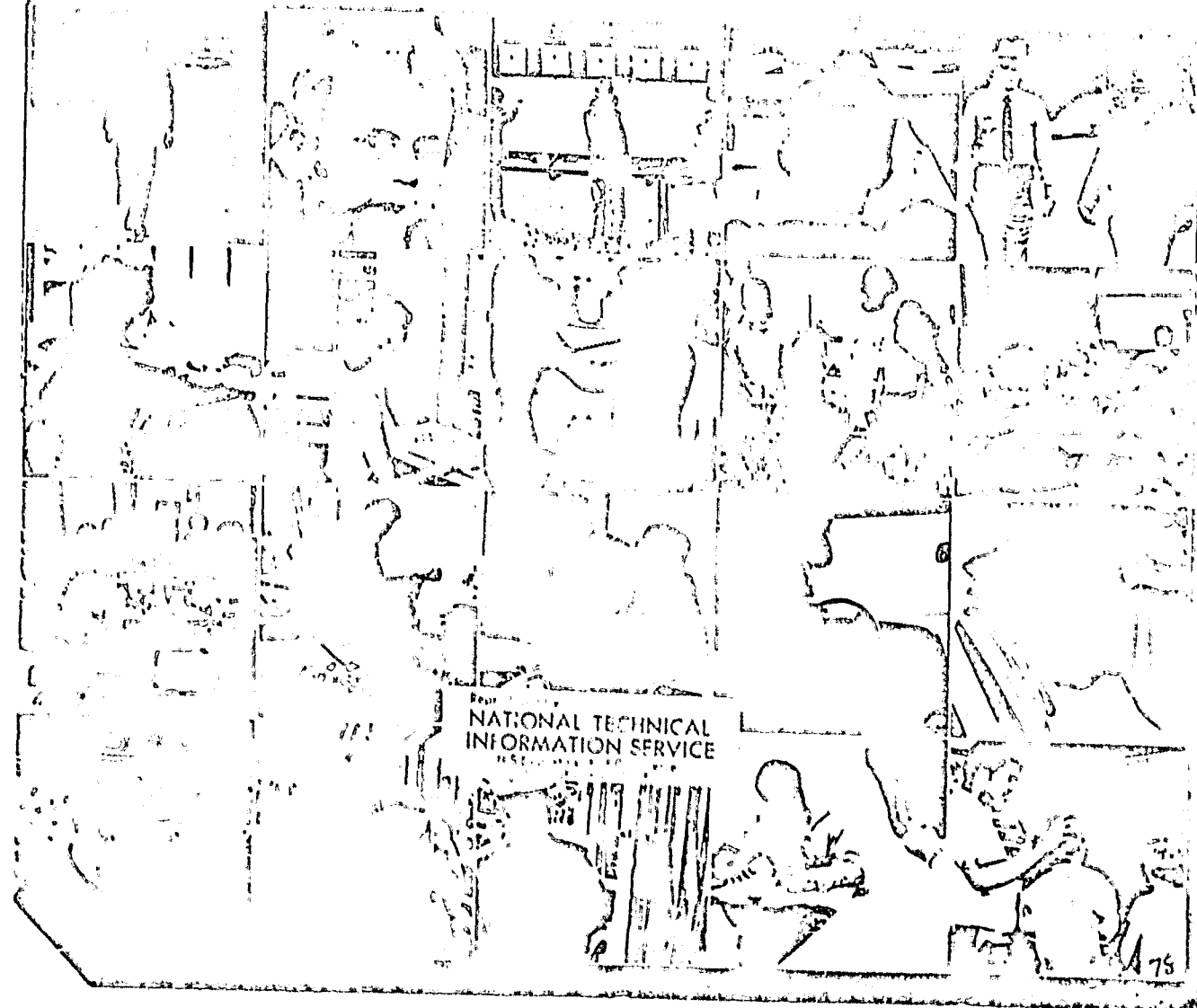
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Easley Planning Commission
Easley, South Carolina

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ABSTRACT: This study evaluates the City of Easley Police Department
in light of ten management functions: planning; organizing;
staffing; training; budgeting; equipment; coordination;
public information; reporting; and direction.



NATIONAL TECHNICAL
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LAW ENFORCEMENT MANAGEMENT STUDY
Easley, South Carolina

This report prepared for the Easley Planning Commission
 by
Wilbur Smith and Associates

The preparation of this report was financed in part through a comprehensive planning grant from the Department of Housing and Urban Development under the provisions of Section 701 of the Housing Act of 1954, as amended.

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May 30, 1973

Mr. Ralph Whitmire, Chairman
Easley Planning Commission
Easley, South Carolina

Dear Mr. Whitmire:

We are pleased to submit this report "A Law Enforcement Management Study for the City of Easley" as an element of a comprehensive planning program. This document evaluates the police department and some of the problems and obstacles to providing better law enforcement services for the residents of the community.

We appreciate the opportunity to participate in planning endeavors for the City of Easley, and trust that the information contained in this report will be useful to the Planning Commission and the City Council in evaluating law enforcement needs and programs.

We also appreciate the wholehearted assistance by the Easley Planning Commission members and other officials for the valuable cooperation and advice during the study.

Respectfully submitted,

Wilbur Smith and Associates

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LAW ENFORCEMENT MANAGEMENT STUDY
EASLEY, SOUTH CAROLINA

Chapter I

INTRODUCTION

The City of Easley, located in the northwestern portion of South Carolina, is the largest community in Pickens County. From 1960 to 1970 the population of Easley increased from 8,283 to 11,175. This represents a 34.9 percent increase in population (compared to a 28.1 percent population increase in Pickens County, and an 8.7 percent population increase in the state of South Carolina).

The indications are that Easley is a growing community with a solid economy. Assuming that present trends will continue, Easley is destined for considerable growth and expansion in the future.

The Easley Police Department is composed of sixteen regular, full-time officers. Since 1970 the department has enlarged its staff by adding five new officers. This represents a 31 percent increase in staff size over a three year period. Thus, on the surface at least, the increase in population has been roughly paralleled by increases in law enforcement manpower. However, as will be shown in the pages to follow, manpower increases are not sufficient by themselves. As growth continues, there will be

increasing demands for community services, particularly in the area of law enforcement. To meet these increasing demands, police facilities and service in Easley must be efficient in operation, responsive to need, and progressive in attitude.

This report will provide the Easley Police Department with guidance in ten basic management functions essential to the operation of any police department.⁽¹⁾ They are:

- Planning;
- Organization;
- Staffing;
- Training;
- Budgeting;
- Equipment;
- Coordination;
- Public Information;
- Reporting; and
- Direction.

This study examines the department in light of these ten functions, and includes recommendations for improving the management and operation of the Easley Police Department.

(1) George D. and Esther M. Eastman, Municipal Police Administration (Washington, D. C., 1969) , p. 38.

Chapter II

THE EASLEY POLICE DEPARTMENT

Police Planning

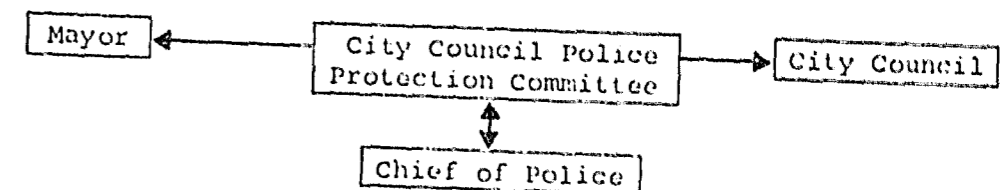
Simply stated, "planning is deciding in advance what is to be done and how it is to be accomplished".⁽²⁾ Police planning is mainly devoted to analysis of departmental problems, with the purpose of determining the most efficient method of providing police services. Such a planning function encompasses decisions and recommendations concerning staffing, equipment and budget needs, personnel assignments, etc.

Police planning for the City of Easley is not performed as a departmental staff function, but is conducted by the City Council Police Protection Committee with the advice and recommendations of the Chief of Police. Therefore, in the actual formulation of police plans, the chief has only advisory powers. He makes any planning recommendations he feels necessary, or gives advice to the Police Protection Committee, when called upon to do so, but has no power to make independent police planning decisions, even on small matters.

⁽²⁾ Eastman, P. 39.

In performing its function as the police planning body, the committee formulates police plans, listens to the advice and recommendations of the chief, makes the necessary police planning decisions, and relates the finalized plans to the mayor, the City Council, and the chief.

The Easley police planning process may be charted as follows:



From this chart it is evident that neither the chief or other police officials have any authority in determining future policy or performing other police planning functions.

In evaluating the police planning system in Easley, it is helpful to consider the principle ways in which such planning efforts are generally undertaken in other cities:

1. The chief is his own police planner.

2. The chief delegates planning responsibilities to specific command officers (e.g. the assistant chief).
3. The chief temporarily delegates specific police planning tasks to an individual officer or group of officers. Officers assigned to this duty are temporarily relieved from other duties until the specific planning project is completed. The officer or officers assigned then return to general duty.
4. The chief permanently delegates police planning responsibilities to an officer or group of officers. (3)

Functionally, each of these methods should be used for in-house planning purposes at one time or another, but their greatest significance involves the use of such arrangements to control the total police operation. The first method is usually found in small police agencies where planning will not be an all-consuming task. Planning is restricted by the general competency of the chief, and by the amount of time he can devote to planning activities.

The second method is generally used by medium-sized police agencies. It has one advantage over the preceding

(3) Eastman, p. 215.

method in that it allows for greater staff participation in the police planning program. Also, it allows greater administrative flexibility. This method does have certain disadvantages, however, since continual coordination of planning efforts by the chief are required. Additionally, planning is contingent upon the abilities and expertise of those officers actually engaged in police planning.

While the preceding method envisions a formal planning group of command officers, in smaller departments, such as in Easley, the third method can be used in specific situations. It suffers from the same general limitations as the second method, since the chief is still required for coordination, and personnel limitations could offer some problems. But it offers the chief the widest choice of potential planners, and permits him to select his most qualified man for specific planning endeavors.

The fourth method involves the establishment of a formal police planning unit. Although usually found in the larger police agencies, adaptations are not uncommon in medium and smaller sized agencies. This approach emphasizes planning techniques, and firmly fixes planning responsibilities in the planning unit. However, such a high degree of specialization renders department-wide staff participation in police planning virtually impossible.

The police planning process in Easley most closely resembles an adaptation of method four. The City Council Police Protection Committee functions somewhat similarly to a specialized planning unit. However, significant differences are also present. The City Council Police Protection Committee is not merely a specialized planning unit, but is an independent body. As such, it suffers from a lack of first hand experience in the actual day to day operation of the Easley Police Department. Additionally, the special planning unit, as envisioned in method four, is under the chief's control, whereas the Easley City Council Police Protection Committee "controls" the chief. Instead of being in charge of police planning, the chief has no real planning powers; he serves only as an advisor.

If the chief was a member of the committee, he could take an active role in police planning matters. The chief's active participation as a member of the committee should be considered a minimum.

While each of these four methods may be used internally from time to time for routine management and in making policy recommendations to the police protection committee, they certainly represent an opportunity for self determination on the part of the department.

Police Organization

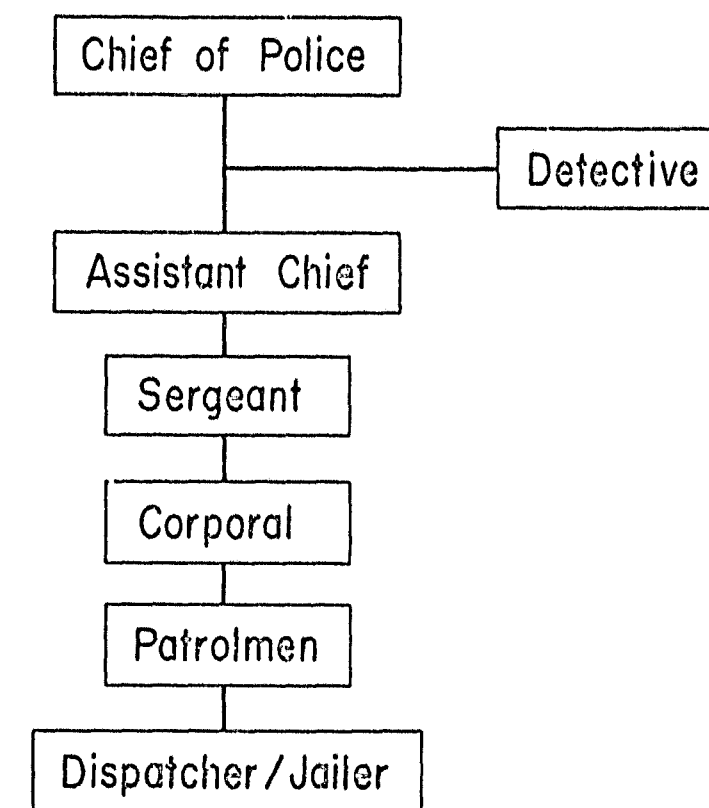
A police Agency is organized in order to attain its objectives. Organization can be defined as " the arrangement and utilization of total resources of personnel and material in such a way as to make easier and to expedite the attainment of specified objectives in an efficient, effective, economical and harmonious manner." (4)

There are two basic types of organizational structures; formal and informal. A formal organizational structure is one that is set forth in writing; an organizational chart. Such a chart clearly defines the departmental chain of command, lines of communication, and job classification.

An informal organizational structure is one that is observed but is unwritten. Such informal structures occur naturally, either in the absence of a formal, written organization structure, or in place of an existing one. Although such structures may usually operate smoothly, they are vulnerable to confusion in pressure situations and emergencies. Also, as organizations become larger, the efficiency of such informal arrangements decline.

Presently the Easley Police Department has an informal, unwritten organizational structure. This structure consists of; the Chief, the assistant Chief, one Detective, one Sergeant, one Corporal, ten Patrolmen, and one combination radio dispatcher/Jailer.

Figure 1 on the following page shows the departmental organizational structure in chart form.



Source: Mayor of Easley

EXISTING ORGANIZATIONAL STRUCTURE OF THE EASLEY POLICE DEPARTMENT

This is essentially a simple organizational structure. The detective is the only variation in an otherwise straight line chain of command. The detective must be a variation in the structure because of the specialized nature of his work. This organizational structure affords the chief a very narrow span of control, and indicates a relative lack of specialization in the Easley Police Department.

When dividing or remodeling an organizational structure for the department, the following criteria should be considered:

1. Clear allocation of responsibilities;
2. Equitable distribution of work loads among elements and individuals;
3. Clear lines of authority;
4. Adequate authority to discharge assigned responsibilities;
5. Reasonable spans of control for administrative, command and supervisory officers;
6. Unity of command;
7. Coordination of effort; and,
8. Administrative control. (5)

(5) Eastman, pp. 20-21.

The allocation of responsibilities in the Department can be governed by: a) function or purpose; b) process or method; c) and clientele. (6) Organization on the basis of function or purpose provides for consolidation or centralization, and offers better direction and control and increased efficiency or economy. Function or purpose can sometimes be replaced by process or method when better efficiency and economy can be achieved. Finally, responsibility may be allocated on the basis of classes or groups of people worked with or served. In relatively simple situations as the Easley Police Department, a functional breakdown is considered most appropriate.

Distribution of work loads should be equitable throughout the department, both for each shift as well as each member of the department. Imbalanced work loads are counter-productive, because they reduce efficiency and effectiveness, create morale problems, and cause uneven levels of public service. Particularly when certain personnel or shifts are overloaded, the department is less able to provide a proper level of protection for the community.

Lines of authority should be clear and direct. There should only be one line of authority flowing from the patrol officer upwards to the chief. This allows a logical flow of (6) Eastman, p. 20.

interdepartmental communications. While this line of communication may function well from patrolmen through the patrol officers, the officer in charge of each shift should also be in the line of authority.

Additionally, responsibility should be accompanied by adequate authority to carry out an assignment. Although full authority is rarely given to a subordinate, he must know exactly how much authority he does have. The amount of authority roughly equals the amount of responsibility.

Spans of control for all levels of the department must not be too broad, since there is an effective limit to the number of subordinates any one superior can supervise. The qualities of the superior, the qualities of subordinates, and the amount of time the superior can devote to supervising subordinates directly affects the span of control.

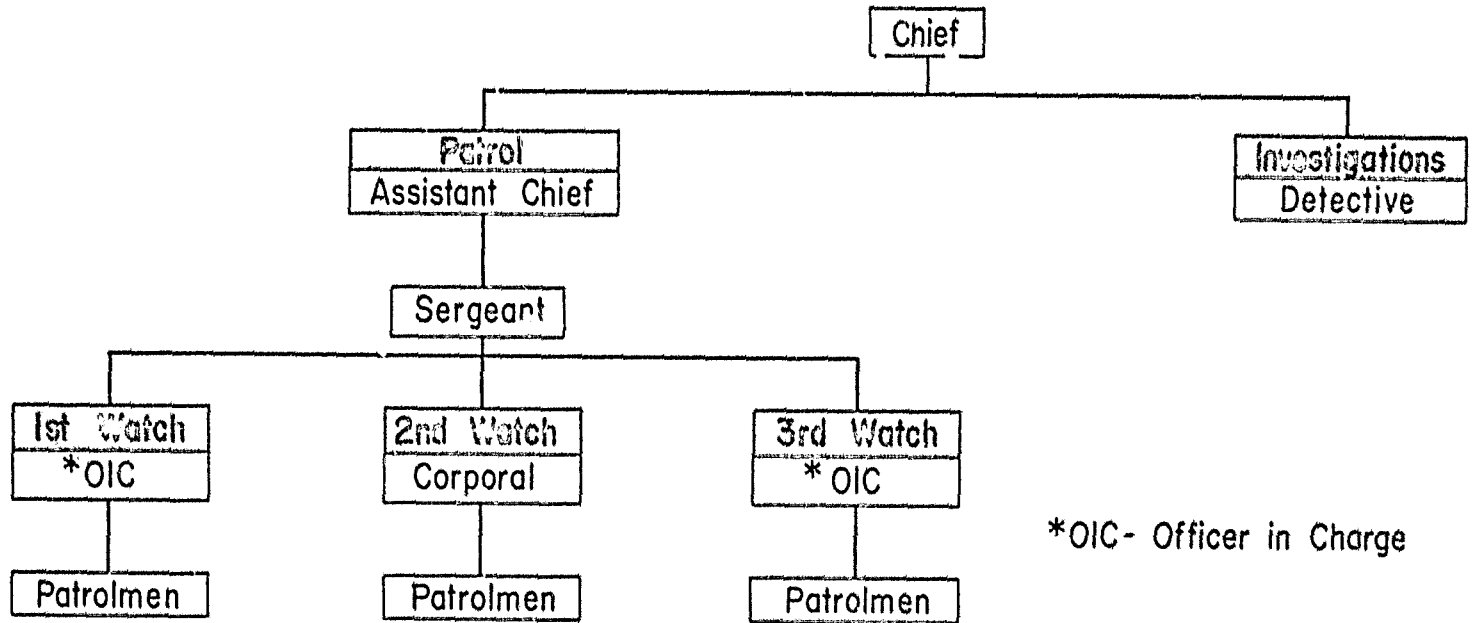
There should be unity of command. Only one person should be in charge of a particular situation, and no one should report to more than one superior. If unity of command is lacking, productivity will be severely hampered.

In Easley as in other cities, an essential element of good law enforcement is effective coordination of all departmental efforts. Such coordination of effort can only be had if the chief has overall administrative control of all parts of the department's operation. Without such positive control, the efforts of the Easley Chief of Police to guide the department toward better law enforcement will be severely hampered.

In the development of a police organizational structure all police functions and activities must first be broken down into their smallest parts. Careful analysis must be made of the present organizational structure, whether formal or informal, and each of the parts making up the present structure. Careful consideration must be given to the influence that an informal organizational structure may have on formal organizational structure. When all these elements have been carefully studied, they may be regrouped for the development of a formal organization chart.

Figure 2 on the following page shows an example of a possible formal organizational structure in chart form for the Easley Police Department.

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POSSIBLE FORMAL ORGANIZATIONAL STRUCTURE

William Smith and Associates

FIGURE 2

This is still an essentially simple organizational structure. It has one main difference from the chart shown previously in Figure 1; it separates the department into two divisions, one for investigatory activities, and one for patrol activities. Thus, the detective comes under a separate functional division instead of being a variation in a straight line chain of command. Figure 2 anticipates manpower expansions in the investigations area, and allows a high degree of flexibility to accommodate such additions to the investigative arm.

Additionally, Figure 2 clearly establishes the responsibilities of the police personnel engaged in the patrol function. Patrol duties are divided among three watches, or shifts, worked by the patrol element. Each watch is coordinated by an officer-in-charge. The officer-in-charge not only serves to coordinate the patrol elements in the field, but also serves as the radio operator/dispatcher, jailer and receptionist.

The sergeant coordinates the three watches of the patrol element and reports directly to the assistant chief. Among the duties of the sergeant are duty assignments for the patrol officers, general records keeping, subordinate commander of the patrol function, and supervision of the patrol element activities.

The assistant chief is the patrol arm commanding officer of the Easley Police Department. He reports directly to the chief on patrol activities, and aids in coordinating the patrol function with the investigations function of the department.

At the head of the department is the chief; the overall departmental commanding officer. He is ultimately responsible for the operation of the entire department. Figure 2 increases the chief's span of control from one (see Figure 1) to two. This is still a small span of control, and one that is easily managed, and one that increases the overall flexibility of the department.

Figure 2 is by no means the only organizational structure suited for the Easley Police Department. It is but one example of a possible organizational structure that could be used by the department. Since the exact intricacies of the department's existing informal structure are not readily understandable to an outside observer; and since the informal structure should be carefully considered in developing a formal one, those who know the department best should formulate the right organization for it. Those people are the chief and his staff.

Police Staff

The Easley Police Department is presently staffed by 16 regular, full-time police officers. Since 1970 the department has added an additional detective and four patrolmen. The present staff consists of; the Chief of Police, the assistant chief of police, one detective, one sergeant, one corporal, and eleven patrolmen. Additionally, one man on each of the three patrol watches doubles as the radio dispatcher and jailer. There are no part-time police officers or any sort of auxiliary police force in Easley.

The chief of police is the department's commanding officer. The assistant chief commands in the chief's absence. All investigative work is handled by the detective. The sergeant, the corporal, and the eleven patrolmen handle the general patrol duties, man the radio, and serve as jailers. During the school year the patrolmen are assigned additional duty as crossing guards. When downtown traffic is heavy, one or more officers may be called upon to direct traffic.

Qualifications for becoming an officer in the department are not extremely rigorous. Candidates must: be about five feet, ten inches tall; weigh about 158 pounds; be between 21 and 29 years of age; and satisfactorily pass a civil service examination.

These qualifications are on par with those of other police departments in the region, although the age limitations are narrower than usual. Most departments will consider candidates between 18 and 44 years of age (18 to 21 for cadets). By limiting the upper age limit to 29 the city may be depriving itself of many potential candidates for the force. Consideration should be given to expanding the maximum age limit upwards to 40 to 44 years of age.

Easley, with 16 officers and a population of 11,175, has an average of 1.4 officers per 1,000 inhabitants. Across the nation in cities between 10,000 and 25,000 people, the ratio of officers is 1.6 per 1,000 inhabitants.⁽⁷⁾ In the South Atlantic Region of the United States, which includes South Carolina, the average is 1.9 officers per 1,000 inhabitants.⁽⁸⁾ By these ratios the department is presently understaffed. Assuming that Easley is growing steadily, as indicated, the gap between police strength and population serviced will widen as time passes.

(7) L. Patrick Gray, III, Uniform Crime Reports for the United States (Washington, D. C., 1971), p. 159.

(8) Ibid.

Perhaps a portion of this gap would be filled by the formation of an Auxiliary Police Force, composed of local men and women, working as volunteers, assisting the regular force by relieving it of minor duties such as traffic directing, and thereby freeing the regular officers to concentrate on more important objectives of crime prevention and law enforcement. Although regional and national statistics on manpower averages are not as important as local conditions in determining manpower needs, they indicate potentially serious problems that should be closely monitored.

Police Training

Police training is one of the most, if not the most, important parts of any good police agency. This means not only basic training for new recruits, but continuous training and refresher instruction for all members of the force, rookies and veterans alike. Unfortunately most police departments tend to overlook training programs for officers after basic training is completed.

There are several reasons why training needs are generally left unanswered in police agencies. First, in many departments the need for manpower on the streets is so great that there simply is not much time for advanced training programs. Second, most departments do not have adequate funds to send officers to

training schools, or to initiate training programs at home. Third, many departments lack the physical facilities necessary to house training facilities. Thus, training needs tend to be overlooked, ignored, or pushed to the bottom of a police department's list of priorities.

South Carolina state law (the Minimum Standards Act) now requires that all police recruits must satisfactorily undergo a six week basic training course at the South Carolina Criminal Justice Academy in Columbia, South Carolina. Additionally, all Easley Police recruits must participate in a six month trial period working with and observed by, a veteran member of the force, during their first year on the force.

For the most part there are no advanced or refresher courses conducted locally by the department. The department has conducted periodic target practice sessions, but even this program has fallen into disuse.

Advanced and refresher courses in all aspects of criminology, law enforcement and police procedure are offered by the South Carolina Criminal Justice Training Academy and the Federal Bureau of Investigation. These opportunities are generally unused by the Easley Police Department.

Officers may voluntarily, and at their own expense, participate in the police science curriculum offered at the Greenville Technical Education Center in Greenville. Course

offerings include criminal investigation, police administration, criminal evidence and procedures, juvenile relations, and several more courses in a well rounded police training program. Upon graduation students receive an A.S. degree in Police Science. According to Easley's chief of police only one officer is presently enrolled in this program at Greenville Tec.

Police science courses are broadcast by the South Carolina Educational Television Network. However, the Easley Police Department is not equipped to receive such broadcasts. Consequently, the department is unable to make use of such programs.

Locally, no police manuals, guide books or educational materials are used or produced by the department. A police library does not exist.

The inescapable conclusion is that after basic training, no advanced or refresher training is given to the officers of the Easley Police Department. Without such training the members of the force are unable to keep up with such rapidly changing areas of law enforcement as the laws of arrest and search and seizure. If an officer lacks the knowledge of how to make a proper, legal arrest, then his work will all be for nothing. Advanced and refresher law enforcement training is critical to good law en-

forcement. Members of the Easley police force must have such training periodically or their services to the people of Easley will leave much to be desired.

Police Budgeting

About 20 percent of the Easley City Budget is spent on the Police Department, annually, with approximately \$200,000 allocated for the 1972 fiscal year, as shown in Table I. While there are many variables to consider, this ratio is smaller than a majority of small cities.

The largest part of the police budget goes for the salaries of the sixteen man police force. \$135,000 was allotted for salaries in the 1972 fiscal year. Weekly earning for the staff include \$133 for regular patrolmen, \$144 for the sergeant, \$150 for the assistant chief and \$164 for the chief. These salaries, in general, are not competitive with cities such as Greenville. To attract and retain good officers, proper salary levels must be maintained that will encourage competent personnel to remain with the force.

Table 1
 PROPOSED POLICE BUDGET
 FOR THE FISCAL YEAR BEGINNING APRIL, 1972

Salaries	\$135,000
S. C. Retirement.....	9,900
F. I. C. A.	9,048
Car Expense	24,000
Clothing	6,500
Other Expense	3,000
Equipment - 2 Cars	7,000
Equipment - Radio	10,000
School Patrol	2,326
	<u>\$206,774</u>

SOURCE: City of Easley Records.

In addition to an annual budget, monthly budget statements are sent to all departments, including the Police Department. These statements show the yearly budget monies allocated, the expenditures to date, and the balance remaining or the amount overspent. Table 2 is an example of these monthly budget statements.

Table 2
 MONTHLY BUDGET STATEMENT
 February 28, 1973

	<u>BUDGET</u>	<u>EXPENDITURES</u>	<u>BALANCE</u>
Salaries	\$135,000.00	\$126,618.02	\$8,381.98
F.I.C.A.	9,048.00	6,538.56	2,509.44
Car Expense	24,000.00	12,985.97	11,014.13
Clothing	6,500.00	6,752.10	(-252.10)
Other Expense	3,000.00	9,288.13	(-6,288.13)
Equipment - 4 Cars	7,000.00	9,398.94	(-2,398.94)
Equipment - Radios	10,000.00	2,491.70	7,508.30
School Patrol	2,326.00		2,326.00
Fine Assessment		4,006.00	(-4,006.00)
Building		1,293.00	(-1,293.00)
Office Equipment		<u>1,636.53</u>	<u>(-1,636.53)</u>
TOTAL	\$196,874.00	\$180,008.95	\$16,865.05

SOURCE: City of Easley Records.

The planning and execution of the Easley Police budget involves several steps:

1. The mayor estimates the revenue for the upcoming year.
2. The chief of police reports his anticipated budget needs to the mayor.
3. The mayor and the chief of police discuss the chief's anticipated budget needs and a proposed departmental budget is drawn up.
4. The chief of police then presents the police budget request for the upcoming year to the City Council Police Protection Committee for approval.
5. The City Council Police Protection Committee approves or disapproves budgeting items as they see fit. Then they return the approved budget to the chief.
6. The chief meets monthly with the mayor to discuss any upcoming departmental needs and budgeting of funds.
7. Each month the City Council approves the monthly departmental expenditures on a priority basis.
8. After the City Council approves a spending request, it goes to the City Council Finance Committee where the allocation of funds and actual spending is done.

In reviewing the steps involved in the planning and execution of the police budget, it becomes apparent that the chief has relatively few budget powers. He can make recommendations concerning the budgeting of departmental needs, but he has no power to transfer funds from one sub-account in the budget to another. The actual appropriation of funds and transfer of monies in the budget is the decision of the City Council.

Since most cities never have enough money to fund all budget requests by all departments, there is intense competition among departments to get funding for their needs. The departments that present the best arguments, based on sound justification and factual evidence, are the ones most likely to succeed in getting the funds needed. It is therefore important that the chief prepare his budget request based on sound arguments documented with ample factual evidence.

Past expenditures should not be the sole justification for budget requests, even on recurrent items. This information should be included, however, in order to compare present requests with past expenditures.

Police Equipment

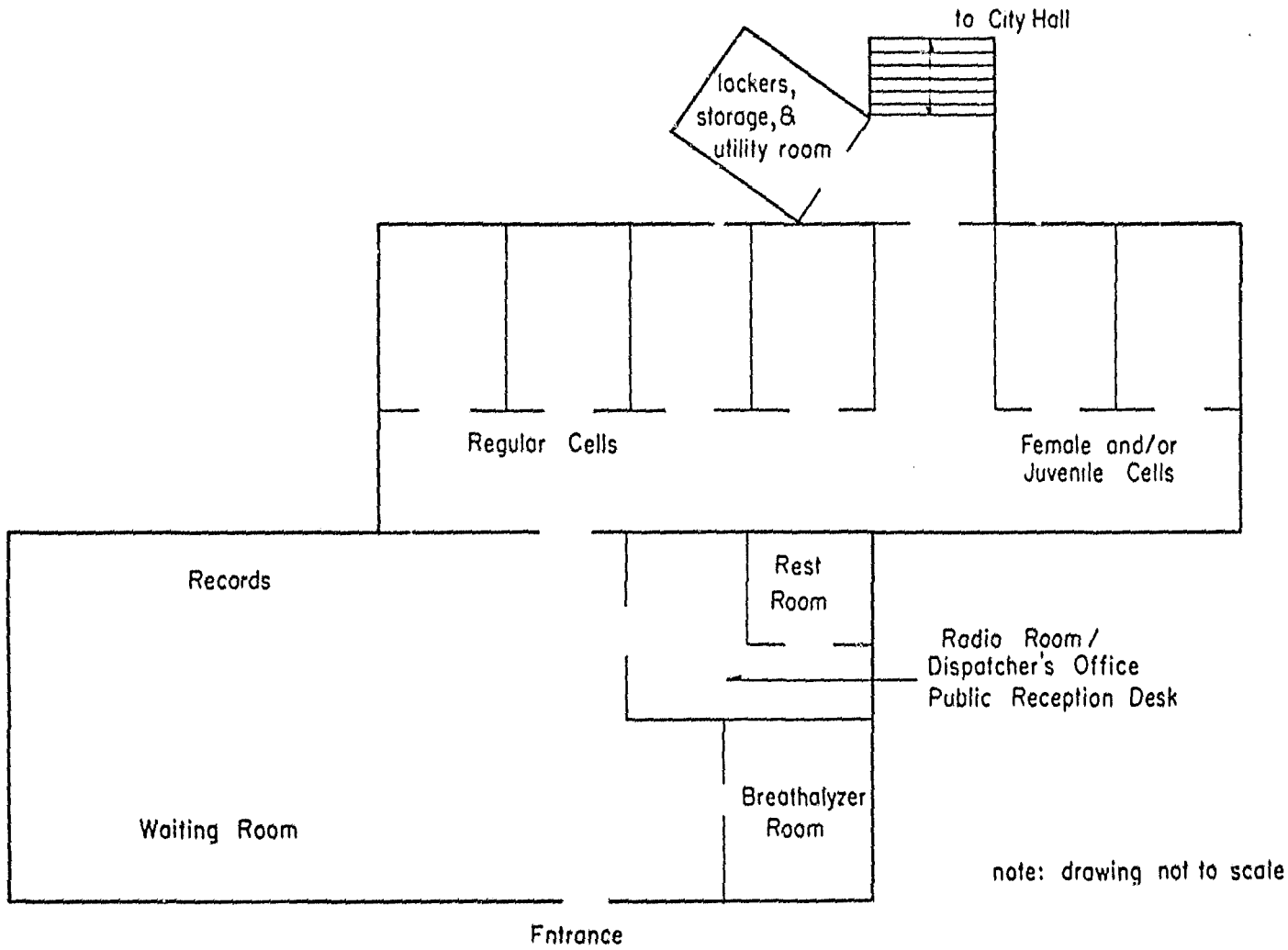
Other than personnel, the most important aspect of any law enforcement agency is the equipment it has on hand for crime detection, prevention and general law enforcement purposes. Without adequate facilities and equipment no law enforcement agency can be expected to do its best in law enforcement endeavors.

The Easley Police Station and City Jail are located on the first floor of the City Hall building. The City Hall was built in 1925. Police Department facilities consist of; a waiting area, a breathalyzer room, a combination dispatcher's office/radio room and public reception desk, a small storage and utility room behind the cell block area, and a cell block area containing six cells. Figure 3, on the following page, shows the general floor plan of the Easley Police Department and City Jail.

The department currently has five automobiles. Two are 1971 Fords, and three are 1970 Fords. Four of the automobiles are marked, and one is an unmarked vehicle used by the detective. Each automobile is equipped with a radio, a riot gun, a camera, an evidence preservation kit, riot control gas, and a riot squad kit.

The city recently purchased a 4-channel UHF radio communications unit which provides separate radio units in all five patrol cars, plus a portable communications unit for

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GENERAL FLOOR PLAN OF THE EASLEY POLICE DEPARTMENT AND CITY JAIL

Wilbur Smith and Associates

FIGURE 3

officers on foot. The new communications unit provides three additional radio channels: one channel ties the department in with public utilities, the fire department, and the Pickens County Sheriff's office; the second extra channel links the department with the Anderson County Sheriff's office; and the remaining channel is planned to link the department to a proposed regional law enforcement radio network.

The department equipment inventory shows several other items of law enforcement equipment on hand. The department has: one Mark 6A Speedalyzer radar speed detection unit, one Stephenson Model 900 Breathalyzer unit, one Stephenson Model 600 Simulator unit, one voice gun electric megaphone, one ammunition reloader, camera equipment, a tape recorder and finger printing equipment.

Each police officer is equipped with the necessary standard police officer's equipment. This includes uniforms, revolvers, holsters, billies, badges, and handcuffs.

The present jail and police facilities are entirely inadequate. There is no office space for the chief, the assistant chief, the detective, and other members of the police staff. There is no records storage space and no library space. The limited amount of utility space is inadequate for storage, lockers and other necessary utility space. No public rest-rooms are available. Cell space is divided by a plywood partition

into four cells for men, and two cells for women and juveniles. All six cells are connected by a common hallway and complete separation of prisoners by sex and age groups is impossible. The general appearance and conditions of the cells are deplorable. There are two folding bunk beds and an open toilet in each cell. When the beds are in use there is almost no room left for prisoner movement inside the cell. No separate detention facilities are available for prisoners arrested, but not yet booked.

Many of the problems and deficiencies outlined above will be corrected by the completion of the planned remodeling of, and addition to, the Easley City Hall and Police Station. Plans call for separate office space (screened from public areas) for the chief and the detective. One extra room is also planned. There will be a new interrogation room, a room for identification and records storage, a finger printing room, an officers' day room, public rest rooms, a separate detention cell for female prisoners, and a relocated dispatcher's office/radio room/public reception desk more convenient to the public. These proposed facilities will do much to alleviate many of the present inadequacies.

There are several items of equipment that could prove useful in future law enforcement activities. Among these are: binoculars, cameras with wide angle and telephoto lenses;

electronic listening devices (where permissible); field and laboratory devices for analyzing fluids, powders, pills and suspected narcotics; grappling hooks for recovering large objects from underwater; and metal detecting devices.

Even though a police agency has every piece of the latest crime fighting equipment, if the officers do not use, or do not know how to use such equipment, it all amounts to nothing more than useless paraphernalia. The benefits to be derived from modern police equipment can only be gained by skillful use of such equipment. Every member of the department should be thoroughly familiar with every piece of equipment used by the department.

Police Coordination

Coordination of law enforcement agencies is rapidly becoming a necessity. As criminal activity becomes increasingly mobile, the need increases for law enforcement agencies to be more supportive of each other in efforts to curb crime. Coordination between federal and state agencies, and state and local agencies, is improving. Unfortunately, coordination among local agencies generally leaves much to be desired.

The department has a reciprocal agreement with the Pickens County Sheriff's Office whereby prisoners detained for more than twenty-four hours in the City jail are usually transferred to the Pickens County Jail. The County does not charge the City for housing and feeding transferred prisoners. In return, County prisoners may be temporarily housed in the City jail at no cost when the need arises. This is a simple example of the inter-agency that is necessary. Both the County and the City benefit from mutual cooperation such as this.

Additionally, the department maintains radio communications with the city's public utilities, the Easley Fire Department, the Pickens County Sheriff's office and the Anderson County Sheriff's Office. Such direct contact gives the department a good local coordination umbrella that promotes efficient joint operations with the department and these local agencies.

In years past, the department monitored the radio frequencies used by the South Carolina Highway Patrol, but this practice has been discontinued. Telephone is the City's only link to the Highway Patrol. This is unfortunate since the jurisdiction of the City police technically ends at the Easley City Limits.

There is the possibility that the city may desire law enforcement services outside the city from time to time, and if the Pickens County Sheriff is unable to respond, the Highway Patrol could prove to be a valuable asset to such out-of-the city law enforcement needs.

The department maintains no continuing contact with the South Carolina Law Enforcement Division (SLED), the North Carolina State Patrol, the Federal Bureau of Investigation (FBI) and most local law enforcement agencies in Pickens County. Thus the city lacks these vital communications links essential to keeping up with any rapid changes in criminal activity that may occur in the region surrounding the city.

A regional law enforcement communications network is planned which could provide Easley with vital communications links to all federal, state, and most importantly, local law enforcement agencies. Easley has anticipated the formation of such a regional network by purchasing new 4-Channel UHF radio communications equipment for all patrol cars and officers on foot. The addition of such devices insures that the city will be ready to join the system as soon as it is operative.

Police Public Information

Public information is synonymous with police-community relations. "Ideally, the police are part of, not apart from, the communities they serve."⁽⁹⁾ Practically, this is not always the case.

At this time the Easley Police Department does not have any outward signs of trouble in its relations with the rest of the community. However, police-community relations problems develop slowly and outward manifestations that things are working smoothly can be deceiving. Often police-community relations problems smolder beneath the surface, and then suddenly erupt into ugly scenes.

The department maintains no on-going public information or community relations programs. In the past some educational programs have been held in the city public schools, but these have been very sporadic, and have generally been provided by agencies other than the police department. For the most part, public information and community relations programs are non-existent in Easley.

This is unfortunate because often an on-going police-community relations and public information program can prove

⁽⁹⁾ Eastman, p. 215

to be the "ounce of prevention" to keep police-community relations problems from developing. Too often bad attitudes by the police and the community, a lack of understanding, and general frustration caused by a lack of communication between the public and the police, have led to open hostilities between the police and elements of the community.

Police Reporting

Reporting and recording information is valuable, if not essential, for all police agencies. This is one very important tool of the police department which cannot be purchased; it must be developed and maintained by the department itself. Without adequate reporting and records keeping law enforcement endeavors will be seriously hampered.

Until recently the Easley Police Department had a totally inadequate procedure for recording information on persons arrested, prisoners confined to the city jail, crimes committed, etc. A police blotter system was used which provided only sketchy, minimal information. No meaningful conclusions concerning criminal activity in Easley could be drawn from the information available.

Several months ago the department made major revisions in its reporting procedures by instituting a new prisoner's confinement record system. This new system provides complete information on every prisoner confined to the city jail. Figures 4 and 5 on the following page show the new prisoner's confinement record system.

The City of Easley also keeps records, on a yearly basis, of the type and number of crimes committed in Easley. Table 3 shows a summary of the crime statistics for the city in 1971. This information is of considerable value to uniform crime reporting programs conducted by state and federal agencies. In addition, it is of value to other local agencies in determining localized trends of certain offenses. Although "word of mouth" cooperation is now possible between local agencies, Easley's rapidly expanding population will demand a more efficient system. Particularly since it is in the Greenville urban area, a reciprocal agreement between Easley and other rural and urban agencies will help in the identification of criminal trends common to each area. Monthly reports of data such as in Table 3 could lead to a more coordinated effort in crime prevention.

Prisoner's Confinement Record

Name: _____ Aliases: _____
 Race: _____ Age: _____ Ht: _____ Wt: _____ Hair: _____ Eyes: _____ Scars: _____
 Social Security #: _____ Drivers License #: _____
 Occupation(s): _____
 Date of Commitment: _____ Authority for Commitment: _____ Sentence: _____
 Date of Release: _____ Authority for Release: _____
 Previous Offenses: _____
 Next of Kin: _____ Address: _____ Telephone: _____
 Attorney: _____
 Authorized Visitors: _____
 Disciplinary Actions: _____

PRISONER'S CONFINEMENT RECORD (FRONT)

FIGURE 4

Medical Record: _____
 Condition Upon Admittance: _____
 Complaints Upon Admittance: _____
 Physical Examination Conducted: _____ Date: _____ Conducted by: _____
 Medical Treatment During Confinement: _____

PRISONER'S CONFINEMENT RECORD (REVERSE)

FIGURE 5

3/1a

Table 3
 CITY OF EASLEY
 CRIME STATISTICS FOR 1971

Housebreaking	23 Cases
Housebreaking and Grand Larceny	63 Cases
Vandalism	11 Cases
Petty Larceny	19 Cases
Grand Larceny	35 Cases
Armed Robbery	2 Cases
Safe Cracking	1 Case
Attempted Break-in	1 Case
Robbery	3 Cases
Shoplifting	21 Cases
Fraud	1 Case
Auto Theft	6 Cases
Statutory Rape	1 Case
Vehicular Accidents Investigated	195 Cases
Traffic Cases	1,065 Cases
Other Misdemeanors	865 Cases
TOTAL	2,332 Cases

SOURCE: City of Easley Records.

Presently the department does not participate in statewide crime reporting programs. This will change in the near future because legislation is under consideration in the State Legislature to develop a mandatory participation, statewide crime reporting systems.

Although the department at one time participated in the Federal Bureau of Investigation's Uniform Crime Reporting Program, this practice was abandoned. This is unfortunate because the Uniform Crime Reports, published annually, are the source of much useful and informative criminal and law enforcement information.

Police Directing

Directing in police agencies means the same as supervising; the process of guiding subordinates toward the accomplishment of desired goals and objectives. Directing is a fundamental part of achievement. Its importance should be understood fully by those in supervisory positions in any police agency.

The basic tool used in directing is the order, which is an implementing device for the process of directing. Orders are either written or oral. Written orders have certain advantages over oral orders: they can become a permanent record; they minimize confusion; and they give consistency to instructions to subordinates. The main disadvantage with written orders is

that they must be prepared in advance of need; they cannot be drawn up to cover surprise situations that occasionally spring up.

There are three kinds of written orders: general, special, and personnel. General orders usually describe policy, program, and procedure on a department-wide level. They are usually guiding documents for long periods of time.

Special orders are temporary. They are applied in special situations, such as directing traffic at a sporting event. These orders usually pertain to one future event, and their force and validity expires after the event has passed.

Personnel orders generally deal with administrative matters in the department such as promotions, transfers, and disciplinary matters.

Oral orders are used in situations that spring up suddenly, and where time is critical. They are usually special in nature, and apply to one specific event, and are self-cancelling when the event has ended.

Oral orders must have supporting legality and carry the necessary authority needed to implement them. Legality is

usually provided by state law, city charter or ordinance, civil service regulations, and etc. Additionally, the person issuing the order must have the authority to do so. If he does not, then the order has no validity.

The Easley Police Department uses written and oral orders to achieve its goals and objectives. The process of direction and the use of orders must be understood by those in supervisory positions in the department. Each man should know how much authority he has and how he can use it. This understanding of the amount of authority an officer has, and the methods by which his authority is implemented, is critical to the internal operations of the department.

Chapter III

SUMMARY AND RECOMMENDATIONS

Overall, the Easley Police Department operates relatively smoothly and does an adequate job of accomplishing law enforcement objectives. However, although the department is adequate at present, law enforcement objectives will become difficult to attain as time passes and Easley evolves further into a metropolitan area. On its present course, as the community expands and becomes more and more urban, law enforcement needs and law enforcement endeavors will become increasingly polarized against each other unless the department moves to head off this polarization process.

With this in mind, the following recommendations are submitted for consideration:

1. Give the Chief of Police a greater voice in the police planning and budgeting processes. The chief is essential in these matters because he knows the strengths, weaknesses and needs of the department better than anyone else. The chief now serves merely as a police planning and budgeting advisor with no powers to influence planning and budgeting

decisions. This arrangement is somewhat self-defeating. Using the chief in a purely advisory capacity tends to screen him out of the actual determination of departmental direction. A solution might be to make the chief a member of the City Council Police Protection Committee with a voice equal to those of other committee members. This action should incur no additional cost.

2. Adopt a formal organization structure. The existing informal organization structure may function smoothly most of the time, but it allows great latitude for confusion in extreme situations. As the city grows the department must necessarily grow to accommodate increased demand. The implementation of a formal organization structure can aid in minimizing confusion and can provide the basis for smooth expansion when called for in the future. In planning the formal organization structure the existing informal structure should be carefully considered to avoid any detrimental effects the informal structure could have on the formal one. No additional costs are anticipated by this action.

3. Consider employing between two and six additional officers. Indications are that the city will need this additional manpower in the near future to adequately serve the growing population. An alternative to regular officers would be to create and staff a part-time, auxiliary police to support the regulars during critical times. This would free regular officers assigned to such duties as school crossing guards and traffic direction, and would allow these officers to continue to concentrate on investigations and crime prevention. In addition, this can help alleviate heavy work loads during peak periods.

In connection with additional manpower considerations, the city should seriously consider expanding its age limitations for becoming an officer. Present maximum age requirements rule out a large segment of potential manpower resources.

At least one of the new officers should be trained in investigations work. This will enable the department to provide better investigations services. These additions will cost approximately \$6,700 per man, or between \$13,400 and \$40,370 more each year, depending on the

number of additional men hired. Of course, the use of an auxiliary force would be less expensive. Funds to cover this increased departmental salary item will have to be appropriated from the city budget. No state or federal funds appear to be available to cover this specific item.

4. Institute advanced and refresher training courses.

Law enforcement operations get more complex every year, and advancements in law enforcement technology are rapidly being made. Unless veteran members of the force receive some form of in-service training on a continuing basis, they are unable to keep abreast of these changes. As outlined previously, there are several training opportunities now available to the department. In addition, there are several Federal training programs and training funds programs available. (See Appendix). Possible solutions might be to send one or two men to the South Carolina Criminal Justice Academy, or to Greenville Tec or some other formal training school. These men could then return to the department and set up a local training program based on what they learned at school.

Additionally, the city should consider incentives to motivate members of the force to improve themselves through such formal means as law enforcement education programs offered by Greenville TEC. Incentives could be provided by earmarking a small portion of the annual budget (perhaps as little as \$1500) for police scholarships. In addition, or as an alternative, a small percentage of all fines and fees collected could be scheduled for continuing education programs. Periodically, deserving officers could obtain a portion of the scholarship monies to be used as the individual desires in the field of law enforcement education, such as drug abuse or criminology. In addition to providing incentives for those on the force to better their position, such a program could also be a major factor in attracting qualified and motivated men and women to the force.

5. Start a police training library. The department does not have a library at present. Training manuals and other police publications are fundamental items for every police agency. Many Federal and state agencies publish valuable materials on all aspects of police operations, many at no cost (See Appendix). Approximately \$100 annually should be included in the budget for the purchase of training manuals and publications.
6. Continue with plans to remodel the existing police facilities. This is a much needed improvement. Existing facilities are entirely inadequate and the proposed remodeling will do much to relieve the most serious inadequacies. Since the proposed plans have already been budgeted this should call for no extra cost.
7. Develop better coordination with other law enforcement agencies, especially local ones. The proposed regional law enforcement communications network should make this a reality in the near future. Since the city has already purchased the necessary radio communications equipment, no additional cost is anticipated.

8. Institute police-community relations programs. The relations of the police force and the community are important to good police service. A police-community relations program could do much to prevent police-community difficulties. The department could hold educational programs at the local schools and civic meetings to show the citizens of Easley who and what their police department programs are. The Federal Government sponsors a community relations service that could prove useful to the city (See Appendix).
9. Pending State legislation will make participation in State and Federal programs mandatory. Since there are many benefits to be derived from such programs, the department should be ready when uniform crime reporting becomes mandatory. (See Appendix for information on the FBI Uniform Crime Reporting Program). In addition local exchanges of crime statistics with local agencies will assist local coordination.

FEDERAL LAW ENFORCEMENT PROGRAMS

Law Enforcement Assistance

Narcotics and Dangerous Drugs Training

Federal Agency: Bureau of Narcotics and Dangerous Drugs,
Department of Justice.

Authorization: Comprehensive Drug Abuse Prevention and Control
Act of 1970. Reorganization Plan No. 1 of 1968.

Objectives: To acquaint appropriate professional and enforcement
personnel, domestic and foreign, with (1) techniques in
the conduct of drug investigations; (2) aspects of physical
security in legitimate drug distribution; (3) techniques in
analysis of drugs for evidential purposes; and (4) phar-
macology, socio-psychological aspects of drug abuse, drug
investigation and investigative techniques.

Type of Assistance: Training.

Uses and Use Restrictions: For use by accredited members of
agencies or organizations involved in the control of
drug abuse or regulation of the drug industry.

Eligibility Requirements:

Applicant Eligibility: Foreign, State and local law enforce-
ment and regulatory officials; crime laboratory technicians
and forensic chemists.

Beneficiary Eligibility: Same as applicant eligibility.

Credentials Documentation: The applicant must furnish
suitable credentials.

Application and Award Process:

Preapplication Coordination: None

Application Procedure: Made in the form of a letter to
the Regional Office in the area or to the BNDD National
Training Institute. In the case of the ten week police
school, an application by the nominating agency must be
made.

Award Procedure: By letter to applicant.

Deadline: None.

Range of Approval/Disapproval Time: Not applicable.

Appeals: Not applicable

Renewals: Not applicable.

Assistance Considerations:

Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: Not applicable.

Post Assistance Requirements:

Reports: Not applicable.
Audits: Not applicable.
Records: Not applicable.

Financial Information:

Account Identification: 11-22-1100-0-1-908.
Obligations: (Salaries and Expenses) FY 71 \$386,000;
FY 72 est \$405,000; FY 73 est \$405,000.
Range and Average of Financial Assistance: Not applicable.

Program Accomplishments: In fiscal year 1971, there were 3,705
participants in the program. In fiscal year 1972, there
will be an estimated 4,000 participants.

Regulations, Guidelines, and Literature: None.

Information Contacts:

Regional or Local Office: Bureau of Narcotics and Dangerous
Drugs Regional Office, 201 N. E.
12th Street, Miami, Florida 33132
(305) 350-4440

Headquarters Office: Assistant Director, National
Training Institute, Bureau of
Narcotics and Dangerous Drugs,
1405 I Street, N. W.,
Washington, D. C.
(202) 382-4951

Law Enforcement Assistance - FBI Advanced Police Training

(FBI National Academy)

Federal Agency: Federal Bureau of Investigation, Department of
Justice.

Authorization: Public Law 90-351, approved June 19, 1968,
section 404(a)(1), 42 U.S.C. 3744(a)(1).

Objectives: To provide advanced training to experienced
personnel of local, county, State and selected Federal law
enforcement agencies, with special emphasis on developing
each graduate as a capable instructor or administrator for
his own department. To afford specialized advance training
to the above personnel.

Type of Assistance: Training.

Uses and Use Restrictions: The general curriculum includes criminal law and investigations, behavioral science, forensic science, education, administration and management. The courses are continually adapted to meet the changing needs of law enforcement. Training is provided at the FBI Academy at Quantico, Virginia, and the Department of Justice Building, Washington, D. C.

Advanced courses of instruction are provided in specific topics such as Anti-Sniper Squad Tactics, Investigation of Organized Crime, Latent Fingerprint Examinations and Testimony, Police Training Administration, etc., with conferences and seminars of shorter duration in topics such as Attacks on Law Enforcement and Related Urban Crimes, Police Killings, Bombings and Bomb Threats.

Eligibility Requirements:

Applicant Eligibility: Regular, full-time officers of duly constituted law enforcement agencies serving a municipality, county, or State, as well as some selected, qualified representatives of Federal agencies having law enforcement responsibilities. Candidates must meet certain age, experience, education, physical, and character requirements.

Application and Award Process:

Pre-application Coordination: None.
Application Procedure: Formal application to nominate representative to attend FBI National Academy general program. (FBI Form FD-164) submitted by nominees' agency head, followed by interview of qualified applicants at FBI Field Office level. Applications of those nominated by agency heads to attend the specialized course are submitted to local office of the FBI for processing. No interview or FD-164 is needed.
Award Procedure: By letter to applicant.
Deadlines: None.
Range of Approval/Disapproval Time: Not applicable.
Appeals: Not applicable.
Renewals: Not applicable.

Assistance Considerations:

Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: General training period of 12 weeks. Specialized training varies with subject.

Post Assistance Requirements:

Reports: Not applicable.
Audits: Not applicable.
Records: Not applicable.

Financial Information:

Account Identification: 11-10-0200-0-1-998.
Obligations: (Salaries and Expenses) FY 71 \$688,646; FY 72 est \$1,053,017; and FY 73 est \$5,946,070.
Range and Average of Financial Assistance: No award, as such, involved - however, round-trip travel from residence to Washington, D. C., provided where necessary, and subsistence allowance for living expenses in Washington provided where eligible to local, county and State police officers.

Program Accomplishments: Law enforcement officials graduating from the general curriculum in fiscal year 1972 will number an estimated 200. In fiscal year 1971, 94 persons participated in the special advanced courses. For fiscal year 1972, participation is estimated at 250.

Regulations, Guidelines, and Literature: 28 CFR Section 0.85(c); Booklets entitled "The FBI National Academy," and "FBI Training Programs", no cost.

Information Contacts:

Regional or Local Office: Federal Bureau of Investigation
Field Office, 1429 Hampton Street,
Columbia, South Carolina 29201
(803) 742-1911
Headquarters Office: Director, Federal Bureau of
Investigation, Department of
Justice, Washington, D. C. 20535
(202) 393-7100

Law Enforcement Assistance - FBI Field Police Training

Federal Agency: Federal Bureau of Investigation, Department of Justice.

Authorization: Public Law 90-351, approved June 19, 1968, section 404(a)(3); 42 U.S.C. 3744(a)(3).

Objective: To develop the professional skills of the law enforcement officer.

Type of Assistance: Training.

Uses and Use Restrictions: Courses available from FBI instructors range from basic recruit training to specialized instruction in such areas as fingerprinting, search and seizure, police-community relations, management techniques, etc. FBI training assistance is available in complete programs of instruction or as supplemental courses to already existing local police training courses.

Eligibility Requirements:

Applicant Eligibility: All authorized municipal, county, and State law enforcement agencies.
Beneficiary Eligibility: Same as applicant eligibility.
Credentials/Documentation: None.

Application and Award Process:

Preapplication Coordination: Not applicable.
Application Procedure: Contact FBI Headquarters in Washington, D.C. or preferably, the nearest FBI field office.
Award Procedure: By letter to applicant.
Deadline: None.
Range of Approval/Disapproval Time: Not applicable.
Appeals: Not applicable.
Renewals: Not applicable.

Assistance Considerations:

Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: Not applicable.

Post Assistance Requirements:

Reports: Not applicable.
Audits: Not applicable.
Records: Not applicable.

Financial Information:

Account Identification: 11-10-0200-0-1-908.
Obligations: (Salaries and Expenses) FY 71 \$2,112,878; FY 72 est \$2,142,133; and FY 73 est \$2,184,204.
Range and Average of Financial Assistance: Not applicable.

Program Accomplishments: Law enforcement officials attending during fiscal year 1972 will number 312,200 (estimate); fiscal year 1971, 311,210.

Regulations, Guidelines, and Literature: 28 CFR section 0.85(e), "FBI Training Programs," no cost.

Information Contacts:

Regional or Local Office: Federal Bureau of Investigation
Field Office, 1529 Hampton Street,
Columbia, South Carolina 29201
(803) 252-1911
Headquarters Office: Director, Federal Bureau of
Investigation, Department of
Justice, Washington, D. C. 20535
(202) 393-7100

Law Enforcement Assistance - Uniform Crime Reports

Federal Agency: Federal Bureau of Investigation, Department of Justice.

Authorization: Act of September 6, 1966; Public Law 89-554;
28 U.S.C. 534.

Objectives: To furnish information which will assist heads of law enforcement agencies in administration and operation of their departments. Further, to make data available to judges, penologists, sociologists, students, and others interested in crime and its social aspects.

Types of Assistance: Dissemination of Technical Information.

Uses and Use Restrictions: The FBI collects, analyzes, and publishes certain crime statistics which it receives on a regular and voluntary basis from law enforcement agencies nationwide. This data is published annually in publication "Crime in the United States - Uniform Crime Reports" and is supplemented with quarterly releases. Both the annual publication and the quarterly releases provide information on (1) crime trends; (2) offenses known to police; (3) age, sex, and race of persons arrested; (4) police disposition of persons arrested; (5) police employee information; and (6) data concerning certain criminal career studies.

Eligibility Requirements:

Applicant Eligibility: All law enforcement agencies are furnished a copy of the annual publication and quarterly releases. Limited copies are available to an interested individual by writing, Director, Federal Bureau of Investigation, U. S. Department of Justice, Washington, D. C. 20535.
Beneficiary Eligibility: Same as applicant eligibility.
Credentials/Documentation: None.

Application and Award Process:

Preapplication Coordination: None.
Application Procedure: Inquiries may be sent to the Director,
Federal Bureau of Investigation, U. S. Department of Justice,
Washington, D.C. 20535.
Award Procedure: Not applicable.
Deadlines: None.
Range of Approval/Disapproval Time: Not applicable.
Appeals: Not applicable.
Renewals: Not applicable.

Assistance Considerations:

Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: Not applicable.

Post Assistance Requirements:

Reports: Not applicable.
Audits: Not applicable.
Records: Not applicable.

Financial Information:

Account Identification: 11-10-0200-0-1-908.
Obligations: (Salaries and Expenses) FY 71 \$1,381,566;
FY 72 est \$1,586,287; and FY 73 est \$1,496,769.
Range and Average of Financial Assistance: Not applicable.

Program Accomplishments: In Fiscal year 1971, 62,000 copies of
FBI annual publication "Crime in the United States" were
distributed. The estimate for fiscal year 1972 is
65,000.

Regulations, Guidelines, and Literature: 28 CFR section 0.85(f)
"Crime in the United States - Uniform Crime Reports,"
Superintendent of Documents, U. S. Government Printing
Office, price \$1.75 per copy.

Information Contacts:

Regional or Local Office: None.
Headquarters Office: Director, Federal Bureau of
Investigation, Department of
Justice, Washington, D. C.
(202) 393-7100.

Law Enforcement Assistance - Technical Assistance

Federal Agency: Law Enforcement Assistance Administration,
Department of Justice.

Authorization: Omnibus Crime Control and Safe Streets Act of
1968; Public Law 90-351 as amended by Omnibus Crime Control
Act of 1970; Public Law 91-644; 42 U.S.C. 3763, as amended.

Objectives: To disseminate knowledge, skills and know-how and
further the diffusion of technology within the criminal
justice system.

Types of Assistance: Advisory Services and Counseling; Training;
Dissemination of Technical Information.

Uses and Use Restrictions: Consistent with availability of
LEAA resources and technical assistance priorities,
consultative services are provided upon request where a
need is indicated. Consultant services, training activities,
and technical publications are provided in the major areas
of crime control (police, courts, corrections, disorders,
and organized crime.)

Eligibility Requirements:

Applicant Eligibility: States, units of general local
government, combinations of such states or units, or other
private agencies, organizations or institutions.
Beneficiary Eligibility: Same as applicant eligibility.
Credentials/Documentations: None.

Application and Award Process:

Preapplication Coordination: Technical assistance request
first is directed to the appropriate State planning agency
which may service the request or refer the applicant to
LEAA.
Application Procedure: Letter to appropriate LEAA regional
office expressing a need or interest.
Award Procedure: By letter.
Deadlines: None.
Range of Approval/Disapproval Time: From 2 to 3 days; no
reasonable request disapproved.
Appeals: Not applicable.
Renewals: Not applicable.
Assistance Considerations:
Formula and Matching Requirements: None.

Length and Time Phasing of Assistance: Short-term onsite consultative assistance is contemplated.

Post Assistance Requirements:

Reports: Evaluation of service requested.
Audits: Full fiscal and program audits at close of grant and onsite inspections as needed throughout the grant. Also pre-audit when required.
Records: Not applicable to requestor.

Financial Information:

Account Identification: 11-21-0400-0-1-908.
Obligations: (Grants) FY 71 \$4,000,000; FY 72 est \$6,000,000; and FY 73 est \$10,000,000.
Range and Average of Financial Assistance: Varies depending on nature and scope of project.

Program Accomplishments: Through 42 projects and 11 inter-agency agreements in fiscal year 1971, LEAA provided consultative assistance in the areas of police, corrections (434 requests services) and financial management, supported organized crime and auditor training, and sponsored the publication of numerous manuals and monographs.

Regulations, Guidelines and Literature: Contact appropriate LEAA region for lists of technical assistance publications and for information concerning available consultative services.

Information Contacts:

Regional or Local Office: Law Enforcement Assistance Administration, Room 985, 730 Peachtree Street, N. E. Atlanta, Georgia 30308 (404) 526-5868.
Headquarters Office: Assistant Administrator, Office of Criminal Justice Assistance, Law Enforcement Assistance Administration; U. S. Department of Justice, Washington, D.C. 20530 (202) 386-3134.

Law Enforcement Education Program - Student Financial Aid

Federal Agency: Law Enforcement Assistance Administration, Department of Justice.

Authorization: Section 406, Omnibus Crime Control and Safe Streets Act of 1968; Public Law 90-351; as amended by the Omnibus Crime Control Act of 1970; Public Law 91-644; 42 U.S.C. 3746, as amended.

Objectives: To professionalize criminal justice personnel through higher education (including police, courts, and corrections professions).

Types of Assistance: Direct Payments for Specified Use.

Uses and Use Restrictions: Regionally accredited institutions of higher education may submit applications. LEAA reviews these applications and awards grants to schools. Schools make direct grants and loans to students in accordance with established guidelines and regulations. Loans not to exceed \$1,800 per academic year. Grants of \$200 per quarter or \$300 per semester not to exceed the actual cost of tuition, fees, and books.

Eligibility Requirements:

Applicant Eligibility: Accredited by one of the six regional accrediting associations for institutions of higher education. Institutional eligibility to make LEEP loans to students is contingent upon offering at least 15 semester hours in directly related law enforcement courses.
Beneficiary Eligibility: Grants are limited to in-service employees of a public law enforcement agency and certification must be obtained from employer. Grantees must agree to remain with their currently employing agency for 2 years following the completion of courses.

Loans are limited to full-time students who enroll in a course of study which will include at least 15 semester credit hours, or the equivalent, in directly related law enforcement courses during the total period of their studies. Loans are forgiven at the rate of 25 percent for each full year of employment in a public law enforcement agency following completion of school.

All students must agree to enter or remain in public law enforcement employment; otherwise they must repay awards at 7 percent simple interest per annum at a quarterly rate of not less than \$50 per month. Designated student application and note forms must be used.

Credentials/Documentation: Institutions must submit designated application (LEAA 3610/1) and signed terms of agreement (LEAA 3610/2).

Application and Award Process:

Preapplication Coordination: Institutions should confer with their respective LEAA regional offices before submitting institutional application.

Application Procedure: Institutional application form LEAA-3610/1 plus terms of agreement (LEAA-3610/2) (for new participating institutions) must be prepared. LEEP manual should be read carefully before completing application.

Award Procedure: A commitment letter is sent each applicant giving an estimated amount that will be awarded for the fiscal year based on an assumed appropriation figure. The institution has a line of credit for this amount and requests funds as needed at the beginning of each new term. Notification of awards is not made through Standard Form 240, but rather through a printed State-by-State listing distributed to Members of Congress 72 hours before award letters are released to institutions of higher education.

Deadlines: To be announced each year in mailout of forms to all accredited institutions of higher education.

Range of Approval/Disapproval Time: Usually 60 to 120 days
Official approval not normally sent until beginning of fiscal year.

Appeals: Letter procedure.

Renewals: New application required.

Assistance Considerations:

Formula and Matching Requirements: Funds to any one state are limited to 12 percent of funds appropriated. There are no matching requirements.

Length and Time Phasing of Assistance: Fiscal year (July 1 to June 30) institutional application submitted in spring for participation in next fiscal year.

Post Assistance Requirements:

Reports: Fiscal operations report each academic term and as requested. LEEP recipient status report as requested.

Audits: Full fiscal and program audits annually and other onsite inspections as needed throughout the year. Also by special request.

Records: All individual records and bases for decisions will be retained for 5 years or until audited.

Financial Information:

Account Identification: 11-21-0400-0-1-908.

Obligations: (Direct payments) FY 71 \$21,250,000; FY 72 \$29,000,000; and FY 73 est \$40,000,000.

Range and Average of Financial Assistance: \$300 per semester, \$200 per quarter; Grants: maximum loan, \$1,800 per academic year; average loan, \$870.

Program Accomplishments: In fiscal year 1971, 73,953 students were aided, with 890 institutions participating.

Regulations, Guidelines and Literature: LEEP manual, LEEP brochure, participating institutions list, publicity posters.

Information Contacts:

Regional or Local Office: Law Enforcement Assistance Administration, Room 985, 730 Peachtree Street, N.E., Atlanta, Georgia 30308
(404) 526-5868.

Headquarters Office: Director, Manpower Development, Assistance Division, Office of Criminal Justice Assistance, Law Enforcement Assistance Administration, U.S. Department of Justice, Washington, D.C. 20530
(202) 386-3466.

Statistics on Crime and Criminal Justice

Federal Agency: Law Enforcement Assistance Administration, Department of Justice.

Authorization: Section 515, Omnibus Crime Control and Safe Streets Act of 1968; Public Law 90-351; as amended by the Omnibus Crime Control Act of 1970; Public Law 91-644; 42 U.S.C. 3763.

Objectives: To collect, evaluate, publish and disseminate statistics on the condition and progress of law enforcement.

Types of Assistance: Dissemination of Technical information.

Uses and Use Restrictions: Data on crime and the criminal justice processes are collected, analyzed, published, and disseminated. Statistical assistance is given to state and local units of government through guidelines and standards for the development of criminal justice statistics systems.

Eligibility Requirements: Publications are issued to state planning agencies and relevant criminal justice operating agencies. Others within and outside the criminal justice community can obtain publications upon request from the U.S. Government Printing Office.
Beneficiary Eligibility: Same as applicant eligibility.
Credentials/Documentation: None.

Application Award Process
Preapplication Coordination: None.
Application Procedure: Inquiries may be sent to the Director, Statistics Division, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U.S. Department of Justice, Washington, D.C. 20530.
Award Procedure: Not applicable.
Deadlines: None.
Range of Approval/Disapproval Time: Not applicable.
Appeals: Not applicable.
Renewals: Not applicable.

Assistance Considerations:
Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: Not applicable.

Post Assistance Requirements:
Reports: Not applicable.
Audits: Not applicable.
Records: Not applicable.

Financial Information:
Account Identification: 11-21-0400-1-1-908.
Obligations: (Salaries and expenses) FY 71 \$1,305,000; FY 72 est \$1,370,000; and FY 73 est \$1,440,000.
Range and Average of Financial Assistance: Not applicable.

Program Accomplishments: In fiscal year 1971, reports on employment and expenditures in criminal justice, a jail census, a directory of criminal justice agencies, and preliminary research and development of survey of victims of crime.

Regulations, Guidelines and Literature: Employment and Expenditures in Criminal Justice, 1969-1970. National Jail Census, Directory of Criminal Justice Agencies, LEAA 1970, Vol. I, II, \$2.50; Superintendent of Documents, U. S. Government Printing Office, Washington, D. C. 20402.

Information Contacts:
Regional or Local Office: Law Enforcement Assistance Administration, Room 935, Peachtree Street, N.E., Atlanta, Ga. 30308 (404) 526-5868.
Headquarters Office: Director, Statistics Division, National Institute of Law Enforcement and Criminal Justice, Law Enforcement Assistance Administration, U. S. Department of Justice, Washington, D. C. 20530.

Law Enforcement Assistance - Training

Federal Agency: Law Enforcement Assistance Administration, Department of Justice.

Authorization: Omnibus Crime Control and Safe Streets Act of 1968, section 407; Public Law 90-351; as amended by the Omnibus Crime Control Act of 1970; Public Law 91-644; 42 U.S.C. 3746, as amended.

Objectives: To upgrade the professionalism of criminal justice practitioners through seminars, workshops, and conferences.

Type of Assistance: Project Grants.

Uses and Use Restrictions: Funds can be used for manpower development through seminars, conferences, and workshops, in professional preparation of criminal justice practitioners at all levels.

Programs presented shall not duplicate those provided by the Federal Bureau of Investigation.

Funds from section 407 shall be used to develop and/or support regional and national training programs, workshops and seminars to instruct State and local law enforcement personnel in improved methods of crime prevention and reduction and enforcement of the criminal law. However, guidelines for use of section 407 funds are being revised.

Eligibility Requirements:

Applicant Eligibility: Educational institutions, private contractors, business enterprises, State and local criminal justice agencies and jurisdictions, and any organization capable of providing manpower development assistance.
Beneficiary Eligibility: Beneficiaries must be State and/or local criminal justice personnel.
Credentials/Documentation: None.

Application Award Process:

Preapplication Coordination: Proposals should be submitted for concept review to appropriate LEAA Regional Office.
Application Procedure: Formal applications are submitted to LEAA Regional Offices for review and contract forms will be utilized pending approval.
Award Procedure: Applicant notified of award by LEAA Regional Office. Some awards of national projects made through LEAA, Washington, Manpower Development Assistance Division.
Deadlines: Consult appropriate LEAA Regional Office.
Range of Approval/Disapproval Time: 1 to 4 weeks.
Renewals: Considered on a case-by-case basis.

Assistance Considerations:

Formula and Matching Requirements: Not applicable.
Length and Time Phasing of Assistance: Varies with scope and nature of award; generally not to exceed 1 fiscal year.

Post Assistance Requirements:

Reports: Fiscal and program reports are required in accordance with grant conditions.
Audits: Fiscal and program audits at close of grant and onsite inspection as need throughout grant.
Records: Records of attendees, all testing, test results, progress reports on attendees, trainees, and expenditure records will be submitted upon completion of project.

Financial Information:

Account Identification: 11-21-0400-0-1-908.
Obligations: Grants: FY 71 \$500,000; FY 72 est \$1,000,000; and FY 73 est \$2,250,000.
Range and Average of Financial Assistance: \$5,000 to \$75,000.

Program Accomplishments: Initial funding supported training conducted by the Department of the Treasury in disposal of explosive devices and investigative techniques.

Regulations, Guidelines and Literature: Guidelines for use of section 407 funds are being revised.

Information Contacts:

Regional or Local Office: Law Enforcement Assistance Administration, Room 985, 730 Peachtree St., N. E., Atlanta, Georgia 30308.
(404) 526-5868.
Headquarters Office: Manpower Development Assistance Division, Office of Criminal Justice Assistance, LEAA, Department of Justice, Washington, D.C. 20530.
(202) 386-3466.

Community Relations Service

Federal Agency: Community Relations Service, Department of Justice.

Authorization: Civil Rights Act of 1964; Public Law 88-352; 42 U.S.C. 2000j-2000-2.

Objectives: To help communities and groups cope with disputes, disagreements, and difficulties arising from racial discrimination or inequities and help them achieve peaceful progress toward justice and equal opportunity for all citizens.

Types of Assistance: Advisory Services and Counseling.

Uses and Use Restrictions: CRS does not enforce laws, regulate practices, or grant funds for programs. It relies upon its professional staff to persuade and encourage local citizens and institutions to take the initiative in solving their own problems. CRS assists in developing programs and in directing available public and private resources to alleviate problems in the minority community. CRS not only helps to resolve on-going disputes, but also to solve problems before they destroy the peace. CRS may enter a community on its own initiative or upon request.

Eligibility Requirements:

Applicant Eligibility: Any person, group, community, or State or local governmental unit that seeks to alleviate conditions caused by discrimination based on race, color, or national origin may be considered for CRS assistance.
Beneficiary Eligibility: Same as applicant eligibility.
Credentials/Documentation: None.

Application and Award Process:

Preapplication Coordination: None.
Application Procedure: Applicants for assistance may write, phone, or contact in person national or field offices. No standard form is used.
Award Procedure: Not applicable.
Rate of Approval/Disapproval Time: A crisis request receives an immediate response. All requests will receive prompt attention.
Appeals: Not applicable.
Renewals: Not applicable.

Assistance Considerations:

Formula and Matching Requirements: None.
Length and Time Phasing of Assistance: Continuous until action is taken which could lead to solutions or correction.

Post Assistance Requirements:

Reports: None.
Audits: None.
Records: None.

Financial Information:

Account Identification: 11-05-0500-0-1-908
Obligations: (Salaries and expenses) FY 71 \$4,609,000; FY 72 est \$5,045,000; and FY 73 est \$6,660,000.
Range and Average of Financial Assistance: Not applicable.

Program Accomplishments: In fiscal year 1971, the Community Relations Service provided continuing service to 32 major U.S. cities in 22 States and the District of Columbia. CRS field representatives and support specialists also assisted local groups and officials in 302 other communities as requested.

Regulations, Guidelines and Literature: "The Civil Rights Act of 1964", "CRS Annual Reports", "What is CRS?"; "Guidelines for Effective Human Relations Commissions"; "Activities Relating to Desegregation of Public Schools."

Information Contacts:

Regional Or Local Office: Atlanta, Georgia, 9th Floor, 75 Piedmont Ave., N.E.; New York, N.Y.: Room 507, U. S. Customs and Court House, 26 Federal Plaza, Chicago, Illinois: 810 Consumers Building, 220 S. State Street; Dallas, Texas: Room 13B-35, Federal Bldg., 1100 Commerce Street; San Francisco, California: Box 36123, Federal Building, 450 Golden Gate Avenue; Philadelphia, Pennsylvania: 7th Floor, Federal Building, 1421 Cherry Street.
Headquarters Office: Community Relations Service, U. S. Department of Justice, Washington, D. C. 20530
(202) 739-4011.

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