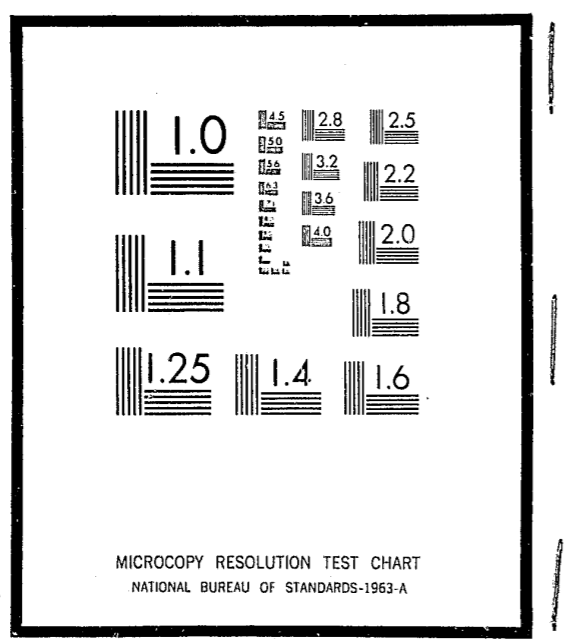


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LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

11/15/76

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R-76-106

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Scotland County, ~~North Carolina~~ Feasibility Study of  
Forming a County Police Department

REPORT NUMBER: 75-103

FOR: Scotland County, North Carolina, County Manager  
Scotland County Population: 29,000  
Scotland County Area: 318 square miles

CONTRACTOR: Westinghouse Justice Institute  
CONSULTANT: Dr. Richard H. Ward  
CONTRACT NUMBER: J-LEAA-003-76  
DATE: February 6, 1976

32622

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Forward

The North Carolina State Legislature has passed enabling legislation that would permit the establishment of a County Police Department if approved by the voters of Scotland County. A vote will be taken on March 27, 1976, concerning the establishment of a County, or Rural, Police Department. The request for technical assistance was made to determine the cost factor, the ability of the County to fund a Department, the minimum force, and other considerations relative to formation of a County, or Rural, Police Department. An additional request was made to examine the adequacy of the County Jail.

Requesting Agency: Scotland County Board of Commissioners,  
Dr. Thomas Gibson, Chairman;  
Mr. John Q. Byrd, County Manager;  
Scotland County Sheriff's Department,  
Sheriff B. P. Lytch

State Planning Agency: North Carolina Department of Natural and  
Economic Resources, Mr. Donald Nichols,  
Administrator, Law and Order Section

Approving Agency: LEAA Region IV (Atlanta), Mr. David Seldomridge,  
Field Representative--North Carolina; Mr. John A.  
Gregory, Police Specialist

1. INTRODUCTION

The population of Scotland County is estimated at between 28,000 and 29,000. The 1970 census indicated there were 26,929 persons living in the County. The County consists of 318 square miles. The largest town in the County is Laurinburg, estimated population being 12,500. Laurinburg has its own police department, which consists of 26 sworn personnel. The towns of Gibson (estimated population 502) and Wagram (estimated population 718) each employ one police officer. With the general exception of Laurinburg, the County is policed by the Scotland County Sheriff's Department, which employs 20 sworn personnel. (The Department is one below authorized strength of 21.) The Sheriff is an elected law enforcement officer, and he has indicated that he plans to retire upon completion of his current term. (See Figures 1-1 and 1-2.)

The request for technical assistance in Scotland County was made by the County Manager, Sheriff, and Board of County Commissioners in an effort to determine the feasibility of establishing a County Police Department. The primary consideration involved determination of the most effective and efficient means of providing law enforcement services to the Scotland County community. Those interviewed expressed no dissatisfaction with the job that the current Sheriff of the County is presently performing. Indeed, virtually all of those interviewed stated that both the Sheriff's Department and the Laurinburg Police Department were doing excellent jobs.

However, because the Sheriff plans to retire at the end of his current term, and since some hold the belief that a County or Rural police department would be more efficient and effective, the decision was made to explore such a proposal. The proposal is not a new one, and was originally considered for a short period of time as early as 1971.\* On May 26, 1975, the General Assembly of North Carolina passed "A Bill to be Entitled An Act to Authorize the Board of County Commissioners of Scotland County to Establish a County Police Department" (Senate Bill 872). (See Appendix A.)

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\*In fact, there is currently legislation on the books dating back to 1913, 1919 and 1923, which would permit the establishment of a Rural Police Department. The current Board of County Commissioners elected to present new legislation and present the proposal to the electorate.

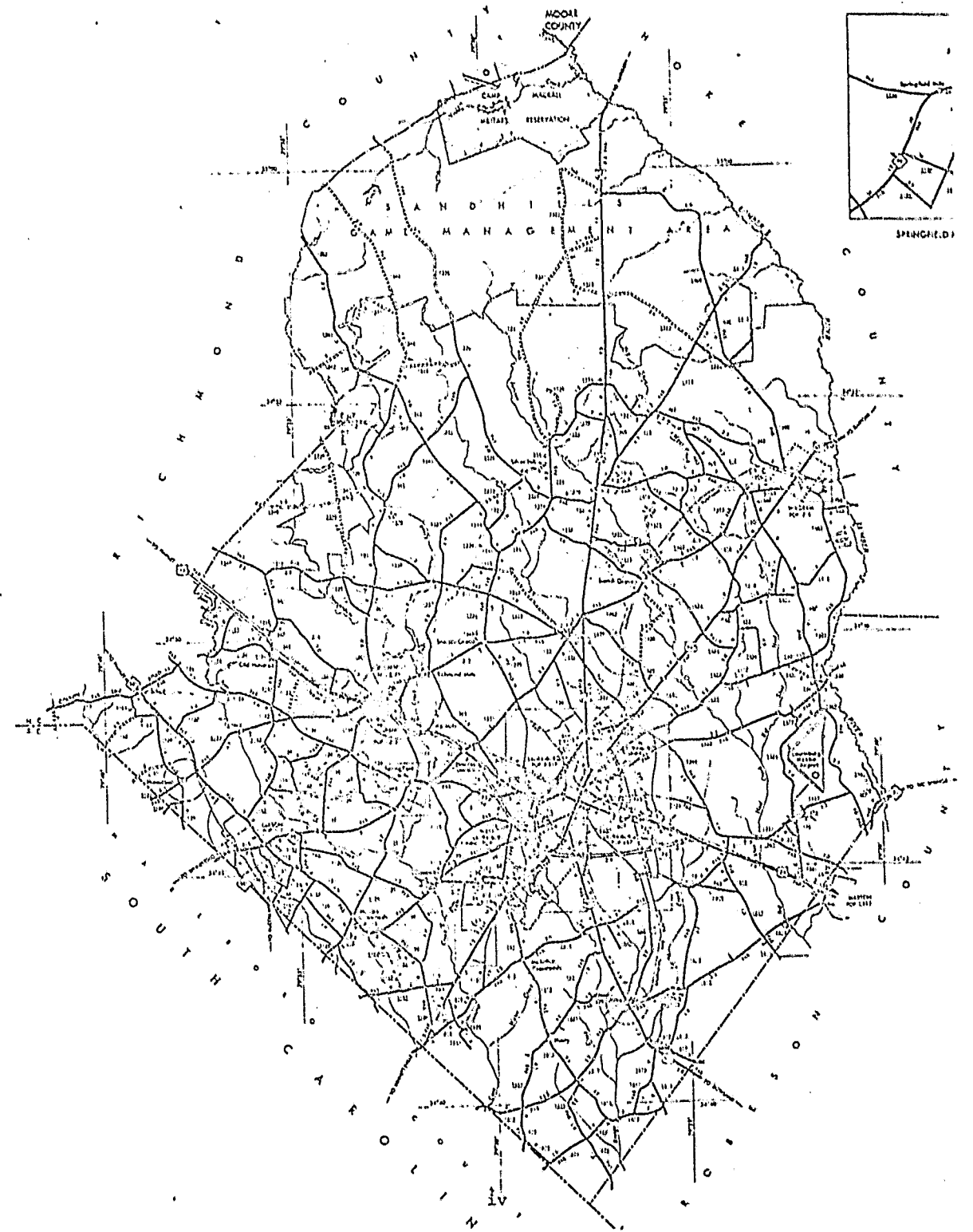


Figure 1-1. Map of Scotland County

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1-2

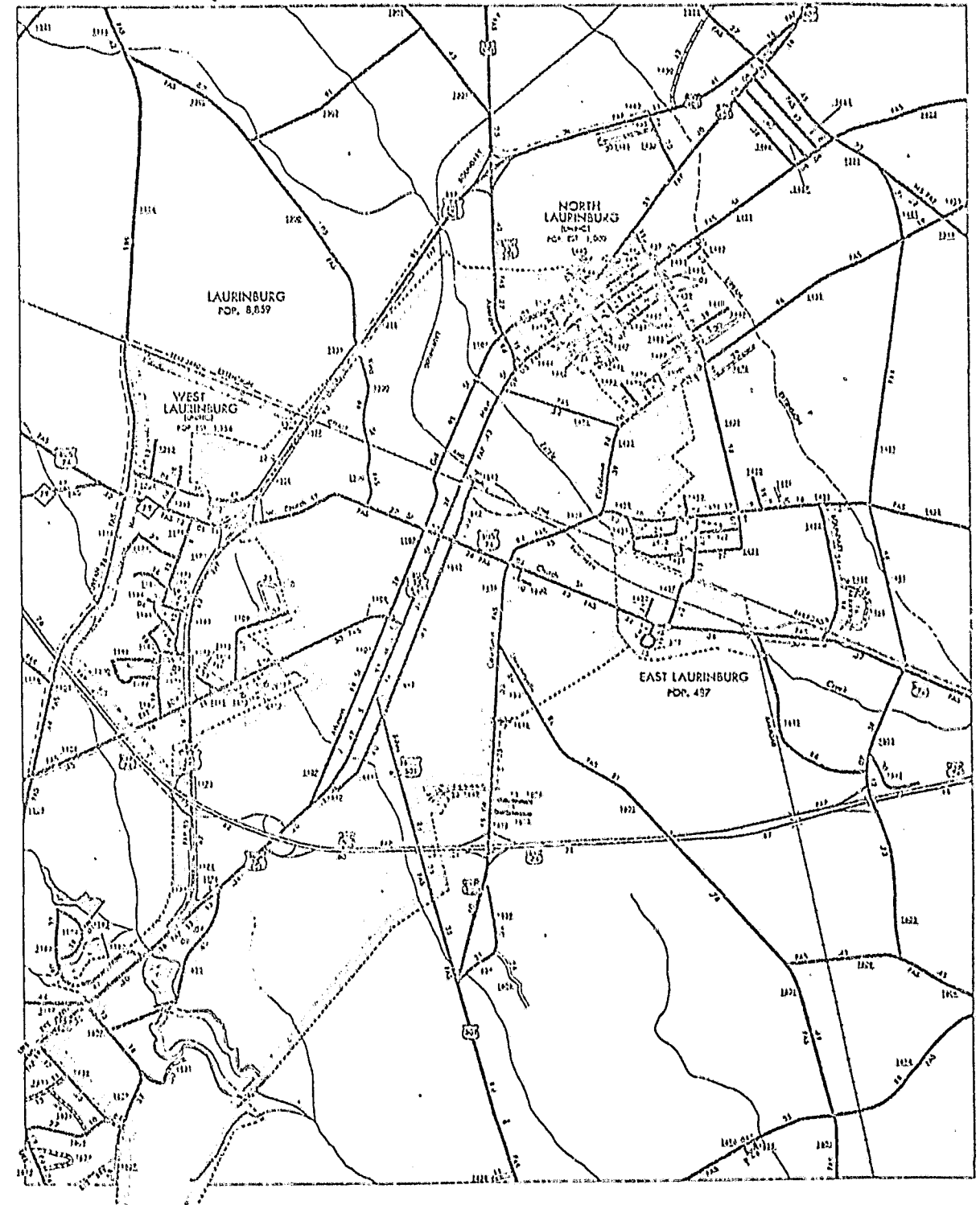


Figure 1-2. Map of Laurinburg and Environs

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1-3

The County is administered by a County Manager appointed by the Board of County Commissioners, which consists of seven elected representatives. The Town of Laurinburg is administered by a City Manager appointed by the Mayor and City Council (five members); who are elected by the citizens of Laurinburg. The Sheriff's Department is funded through County taxes, and the Police Department is funded through Town taxes.

The study involved an analysis of statistical factors and other data, including costs, reported crime, arrests, calls for service, staffing, equipment, and other workload criteria. Interviews were conducted with numerous individuals to develop knowledge concerning their views on the quality of law enforcement services and their opinions on several proposals concerning a County Police Department. The possibility of Federal funding to assist in any reorganization was discussed with representatives of the Law and Order Section of the Department of Natural and Economic Resources.

The findings and recommendations made in this study are based upon the above considerations, with a view toward providing several alternatives. Political and other considerations may make it impossible to create the ideal situation. With this in mind, an attempt has been made to make specific recommendations in certain areas to improve law enforcement services.

Any analysis or study is likely to be critical of certain aspects of the organization being reviewed. Indeed, such is the function of a study of this nature. At the outset it should be noted that the citizens of Scotland County are fortunate in receiving professional law enforcement services, and they can be justifiably proud of both the Sheriff's Department and the Laurinburg Police Department.

The decision by the County Manager, Sheriff, and Board of County Commissioners to request assistance is an indication of their desire to improve law enforcement services.

The cooperation extended by those interviewed and the willingness of the agencies to be candid and provide the necessary data can be a problem. Such was not the case in Scotland County. The Consultant is appreciative of the cooperation extended and would like to thank those who took time to assist.

The following individuals were interviewed or took part in discussions concerning this study.

o Law and Order Section--Department of Natural and Economic Resources:

- Donald Nichols, Administrator.
- Gregg Stahl, Police Planning Specialist.



o Scotland County:

- John Q. Byrd, County Manager.
- Dr. Thomas Gibson, Chairman, Board of County Commissioners.
- Albert McMillan, Vice Chairman, Board of County Commissioners.
- Dr. James Michener, Board of County Commissioners.
- Harold Morris, Board of County Commissioners.
- Floyd Nichols, Board of County Commissioners.
- Dr. William Morgan, Board of County Commissioners.
- Daniel N. Shaw, Board of County Commissioners.
- Craig Ellis, Board of County Commissioners.

o Scotland County Sheriff's Department:

- B. P. Lytch, Sheriff.
- James Greene, Chief Deputy.
- Members of the Sheriff's Department.

o City of Laurinburg:

- Peter Vandenberg, City Manager.

o Laurinburg Police Department:

- N. W. Quick, Chief of Police.

In addition, interviews or discussions were held with approximately 20 citizens in the City of Laurinburg. The local newspaper, The Laurinburg Exchange, was reviewed from January 1, 1975, through January 1, 1976, for pertinent information.

## 2. UNDERSTANDING OF THE PROBLEM

### 2.1 Introduction

The county police concept is not new in the United States, and many counties have successfully developed county police forces that have amalgamated one or more towns and cities in a unified effort to provide law enforcement services. North Carolina suburban communities, however, are generally policed by a Sheriff's Department. The Sheriff is a Constitutional officer, and it should be noted at the outset that the Scotland County proposal would not eliminate the Sheriff's office. The exact duties of the Sheriff's Department under reorganization would be determined by the Board of County Commissioners. Presently, the Sheriff's Department is responsible for providing:

- Law enforcement service to Scotland County.\*
- Maintenance and control of the County jail.\*\*
- Control and supervision of the courts.
- Service of civil papers, arrest warrants in the County, and other writs of the court.
- Certain escort services.

One cannot explore the concept of a county police force without considering the possibility of combining Departments, or the possible benefits that might be derived from a closer working relationship and the sharing of functions and/or facilities and equipment.

As noted earlier, two towns, Gibson and Wagram, each currently employ one police officer.\*\*\* Consideration should be given to incorporating the two officers in Wagram and Gibson into the County Police Department, if one is established.

---

\*The Sheriff's Department does not as a general rule operate within the Laurinburg City limits. However, there is a close working relationship between the two agencies and they do provide assistance to each other upon request.

\*\*In addition to housing county prisoners, the jail houses prisoners arrested by the Laurinburg Police as well as Federal prisoners.

\*\*\*Currently an additional officer (deputy sheriff) is assigned to each town and paid for through Federal funds under the Comprehensive Employment Training Act (CETA).

## 2.2 Organization of the Sheriff's Department

The Sheriff is elected by the citizens of the County and serves a 4-year term. The budget for the Sheriff's Department is approved by the Board of County Commissioners.

Currently the Sheriff's Department employs twenty persons. An Organizational Chart appears in Figure 2-1. The job descriptions and duties of the Sheriff, the Chief Deputy, and deputies appear in Appendix B.

An attempt is made to maintain three patrol units, two deputies and a sergeant, around the clock. However, the patrol coverage is not always maintained due to the necessity for providing other services. For example, during this survey both Superior and District Courts were in session, and this necessitated assigning extra personnel to the courts. Additional deputies were required to testify in cases, creating a further drain on the patrol service.

In addition to patrol services, the Sheriff is responsible for the County Jail. One Chief Jailer and three deputy jailers are employed by the County. Currently, three additional employees are assigned as assistant jailers and paid through Federal funds (CETA). In 1975, 1,860 prisoners were housed in the jail, with a daily average of approximately 20 prisoners housed overnight. The jail capacity is 64 prisoners.

A sergeant is assigned exclusively to the Courts and handles civil papers.

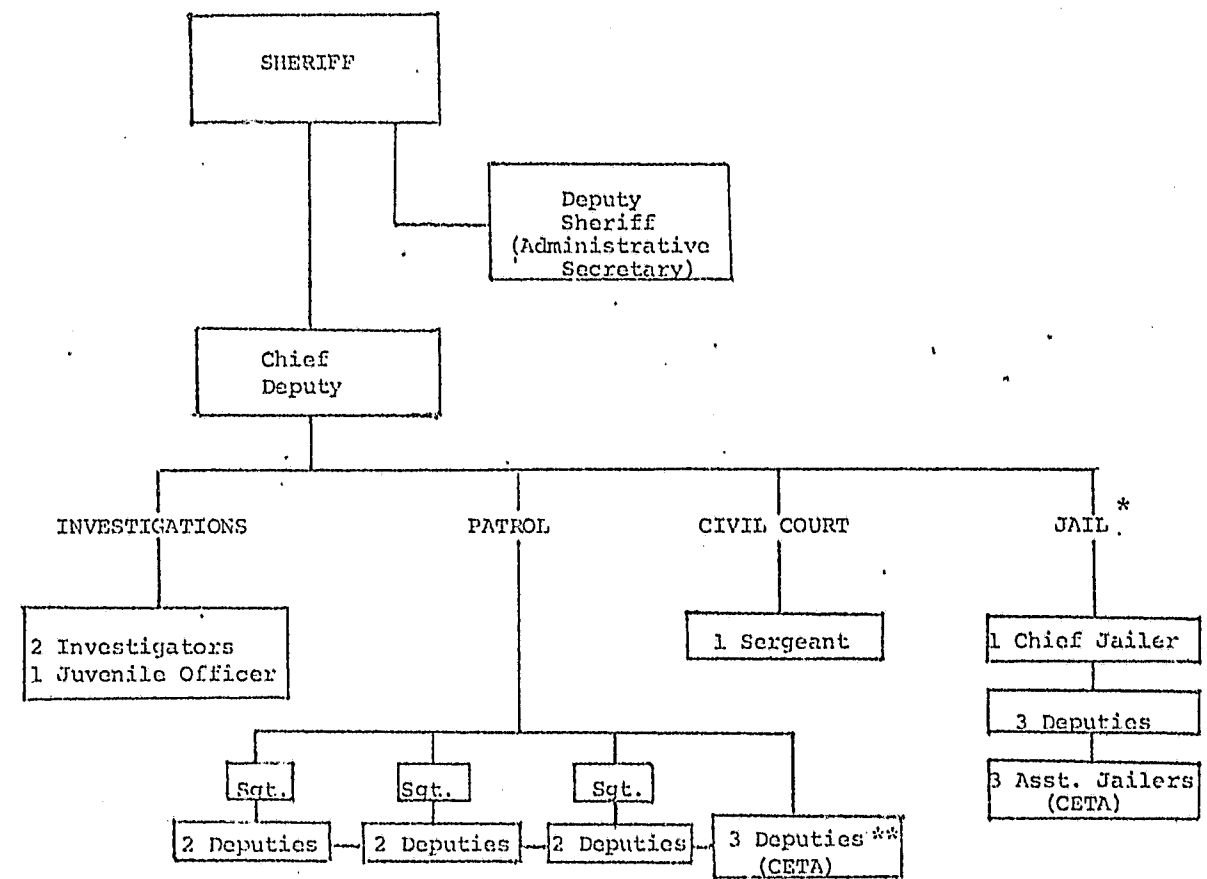
Two investigators and a juvenile officer are employed by the Department, their salaries being paid partially through Law Enforcement Assistance Administration (LEAA) funds.

### 2.2.1 Crime in Scotland County

In 1975, Scotland County (exclusive of Laurinburg) had 746 Part I crimes reported.\* The most frequent crimes were assault (32 percent of crimes reported), burglary (35 percent of crimes reported), and larceny-theft (25 percent of crimes reported). Table 2-1 illustrates the reported Part I crimes as well as clearance rates.

---

\*Part I crimes are those considered by the Federal Bureau of Investigation to be most serious. They include Criminal Homicide, Forcible Rape, Robbery, Assault, Burglary, Larceny-Theft (except motor vehicles), and Motor Vehicle Theft.



The authorized funded strength of the Department is 21. It is currently short one Deputy.

CETA Personnel are federally funded.

\*Jail personnel are also responsible for coverage of the communication system and jail records.

\*\*Of the three CETA Patrol Deputies, one is in training, one is assigned to Wagram, one is assigned to Gibson.

Figure 2-1. Scotland County Sheriff's Department Organization Chart

TABLE 2-1

Sheriff's Department Part I Offenses (1975)--Reported and Cleared

Offense	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Cleared
Criminal Homicide	1	1	-	-	-	-	1	1	1	-	-	-	5	3
Forcible Rape	-	-	-	2	3	2	-	-	-	-	-	-	7	8
Robbery	2	2	2	-	1	-	-	-	4	-	-	-	11	7
Assault	23	20	17	17	30	23	19	27	17	14	16	17	240	206
Burglary (B & E)	35	16	26	21	22	26	35	22	17	18	12	12	262	86
Larceny - Theft (except M.V.)	18	13	8	18	14	6	23	20	12	6	20	31	189	50
Motor Vehicle Theft	3	2	-	2	5	3	4	3	3	5	1	1	32	14
GRAND TOTAL	82	54	53	60	75	60	82	73	54	43	49	61	746	
TOTAL CLEARED	29	23	27	24	40	30	33	41	54	20	22	23		374

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The clearance rate is a measure of the number of crimes solved by arrest or, in certain circumstances, where the suspect is known, but unable to be prosecuted (i.e., deceased, fled State and decision made not to extradite).

The Department's clearance rate is consistent with or better than the national average.

A comparison of reported crime in Scotland County with other counties in North Carolina indicates no significant differences with counties of similar size.

#### 2.2.2 Workload Factors

Workload factors of the Sheriff's Department would appear to indicate that the Department is handling a wide range of tasks that are placing a serious burden on its ability to provide adequate patrol service. Since there were no comparative figures available, it was impossible to compare the Department with other Departments policing a similar size area. Tables 2-2 and 2-3 indicate the number of hours employed and number of cases handled in each category.

Based upon these figures, less than one-third of the time expended by the Sheriff's Department is on preventive patrol. If jail and office time are excluded, less than 50 percent of time expended was on patrol.\* To put it another way, 280 man-days were expended in court, which means that more than one man was involved in court on any day that court was in session; 374 man-days were expended serving papers, which means that one man was tied up, on average, every day of the year serving papers; 35 man-days were expended transporting mental patients, and 25 man-days were expended transporting prisoners, thus one man was tied up for an equivalent of 2 months during the year on transporting individuals. It should be noted that these figures represent an aggregate number and serve to illustrate the personnel drain on the Department. In most cases they involve periods of time less than a day, which means that patrol deputies had to be pulled from patrol service.

In addition to unpaid overtime, which does not appear to be uncommon where the Department is concerned, innovative use of auxiliary deputies was made during the year, and these deputies contributed 2,371 hours to the Department, exclusive of the 6-month training program each went through.

---

\*Patrol time is a difficult thing to measure. For example, one might argue that a deputy is on patrol while he is serving papers or going from one job to another, and this is certainly the case. Nevertheless, it should be noted that a significant amount of activity takes the deputy from patrol. Further, serving papers and answering calls makes it difficult to use planned patrol methods to combat crime.

TABLE 2-2

Activity Analysis (Hours) Sheriff's Office: 1974-1975

Hours Expended by Activity	1974	1975
Office	6,420	5,511
Jail-Radio	9,001	8,327
Serving Papers	2,749	2,999
Checking County	12,479	12,144
Investigating	5,836	6,566
In Court	1,777	2,242
In School	1,008	1,859
Funerals	182	182
Answering Complaints	2,057	1,340
Transporting Mental Patients	245	279
Transporting Prisoners	173	205
Traffic Control	176	180
All Other	1,562	1,887
TOTAL HOURS	43,665	43,722

Source: Scotland County  
Sheriff's Department

TABLE 2-3

## Activity Analysis (Numerical) Sheriff's Office: 1974-1975

	<u>1974</u>	<u>1975</u>
Warrants Served	1,131	829
Capias Served	-	112
Arrests	1,172	1,031
Subpoenas Served	644	848
Civil Summons	449	367
Magistrate Summons	1,034	1,063
Jury Summons by Mail	587	430
All Other Civil Papers	363	527
Property Checked	12,152	6,843
Property in Error	194	197
Complaints Answered	3,296	2,333
Funerals Worked	115	116
Prisoners Transported	56	46
Mental Patients Transported	49	49
Cases Investigated	284	265
Prisoners Committed	2,200	1,860
Prisoners Released	2,209	1,851
Phone Calls Received	26,189	22,094
Times Jail Checked	2,552	3,294
No. House Checks Requested	268	141
Miles Driven	323,441	338,183
Gallons of Gas	30,137 4/10	35,382
Amount of Property Recovered	74,531.61	74,639



### 2.2.3 Training, Salary, and Working Conditions

The Sheriff has established a professional approach to law enforcement, and the Department consists of a highly trained group of individuals. A listing of the training received by Department members appears in Appendix C. In addition to basic training, where a minimum of 160 hours is mandated, advanced and specialized training has been afforded to upgrade the talents of the Department. Additionally, six members of the Department are pursuing 2-year associate degrees in police science or criminal justice at local colleges.

A procedural manual is available, and the policies of the Department are clearly spelled out.

The salaries of the Sheriff and his deputies are generally lower than salaries paid by the City of Laurinburg, and this has caused some dissatisfaction within the Department. While the starting pay of a deputy is close to that of the starting pay of a patrolman in Laurinburg, there is no approved step or merit increase program within the Department.

Despite some problems, particularly in the areas of salary and overtime, the morale of the Department is high. There is expressed concern among several members of the Department about the Sheriff's announcement of retirement because deputies serve at the pleasure of the Sheriff and generally do not have job security.

Generally, patrol deputies work around the clock, performing four 10-hour tours of duty with two days off. However, it is sometimes necessary to reassign deputies. This ability to be flexible can be an asset as well as a drawback, and could prove detrimental on evening tours when there is inadequate patrol coverage. Because the Department is spread thin, backup coverage on serious calls could result in a dangerous situation. In 1975, there were five assaults on deputies.

### 2.2.4 Equipment

The communications facilities utilized by the Department are up-to-date and more than adequate. They were provided through an LEAA grant.

The Department has seven automobiles, four marked and three unmarked. New automobiles are purchased every year. However, because there is no preventive maintenance program or adequate repair facilities, it is not uncommon for one or more cars to be out of service. Seven cars would generally be adequate if they were all in service.

The Department has its own photographic equipment and has the capability to do general crime scene processing. However, this capability

could be enhanced by purchasing more equipment that would aid in the investigation of crime scenes.\*

The County pays for officers' uniforms and firearms.

### 2.3 Laurinburg Police Department

The Chief of Police in Laurinburg is appointed by the City Manager. The Department employs 26 persons. An organizational chart appears in Figure 2-2. The Department provides police services to a population of approximately 12,500 persons.

Four patrol units, three patrolmen and one sergeant provide patrol coverage around the clock. A lieutenant is assigned to each shift. While there are times when not all four units are on patrol, it appears less likely that there is diminished patrol coverage as frequently as in the Sheriff's Department.

The Department employs two lieutenant investigators and one youth officer, who is also a lieutenant. Four positions are partially funded through LEAA funds.

#### 2.3.1 Crime in Laurinburg

Serious reported crime in Laurinburg for the year 1975 is less than that reported in the County in all Part I crimes. Table 2-4 illustrates reported crime and arrests for the years 1973-1975.

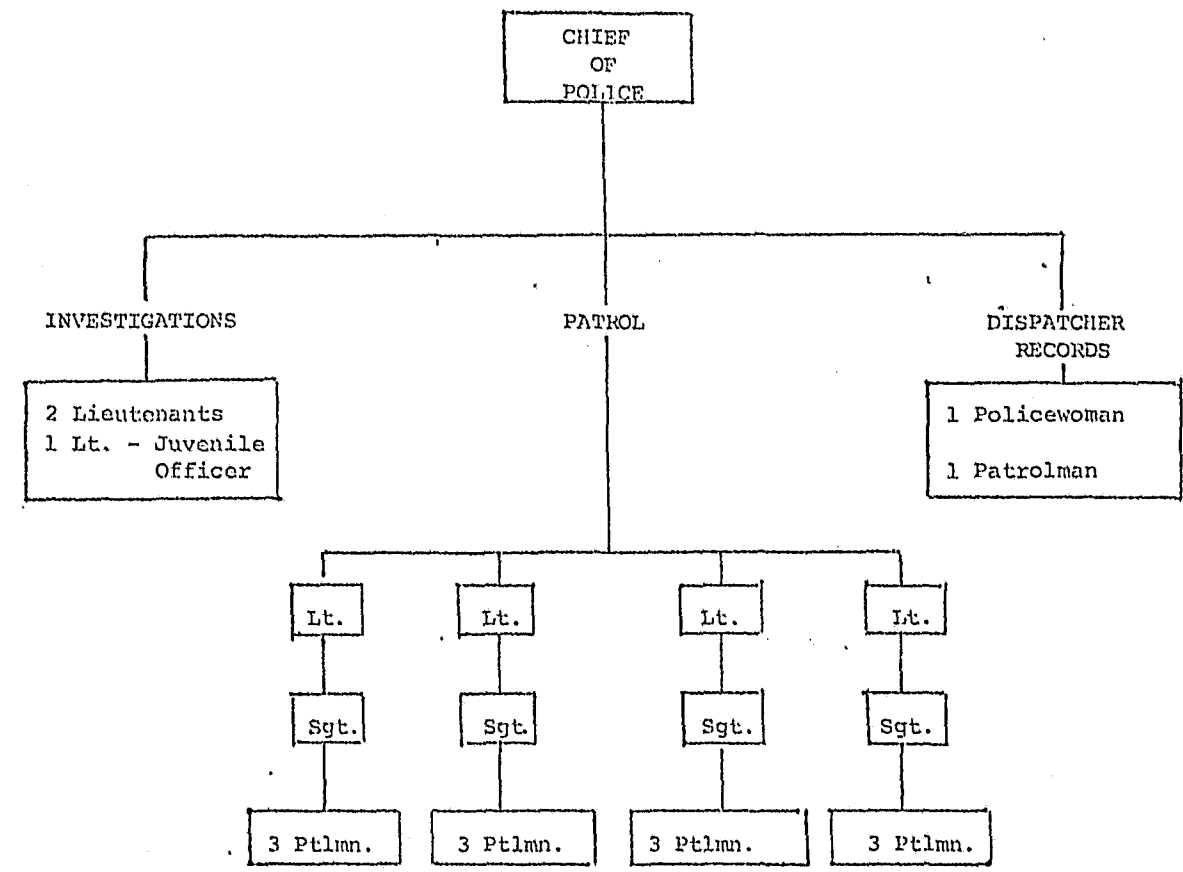
The most frequent crimes reported, as in the County, were burglaries, assaults and larcenies.

#### 2.3.2 Workload Factors

The nature of policing in the City is somewhat different than it is in the County, and the workload factors indicate several differences. For example, while both departments receive in excess of 20,000 telephone calls, the Laurinburg Police Department responded to 8,633 whereas the County Sheriff responded to 3,296. In 1974 the Laurinburg Police Department made a total of 2,391 arrests, whereas the Sheriff's Office made 1,172 arrests. The Sheriff's Office expended 1,777 hours in court, whereas the Police Department expended only 545 hours in court. Table 2-5 illustrates activities other than arrests for the year 1974.

---

\*The Department can, and does, call on the services of the State Bureau of Investigation in the more serious crimes. However, little use of SBI is made at the "average" crime scene.



Authorized strength is 26 personnel

Figure 2-2. Laurinburg Police Department Organization

TABLE 2-4

Laurinburg Police Department Part I Offenses Reported and Number of Arrests (1975)

Offense	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	* Total	# of **
Criminal Homicide	-	-	-	-	-	-	-	1	1	-	-	-	2	2
Rape	-	-	-	1	-	-	-	1	1	-	-	-	3	1
Robbery	1	-	1	1	-	-	1	1	2	-	-	-	7	0
Assault	14	14	11	15	26	26	14	25	16	15	18	11	211	227
Buglary (B & E)	27	22	14	21	12	9	12	12	16	23	27	17	212	68
Larceny - Theft (except M.V.)	30	22	26	24	25	26	21	10	26	33	40	26	309	136
Larceny - Motor Vehicle	1		1	1	1		4	2	3	1	2	1	17	13

\* Figures in this column are estimates based on average of first 11 months.

\*\* For 11 months

TOTAL NUMBER ALL ARRESTS: 2,942

TABLE 2-5

Laurinburg Police Department Activity Analysis (1974)

Value of Stolen Property Recovered	\$25,183.56
Telephone Calls Received	22,996
Parking Citations Given	19,118
Calls Answered	8,633
Doors and Windows Found Open	593
Hours in Court: District	545 Hrs.
Superior:	188 Hrs.
Juvenile:	21 Hrs.
Accidents Investigated	527
Richmond Tech. Inst. Basic Law Enforcement School	448 Hrs.
Witnesses Subpoenaed	183
Street Lights Reported	233
Hours of Special Duty	62
Notices Served	103
Traffic Lights Reported	46
Pistol Range Training	45 Hrs.
Quarts of Whiskey Seized	3½ Gal.
Total Miles Driven	239,785
Total Gallons Gasoline Used	28,220
50¢ Tickets Given =	1,116
\$1.00 Tickets Given =	258

Hours Spent in Class for Learning How to Operate the PIN Machine = 368 Hours  
To be Certified by the State.

Based upon the figures, it is apparent that the Police Department is able to manage a higher percentage of hours on patrol than the Sheriff's Department. Furthermore, since the area served is much smaller in geographical size; the patrol area is relatively confined and more easily patrolled.

Because the Police Department is not responsible for many of the activities handled by the Sheriff's Department, most time can be devoted to general law enforcement duties. A cautionary note is in order insofar as a comparison of the two departments is concerned. To begin with, it should be recognized that there are two different departments with differing levels of responsibility. For all practical purposes, the Police Department deploys 16 individuals on patrol with a backup lieutenant on each shift. Thus, 20 officers are devoted exclusively to patrol work. The Sheriff's Department provides only 9 deputies on patrol (12 if one counts the Federally funded deputies). There is no backup supervisor, and the dispatching is done by the jailer on duty, who cannot leave his post.

#### 2.3.3 Training, Salary Structure and Working Conditions

The training of Police Department personnel is consistent with a professional approach, and officers are afforded the opportunity to attend advanced training courses. At least one officer holds an associate degree, and the Chief is a graduate of the FBI National Academy. A list of training schools attended by members of the Department appears in Appendix D.

The salary structure of the Police Department, as noted earlier, is higher than that of the Sheriff's Department, and a progressive pay raise program is in effect. The salaries paid are consistent with or generally higher than other departments of similar size in North Carolina.

No interviews were conducted with members of the Department other than the Chief. However, based on interviews with the Chief and other persons it would appear that the morale of the Department is high and the officers view themselves as professionals.

Based upon the available data, it would appear that the Police Department is of adequate size and has the ability to be flexible in providing law enforcement services.

#### 2.3.4 Equipment

The communications facilities are adequate and up-to-date. They were provided through an LEAA grant.

The Department maintains seven automobiles, five marked and two unmarked, which are serviced by the City's garage. The Sheriff's Department recorded a total of 323,441 miles driven in 1974, as compared to 239,785 miles by the Police Department.

The Department maintains riot equipment, tear gas, and other equipment

necessary in the event of civil disorder. The Department also maintains its own photographic laboratory, with an estimated \$3,000 worth of equipment. The City pays for officers' uniforms and firearms.

### 3. ANALYSIS OF THE PROBLEM

#### 3.1 Introduction

The decision to establish a County Police Department rests on an infinite number of variables, some of which are quantifiable and others of which relate to such things as personal preference, political considerations, and the ability to develop cooperative arrangements. There are, of course, advantages and disadvantages in a proposal of this nature. Generally, it is safe to say that the trend throughout the Nation is to consolidate smaller police agencies and law enforcement operations to maximize service and minimize costs. There are no general rules that indicate the ideal number of police officers necessary to provide flexible police service in a cost/effective way.

When a department is too small, the administrator is limited in the use of personnel, and cannot easily bring to bear adequate resources to handle a specific problem. When a department is too large, there is likely to be a waste of resources.

With respect to the ratio of officers to population, a general rule of thumb would call for between 1.5 and 2.0 employees per 1,000 persons. Obviously, such variables as the crime rate, geographic area, enforcement responsibilities, and other demographic characteristics must be considered.

A further consideration is the professional level of the departments involved. Effectiveness is, or should be, related to education, training and experience.

Finally, in large measure effective police service depends upon the support of the community, both in a fiscal and general nature. The department must be responsible to the public, and free of pervasive political influence. The trend in the United States has been toward the development of professional police administrators who are appointed by an elected individual or body, or by a city or county manager.

One cannot rule out the various political factors which will come into play in any discussion of consolidation. Nor can one rule out the problems associated with any change. Ultimately, the voters of Scotland County must decide whether any proposed change will be for the better.

#### 3.2 Methodology

This study is based upon an analysis of the information and data presented in Section 2, and the general principles listed above. The following possibilities exist:



- o Maintain the present system.
- o Establish a County Police Department that would provide law enforcement services to Scotland County, excluding Laurinburg. This would involve a redefinition of the role of the Sheriff.
- o Establish a County Police Department that would include responsibility for policing Laurinburg. This would involve a consolidation of services.
- o Maintain separate departments, but consolidate certain services and support functions.

The above possibilities were viewed in terms of the following variables:

- o Levels of service.
- o Reported crime.
- o Staffing capabilities.
- o Cost/effectiveness factors.
- o Competency of personnel.
- o Short and long range goals for law enforcement services in Scotland County.
- o Political considerations.
- o Geographic and demographic characteristics of Scotland County.
- o Facilities and equipment costs.

Utilizing commonly held principles relative to the provision of law enforcement services, based upon the available data, and taking into consideration the views of those interviewed, an attempt was made to develop a series of alternatives that might be considered by the voters of Scotland County.

### 3.3 Analysis of the Present Situation

It is probably safe to say that the voters of Scotland County are receiving good police protection. In 1975, there were approximately 53 serious (Part I) crimes per 1,000 population. As noted, the highest percentage of crime occurs in the categories of assault, burglary, and larceny. There were 15 assaults per 1,000 population, 19 burglaries, and 13.5 larcenies in 1975.

Within the City of Laurinburg there were an estimated 58 Part I crimes

per 1,000 population. Of these, there were approximately 16 assaults, 16 burglaries, and 23 larcenies per 1,000 population. (See Table 3-1.)

These figures indicate that Scotland County is a relatively crime-free environment, and that both departments appear to be doing an adequate job of preventing crime.

A comparison of arrest rates by department indicates that the Laurinburg Police Department makes more arrests in the categories of assault, burglary, and larceny than the Sheriff's Department. (See Table 3-2.)

It should be noted that there are differences in comparing crime and arrest data, and that crime in urban areas generally tends to be higher than crime in suburban or rural areas. The above comparisons were made to provide some understanding of the crime picture in Scotland County as a whole, with a view towards considering ways in which effectiveness might be improved.

#### 3.4 Comparison of Activity Levels

As noted earlier, the Sheriff's Department employs approximately half as many personnel on patrol as the Laurinburg Police Department. A comparison of activity levels (crime and services) between the two departments indicates that the Sheriff's Department is understaffed.

When comparing Scotland County with Wilson County, which is of similar geographic size and in number of sworn personnel in 1974, one finds that Scotland County provides more preventive patrol and other services, but has less time for investigating crime and other enforcement activities. This analysis excludes time expended on jail coverage. (See Table 3-3.) It should be noted that there are more individual police departments in Wilson County, and this may have an impact on calls for service. Nevertheless, one might reasonably ask whether more crimes would be solved if more time was available for the investigation of crime and crime related activities.

No analysis of recordkeeping, report writing, or the adequacy of general support service was undertaken as a part of this study. However, it should be noted that both the Laurinburg Police Department and the Sheriff's Department maintain separate communications facilities and their own criminal records files. This duplication of effort reduces manpower available for primary law enforcement activities.

#### 3.5 Role of the Sheriff's Department

While the Sheriff is a Constitutional position, the Constitution does not spell out his duties. Some feel that, as an elected official, he must

TABLE 3-1

Comparison of Reported Part I Crimes Per 1,000 Population By Sheriff's Department and Laurinburg Police Department (1975)

	<u>Sheriff's Department</u> <sup>1</sup>	<u>Laurinburg Police Department</u> <sup>2</sup>
Number of Part I Crimes per 1,000	53.00	58.00
Homicide	.50	.15
Rape	.50	.23
Robbery	.78	.50
Assault	15.00	16.00
Burglary	19.00	16.00
Larceny	13.50	23.00
M.V. Theft	2.20	1.38

<sup>1</sup> Based on estimated population of 14,000

<sup>2</sup> Based on estimated population of 13,000

TABLE 3-2

A Comparison of Arrest Rates by the Sheriff's Department  
and the Laurinburg Police Department (1975)\*

<u>Total Part I Arrests</u>	<u>Sheriff's Department</u>	<u>Laurinburg Police Department</u>
Homicide	3	2
Rape	5	1
Robbery	6	0
Assault	195	227
Burglary (B&E)	55	68
Larceny	35	136
M.V. Theft	2	13

\*Includes only first 11 months for Laurinburg.

TABLE 3-3

Comparison of Estimated Activity Levels of  
Sheriff's Departments in Scotland and Wilson Counties

	Scotland County Sheriff's Dept. (13) <sup>1,2</sup>	Wilson County Sheriff's Dept. (14) <sup>3</sup>
Investigation (Criminal, traffic and associated report writing)	21	30
Enforcement (criminal and traffic)	18	30
Preventive Patrol (protection of places and persons)	34	20
Other services (court appearances, community service programs)	27	20

<sup>1</sup>Numbers in brackets indicate sworn personnel, exclusive of jailers and CETA Personnel.

<sup>2</sup>Based on data provided.

<sup>3</sup>Estimated by Department

Source: Scotland County Sheriff's Department and Law and Order Section (Cited in A Plan for Development, and Administration of the Wilson County Police Department, p. 13.)

devote some percentage of time to campaigning.\* There does not appear to be widespread dissatisfaction with the job that the current Sheriff is doing. The primary interest lies in whether a County Police Department will be more effective and efficient.

In the event a County Department is established, an elected Sheriff and at least one Deputy must be retained. It would also appear that, under common law, the Sheriff will continue to have some responsibility for providing police protection.\*\* However, this does not preclude the establishment of a County Police Department.

In the event a County Police Department is established, it is felt that the Sheriff would continue to have responsibility for the courts, and for serving civil and criminal papers. There is some question as to whether he would retain control of the jail, although this is likely because of the proximity to the courts and the present physical arrangements.

### 3.6 Current Cost Factors

The current budget for the Sheriff's Department and maintenance of the jail appear in Figure 3-1. The principal expenditure is for personnel, where 68 percent of the budget is for patrol and law enforcement personnel services, and 74 percent of the jail budget is for personnel services.

The current starting pay for a deputy sheriff in Scotland County is \$7,200. The current starting pay for a patrolman in Laurinburg is \$7,541. While there is not a large difference in starting salaries, a patrolman in Laurinburg can attain a salary of \$10,106. in seven steps, whereas there is no such plan in the County Department. It would appear that some patrolmen in Laurinburg make more money than do supervisors in the Sheriff's Department, even though the length of service is the same.

In the event a County Police Department is established, it should be with a view toward equalizing salaries.

The current costs for facilities and equipment would increase were a County Police Department established. The major cost would be for housing

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\*See, for example, The Laurinburg Exchange editorials on June 18, 1975, "Seeking Professional Acceptability," and June 25, 1975, "It's The System, Not the Men."

\*\*See A Plan for Development, Implementation and Administration of the Wilson County Police Department. Institute of Government, University of North Carolina, 1974, p. 11.

SCOTLAND COUNTY

Unit

ANNUAL BUDGET ESTIMATE - EXPENDITURES

Fiscal Year: 1975-76

Code:

Fund: General - Regular

Department: Sheriff's

Page No. 10

Object of Expenditure	Number	Last Year		Current Year			Coming Year		
		Actual	Budget	Actual to February 28	Estimated Mar./June	Estimated Entire Year	Requested	Recommended	Approved by Board
Salaries		115,026.30	118,622.00	78760 68	55,940.56	134,706.24	115,026.30	118,622.00	138,022.00
Gas, Oil, Repairs, Etc.		18,580.85	17,250.00	14933 03	6,000.00	20,933.03	20,000.00	20,000.00	20,000.00
Insurance & Bonding		3,648.50	5,010.00	5008 00	-	5,008.00	5,010.00	5,010.00	5,010.00
Maintenance-Equip. & Radios		1,487.75	800.00	588 34	200.00	788.34	800.00	800.00	800.00
Printing & Supplies		1,520.74	2,000.00	1344 47	650.00	1,994.47	2,000.00	2,000.00	2,000.00
Rent-Pin Machine		1,842.00	1,850.00	1381 50	460.50	1,842.00	1,852.00	1,852.00	1,852.00
Training & Schooling (Emerg.)		-	-	-	-	-	-	-	-
Travel-Out of County		4,753.53	2,990.00	1257 59	1490.00	2,747.59	3,500.00	3,500.00	3,500.00
Uniforms		2,821.15	3,600.00	3626 98	-	3,626.98	3,800.00	3,800.00	3,800.00
LEAA Projects		10,681.92	2,030.00	217 00	1813.00	2,030.00	2,030.00	2,030.00	2,030.00
Equipment-Auto-Repl.		16,624.00	1,450.00	4095 00	17,355.00	21,450.00	22,500.00	22,500.00	22,500.00
Salary - LEAA		-	20,400.00	-	-	-	-	-	-
TOTALS		175,026.30	195,002.00	111,215 59	85,909.06	195,121.65	201,547.00	197,514.00	199,514.00

NUMBER OF EMPLOYEES: Prior Years \_\_\_\_\_ Current Year \_\_\_\_\_ Requested \_\_\_\_\_ Recommended \_\_\_\_\_

Form H-AS 10-1 (Revised from HERS Rev. 1171 Durham, N.C. 27702)

R-76-106  
3-8

Figure 3-1. Annual Budget for the Sheriff's Department (1975-1976)  
(Page 1 of 2)

SCOTLAND COUNTY

Unit

ANNUAL BUDGET ESTIMATE - EXPENDITURES

Fiscal Year: 1975-76

Code:

Fund: General - Regular

Department: Jail

Page No. 11

Object of Expenditure	Number	Last Year		Current Year			Coming Year			
		Actual	Budget	Actual to February 28	Estimated Mar./June	Estimated Entire Year	Requested	Recommended	Approved by Board	
Salaries		31,914.00	38,401	25,200	88	32,100.12	39,401.00	40,125.00	38,401.00	38,401
Groceries & Supplies		10,135.50	9,775	6,688	92	3,011.09	9,775.00	10,000.00	10,000.00	10,000
Insurance & Bonding		36.00	36	36	00	-	36.00	36.00	36.00	36
Laundry & Dry Cleaners		386.82	800	317	98	140.00	457.98	475.00	475.00	475
Maintenance		725.82	2,450	2,343	01	100.00	2,443.01	2,450.00	2,450.00	1,759
Maintenance Equipment		297.35	500	10	00	90.00	100.00	500.00	500.00	500
Medical Expense		564.66	800	250	44	160.00	410.44	650.00	650.00	650
Miscellaneous - Pest Control		160.00	200	105	00	95.00	200.00	200.00	200.00	200
Special Travel		360.00	-	-	-	-	-	-	-	-
TOTALS		44,520.13	52,962.00	34,951	123	36,871.20	51,923.45	54,437.00	52,712.00	52,01
NUMBER OF EMPLOYEES:		Prior Year	Current Year	Requested	Recommended					

R-76-106  
3-9

Figure 3-1. Annual Budget for the Sheriff's Department (1975-1976)  
(Page 2 of 2)



the Department, for the current facility is not adequate to house both the Sheriff's Department and a County Department. In fact, the current facilities are generally inadequate for the Sheriff's Department, and the traffic flow around the jail creates a security problem.

The facilities of the Laurinburg Police Department are probably adequate for the current force, but any increase would make them inadequate. Thus, if there were consolidation, additional space would be required to house the Department.

The principal equipment costs for the Sheriff's Department are for automobiles. The cost of gasoline and maintenance for the automobiles is larger than the cost of purchasing them, which raises several questions concerning preventive maintenance. In 1975, the Department used 35,382 gallons of gasoline at an estimated cost of \$17,691. The budget figure of \$20,933. was apparently insufficient, and it would appear that maintenance costs exceeded an average of \$1,000. on each of the seven automobiles.

The average mileage on each automobile was 48,311 during 1975. (Computed by dividing total mileage, 35,382, by the number of cars, 7). Obviously, some autos were driven more and some less than the average, but in any event it would appear that the maintenance costs are disproportionately high.

Approximately \$1,800. was expended for rental of the PIN (Police Information Network) machine, which links the Department with computerized State and Federal records. While this is a necessary expense under the current arrangement, it should be noted that the Laurinburg Police Department also rents a machine. Consolidation would eliminate the cost of one machine.

Other cost expenditures do not appear inordinate. Little or no funds were allocated for the purchase of equipment, other than uniforms and weapons, and some funding is probably necessary in this area.

### 3.7 Education and Training

There is no doubt that both the Sheriff's Department and the Police Department are striving for a professional approach to law enforcement. Both the County and the City have provided funding and time to enable individuals to attend training sessions, and this results in a higher quality of police service.

While most of the costs incurred in training are borne by the Law Enforcement Assistance Administration, this may not always be the case. There is also a cost in terms of time when an individual undergoes training, and every effort must be made to retain qualified personnel. Excluding the Sheriff, the average deputy has been with the Department for 2-1/2 years, with only three having more than 6 years of service. This indicates a high rate of turnover which is costly both in training and experience.

There is also probably some unnecessary duplication of training insofar as both Departments are concerned, for in some cases two or more individuals are being trained where fewer may be needed given the particular problem. For example, both Departments each use two investigators. If each investigator were trained as a specialist in a particular area (i.e., homicide, robbery, burglary), it might result in a higher percentage of successful investigations.

#### 4. FINDINGS AND CONCLUSIONS

##### 4.1 Feasibility of a County Police Department

Given the data presented previously and based upon criminal justice management principles, it is the Consultant's opinion that a County Police Department would provide a more effective and efficient delivery of services to the citizens of Scotland County.

This conclusion rests on several presumptions:

- o That the Chief of Police be a professional police manager with administrative experience and an understanding of the problems of policing in Scotland County.
- o That the Chief of Police report to a single individual who is appointed by an elected committee.
- o That the Department be provided with adequate personnel, equipment, facilities, and other necessary support.
- o That clear policies with respect to jurisdiction, provision of services, and working relationships with the Sheriff's office are developed at the outset.

##### 4.2 Models for a County Police Department

The establishment of a County Police Department depends upon several considerations, not the least of which is the opinion of the voters, who must approve the formation of a County Department prior to implementation.

With this in mind, two proposed models for a County Police Department are illustrated. At the outset, it should be noted that the establishment of a County Police Department will result in additional costs. However, it should also be noted that the current staffing level and salaries of the Sheriff's Department are below acceptable standards for effective police service. Thus, even if the proposal for a County Department is rejected, consideration should be given to providing additional funds to the Sheriff's Department.

###### 4.2.1 A Unified County Police Department

In the Consultant's opinion, the establishment of a unified County Police Department, which would consolidate all police services in the County, would provide the most effective means of delivering police services at minimum costs.

A countywide police department, under the jurisdiction of a single Chief of Police, would be large enough to provide flexible police service to meet

changing needs, and to specialize in areas that will maximize effectiveness.

There is no question that consolidation would result in several administrative problems relative to policing the municipal and rural areas. Nevertheless, obstacles could be overcome by exercising imaginative leadership. The proposed organizational chart in Figure 4-1 is illustrative of one type of approach.

Use of this approach two captains, or deputy chiefs of police, would assist the Chief of Police in administration of the department, one having specific responsibility for field operations and the other for support services.

The total personnel complement would be 45 positions, including the following:

Chief of Police	1
Captains or Deputy Chiefs	2
Lieutenants	4
Sergeants	3
Investigators	5
Police Officers	26
Clerk-dispatchers	4

The organization chart provides for varied levels of patrol coverage on different shifts to meet the varying needs for calls for services. Under this proposal, two patrol officers would work steady day shifts and three steady evening shifts. By arranging the shifts in the following manner, the Consultant believes that better coverage is maintained than the traditional 12-8, 8-4, 4-12 approach.

Night Shift	2 a.m. - 10 p.m.
Day Shift	10 a.m. - 6 p.m.
Evening Shift	6 p.m. - 2 a.m.

There are, of course, several variations that might be used, including overlapping shifts. Shift changes could take place weekly, biweekly, or monthly, depending on personal preference.

Under this proposal there would not be diminished patrol coverage in either the City or the County, but the shift commander would be in a position to redeploy the patrol force to meet an emergency requiring more manpower. The proposal also provides for unity of command because only one individual would be in charge.

Utilizing a team approach, each shift would develop patrol specialists in specific areas, such as evidence collection, crime prevention, crisis intervention, community relations, drunkometer technician, etc. Thus, a trained specialist would be on duty at all times to meet needs as they arise.

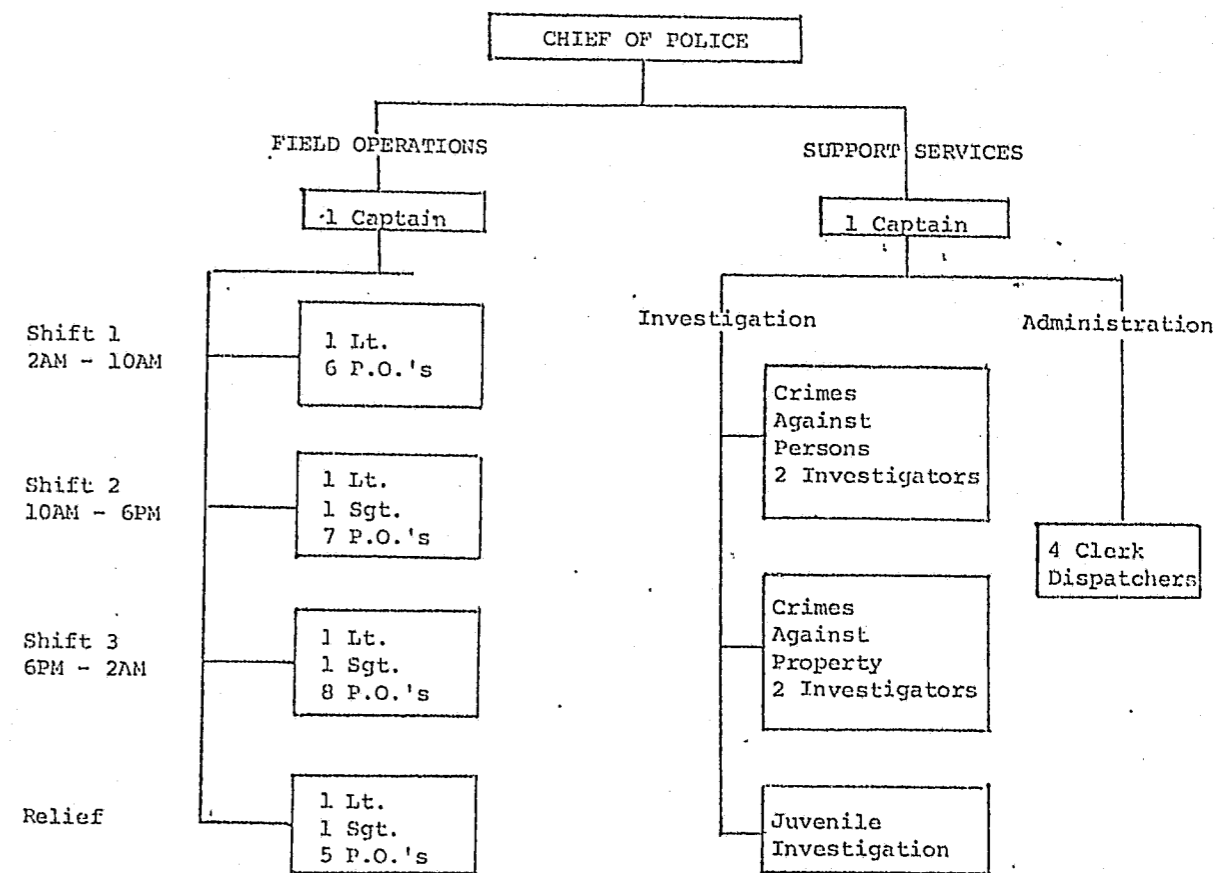


Figure 4-1. Organizational Model of Consolidated Police Department

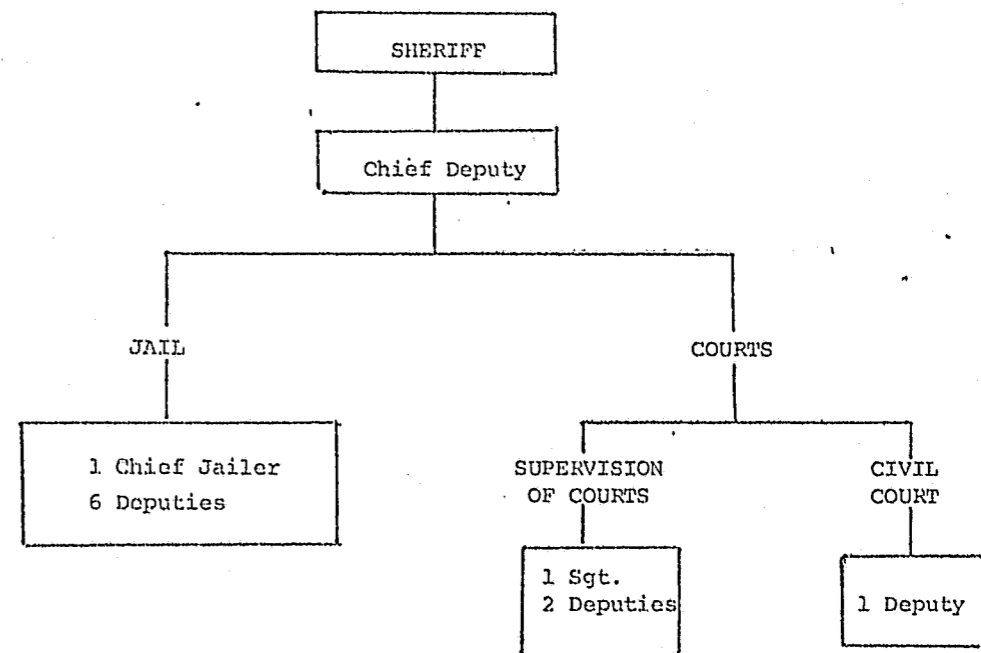


Figure 4-2. Organizational Model for Sheriff's Department with Jail.

There is no sergeant on the day shift, since it is assumed that there will be adequate supervisory coverage during the day.

During the initial phase, it is anticipated that officers would be used in areas with which they are familiar (i.e., city, or county). However, over the years officers would be trained to operate in either the city or the county, thereby creating greater flexibility.

The support services unit would consist of the investigative unit, juvenile officer, and clerk dispatchers. In addition to serving as dispatchers, each individual would provide clerical service and have a specific records keeping function. For example, an individual might be assigned to a specific function such as maintenance of arrest records, crime analysis, statistics, etc.

The decision to utilize sworn personnel in these positions would depend upon personal preference, but it would be possible to employ civilians in these positions at lower cost.

#### 4.2.2 Equipment and Facilities

The proposed Department would require 14 vehicles: Ten marked patrol vehicles, and four vehicles for administrative and investigative services. Given the mileage figures, and if a good preventive maintenance program were established, it should be possible to retain vehicles for 18 months or 2 years, which would reduce the costs of the extra vehicles.

There would be a need for a new facility to house the Police Department, and this would be the largest single cost involved in implementation of the consolidation model. However, funding assistance may be possible through a matching grant through LEAA, and this should be explored with the LEAA Regional representative.

Additional costs, such as uniforms and changeover of automobiles may also be supportable through LEAA funds.

#### 4.2.3 Jail and Sheriff's Department

Under this proposal, the responsibility for the jail would remain with the Sheriff's Department. Figure 4-2 illustrates the personnel needs for staffing the jail and providing court services.

Thirteen persons would be required to provide adequate staffing. Three automobiles would be required for transporting prisoners, mental patients, and other duties, including service of papers.

The current jail is adequate to meet the needs of the County, and there would be no additional facilities costs.

#### 4.2.4 A Separate County Police Department

Because the decision to consolidate the Laurinburg Police Department and the Sheriff's Department may not be feasible at the present time, the following model illustrates a proposed County Police Department that does not include Laurinburg. Figure 4-3 illustrates the organization and staffing necessary for such a proposal.

Under this proposal, 27 persons would be necessary to provide effective police service. One cannot help but notice the duplication of services by both the city and the county, but this is a problem that must be considered. Minimum staffing requires that there is a good backup capability in the event an officer requires assistance. Further, the large geographic area to be patrolled requires that adequate coverage be available.

There is greater flexibility under this proposal than currently exists in the Sheriff's Department, but not as much as there would be under the consolidated proposal.

The staffing for this proposal would be as follows:

Chief of Police	1
Captain or Deputy Chief	1
Lieutenant	1
Lieutenants or Sergeants	4
Investigators	2
Juvenile Investigator	1
Police Officers	13
Clerk-dispatchers (sworn personnel)	4
	<hr/>
TOTAL	27

Under this proposal the Sheriff's Office would continue to staff the jail. There would be no major cost saving if the jail was staffed by the County Police Department unless the Department was housed in the County Court building, in which case it would be possible to eliminate four dispatchers and four jailers.

#### 4.3 Cost Analysis

As noted earlier, there will be additional costs involved in establishing a County Police Department. However, to provide the reader with some understanding of comparative costs, Table 4-1 illustrates percent costs and the costs involved under each of the proposals. Tables 4-2 and 4-3 indicate variable personnel costs for a County Police Department and for upgrading the Sheriff's Department.



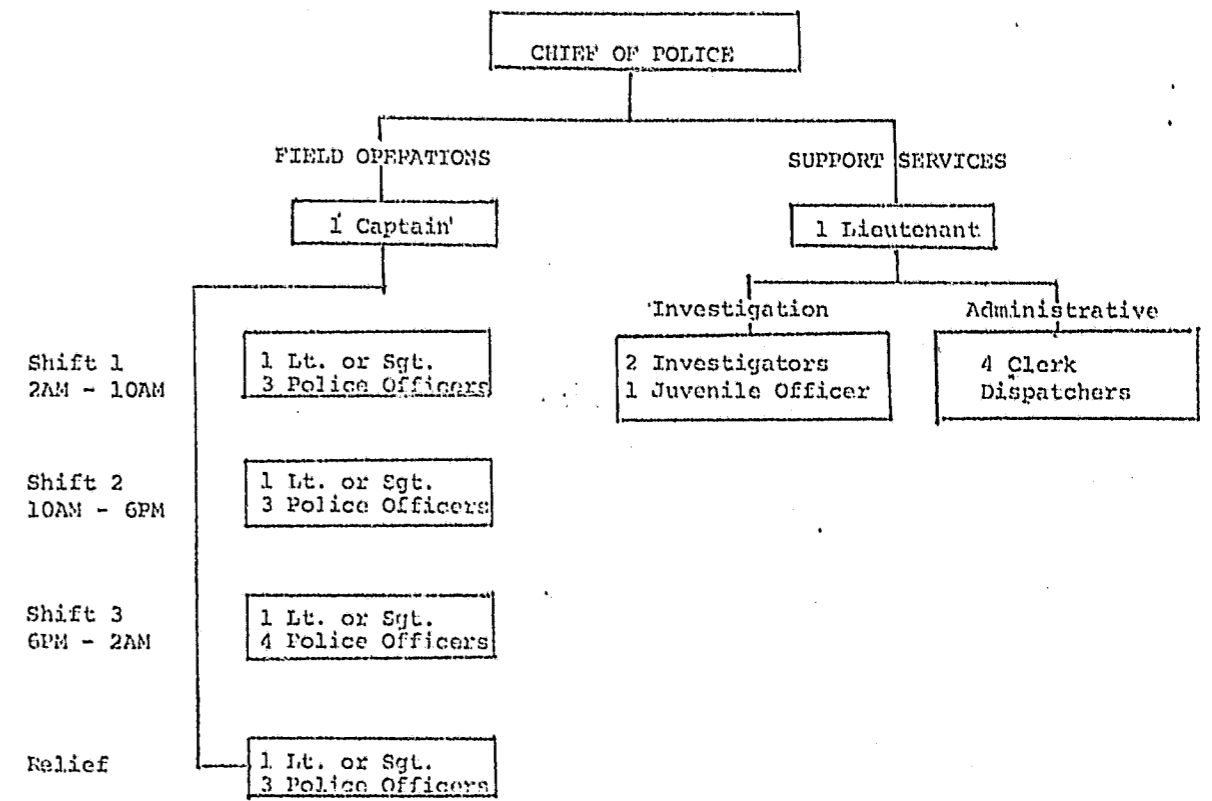


Figure 4-3. Organizational Model for Separate County Police Department

TABLE 4-1

Comparison of Costs Involved in Various Proposals

	Present Sheriff's Department	Proposal 1 Consolidated Department	Proposal 2 Separate Department	Separate Department With Jail	Cost to Upgrade Sheriff's Department
Personnel, other than Jail (exc. col. 4)	134,701	421,000	212,500	247,500	181,500
Automobiles	21,450	43,000	22,000	22,000	22,000
Gas, Oil, Repairs, etc.	20,933	40,000	21,000	21,000	21,000
Insurance & Bonding	5,008	10,000	5,000	5,000	5,000
Uniforms	3,629	6,000	4,000	4,000	3,500
Travel out of County	2,749	4,000	2,500	2,500	2,500
Rent PIN Machine	1,842	1,850	1,850	1,850	1,850
Other	4,812	6,000	5,000	15,000	5,000
Sub-Total	195,124	531,850	273,850	318,850	242,350
<u>JAIL</u>		Reorganized Sheriff's Department	Reorganized Sheriff's Department	Sheriff's Department Without Jail	
Personnel	38,401	115,000	115,000	41,500	60,500
Groceries - Supplies	9,775	10,000	10,000	-	10,000
Insurance - Bonding	36	50	50	50	50
Other	3,610	4,000	4,000	4,000	4,000
Vehicles	-	10,000	10,000	7,000	-
Sub-Total	51,822	139,050	139,050	52,500	74,550
TOTAL	246,946	670,900	412,900	373,350	316,900

TABLE 4-2

Personnel Costs For County Police Department

	Consolidated Departments	Separate Department
Chief	18,000 x 1 = 18,000	15,000 x 1 = 15,000
Deputy Chief	14,000 x 1 = 14,000	13,000 x 1 = 13,000
Lieutenant	11,000 x 4 = 44,000	11,000 x 1 = 11,000
Sergeant	9,500 x 3 = 28,500	9,000 x 4 = 36,000
Police Officer	8,500 x 30 = 255,000	8,500 x 13 = 110,500
Investigator	9,500 x 5 = 47,500	9,000 x 3 = 27,000
	421,000	212,500

TABLE 4-3

Personnel Costs For Sheriff's Department

	Reorganized Sheriff's Dept. With Jail	Reorganized Sheriff's Dept. Without Jail	Cost to Upgrade Sheriff's Dept.
Sheriff	15,000 x 1 = 15,000	15,000 x 1 = 15,000	16,000 x 1 = 16,000
Chief Deputy	13,000 x 1 = 13,000		14,000 x 1 = 14,000
Chief Jailer	9,500 x 1 = 9,500		9,500 x 1 = 9,500
Sergeant	9,500 x 2 = 9,500	9,500 x 1 = 9,500	9,500 x 4 = 38,000
Jailers	8,500 x 6 = 51,000		8,500 x 6 = 51,000
Deputies	8,500 x 2 = 17,000	8,500 x 2 = 17,000	8,500 x 10 = 85,000
Investigator			9,500 x 3 = 28,500
	115,000	41,500	242,000

The salaries depicted are approximately mid-level on the Laurinburg pay scales for police officer, and have not been computed on the basis of time-in-grade, experience, etc. Thus, some allowance for error should be made, but this should not exceed five percent in either direction.

The cost of Proposal 1 is based on the assumption that the County will assume the costs of the Department. This will result in a significant saving to residents of Laurinburg.

The figures cited do not take into account Federal funding through LEAA or CETA. A consolidated department should be eligible for additional funding based on size. For example, the 1976 Annual Action Plan (LEAA) provides several areas where possible funding may be obtained to assist in the planning and implementation for reorganization.

Among the categories which should be explored are:

- o Funding to establish a planning unit (see p. III-50, A Criminal Justice Plan for North Carolina - 1976).
- o Funding for a Crime Prevention Officer (see p. III-54).
- o Crime Specific Crime Prevention Officer (see p. III-63).
- o Detection, Deterrence and Apprehension (see p. III-69).
- o Centralization of Law Enforcement Services (see p. III-85).
- o General Patrol and Civilian Personnel. This project will support up to three patrol officers. (see p. III-100).
- o Officer Safety and Support (see p. III-105).
- o Detention Services (see p. III-113).
- o Additional Jail Staff (see p. III-115).
- o Law Enforcement Juvenile Units (see p. III-203).

Both Departments are currently receiving some LEAA funding under one or more of the above programs. To clarify eligibility and explore other funding possibilities, contact should be made with the appropriate regional criminal justice planning director or the Law and Order Section. Significant cost savings through external assistance will provide an incentive for transition.

While the short-term costs may appear high, the provision of effective services through consolidation should decrease long range costs. For example, a single administrator working closely with elected representatives should be able to increase efficiency. The more individuals requesting funds, the greater the likelihood of duplication of effort and services.

## 5. RECOMMENDATIONS

The following recommendations represent four possible approaches to police service in Scotland County. They are listed in descending order. That is, in the Consultant's opinion, the first recommendation would provide for the most cost-effective service, with the last being least cost-effective. There is, of course, one other possibility, and that is to maintain the status quo. However, the Consultant believes that the Sheriff's Department is already undermanned, given the level of service he is providing.

- Recommendation with Highest Priority -- Establish a consolidated County Police Department, which would include Laurinburg, Gibson, and Wagram.
- First Alternative Recommendation -- Establish a separate County Police Department with a view towards eventual consolidation of all law enforcement services in the County.
- Second Alternative Recommendation -- Upgrade the Sheriff's Department.
- Third Alternative Recommendation -- In the event law enforcement services are not consolidated, the possibility of sharing services and developing mutual support capabilities should be explored.

Specific recommendations for the implementation of the above proposals is discussed in more detail in Sections 3 and 4. A good sourcebook for particulars (such as management, operations, and records) is A Plan for Development, Implementation and Administration of the Wilson County Police Department.

The County Police concept is viable in Scotland County, and a well managed department should result in reducing crime and providing efficient, timely police service to the community. In large measure, the only way to combat crime is through a flexible, innovative approach to the problem. There are, of course, some areas in which there are no known means of preventing crime -- particularly when there is a victim suspect relationship. It may be that crimes such as homicide and assault cannot be prevented by police action, and the public must recognize that good police service depends on citizen support. Crime in Scotland County is currently below the average for North Carolina, according to the available data. With foresight and the willingness to support law enforcement, this trend should continue.

There are political problems associated with consolidation, as well as additional costs. However, if one were to include the costs now incurred by Laurinburg, Wagram, and Gibson in the funding of a consolidated Department,

the increased costs would not be great. Also, an active planning capability should result in the ability to develop LEAA support for what is certainly a relatively new concept in North Carolina.

Undoubtedly, there will be some problems if consolidation occurs. For example, to whom does the Chief report? Who is responsible for appointing the Chief? How does one ensure that the level of current services are maintained, and that emphasis is not placed primarily on either the City or the County? What will be the relationship between the County Police Department and the Sheriff's Office? These are not questions that are easily answered, and it will be necessary for different interest groups to work together. One approach to solving the problem between the City and the County might be to establish a Board of Police Commissioners, consisting of elected members from the City Council and the Board of County Commissioners. This Board would set general policies and make recommendations relative to budgetary matters. However, it should be recognized that the Chief is responsible for the day-to-day management of the Department, and he should report directly to one individual, such as the County Manager.

Some persons will argue that such an approach removes the power of removal by vote from the public, but this is not the case. In fact, the City of Laurinburg currently has a Chief of Police who is not elected, but he is still responsible to the public through the elected City Council. Further, he can be removed at any time if his performance is not adequate. Such is not the case with the Sheriff, who is elected for a 4-year term. If a new Sheriff is elected and he proves ineffective, there is little that the voters can do but wait until the next election. In addition, his powers of appointment could lead to a pervasive system of political patronage. Fortunately, this is not the case in Scotland County at present, according to those interviewed.

Perhaps the needs of the future are best summed up in the report Police, by the National Advisory Commission on Criminal Justice Standards and Goals:

Every State and local government and every police agency should provide police services by the most effective and efficient organizational means available to it. In determining this means, each should acknowledge that the police organization (and any functional unit within it) should be large enough to be effective but small enough to be responsive to the people. If the most effective and efficient police service can be provided through mutual agreement or joint participation with other criminal justice agencies, the governmental entity or the police agency immediately should enter into the appropriate agreement or joint operation. At a minimum, police agencies that employ fewer than ten sworn

employees should consolidate for improved efficiency and effectiveness. (p. 108.)



**CONTINUED**

**1 OF 2**

Appendix A

Enabling Legislation For County Police Departments

R-76-106  
A-1

GENERAL ASSEMBLY OF NORTH CAROLINA  
SESSION 1975



SENATE BILL 872

Short Title: Scotland Co. Police.

(Local)

Sponsors: Senator Odom.

Referred to: Local Government.

May 26, 1975

1 A BILL TO BE ENTITLED  
2 AN ACT TO AUTHORIZE THE BOARD OF COUNTY COMMISSIONERS OF SCOTLAND  
3 COUNTY TO ESTABLISH A COUNTY POLICE DEPARTMENT.  
4 The General Assembly of North Carolina enacts:  
5 Section 1. The Board of County Commissioners of  
6 Scotland County is hereby authorized, by ordinance duly adopted,  
7 to establish a county police department for the purpose of better  
8 law enforcement in the county.  
9 If the board of commissioners establishes a county  
10 police department, it shall be operated under the control of the  
11 board of commissioners as any other county department. The board  
12 shall have all the powers conferred by general law in the  
13 administration of the police department.  
14 Sec. 2. The chief of the county police and each member  
15 of the police force shall have full power of arrest and to serve  
16 and execute both criminal and civil process throughout the  
17 county.  
18 Sec. 3. In the ordinance establishing the county police  
19 department, the board of commissioners may, at its option, assume  
20 full control and responsibility for the operation of the county  
21

1 jail and the care and custody of persons placed therein and shall  
2 appoint the jailer and such other personnel required to operate  
3 the jail. The board of commissioners, in its discretion, may  
4 leave the care and custody of the jail under the supervision of  
5 the county sheriff, but the ordinance creating the county police  
6 department shall specify whether the sheriff or the commissioners  
7 shall have the care and custody of the jail.

8           Sec. 4. If the board of county commissioners creates a  
9 county police department, its primary duty shall be the  
10 enforcement of the criminal laws within the county and the  
11 primary duty of the sheriff shall be to serve and execute civil  
12 process, and perform such other civil duties as may be imposed by  
13 law. The sheriff shall attend upon the superior and district  
14 courts within the county.

15           Sec. 5. If the county police department is created and  
16 established, any municipality in the county is authorized to  
17 enter into an agreement with the board of county commissioners  
18 for the county to provide police protection in the municipality.  
19 The terms of the agreement shall be such as the parties mutually  
20 agree.

21           Sec. 6. If the board of county commissioners does not  
22 adopt the ordinance to establish the county police department  
23 before January 1, 1978, then this act shall become null and void  
24 on said date.

25           Sec. 7. This act shall become effective upon  
26 ratification.

27  
28

(Please type or use ballpoint pen)

H. B. No. \_\_\_\_\_

DATE June 19, 1972

S. B. No. 572

Amendment No. 1

(to be filled in by  
Principal Clerk)

Rep. )

Rye

Sen. )

moves to amend the bill on page 2, line 21

by rewriting Sec. 6 to read as follows: "The Scotland County Police  
Department may be established only by approval of the voters of the  
county in a referendum called for such purpose by the board of county  
commissioners after public hearing and prior to June 30, 1976."

SIGNED [Signature]

ADOPTED / /

FAILED \_\_\_\_\_

TABLED \_\_\_\_\_



Appendix B

Job Descriptions -- Sheriff's Department

SUPPLEMENT ON RULES & REGULATIONS OF SHERIFF'S DEPT.

Duties of Chief Deputy

The Chief Deputy is second in command of all operations in the department. As such, he would be responsible for the smooth operations of all divisions and classifications; would recommend for promotions to each division head as they become necessary.

He would, also, have authority to recommend hiring and dismissal of any man under his command, after consulting with the Sheriff before any final decision be rendered.

The Chief Deputy could suspend any personnel for any good reason for up to (5) days without consulting the Sheriff.

If any man is to be fired or dismissed, a conference would be held between Chief Deputy and Sheriff before any final determination be made.

The Chief Deputy is second in command of the Sheriff's Department and is subordinate only to the Sheriff. He acts in the capacity of Chief Administrator and Executive to the Sheriff who may, at any time, detail specific administrative duties to him. During the Sheriff's absence from duty, the Chief Deputy automatically assumes all duties and responsibilities of the Sheriff. At such times, the Chief Deputy is in supreme command and upon him rest the responsibility of making administrative decisions and otherwise conducting the affairs as Chief Executive Officer of the department. Should the Sheriff and Chief Deputy be out of the county at the same time, then the Lieutenant would be in charge.

Policy Governing the Recruitment of Employees

Because the functions of the Sheriff's Department involve the protection of life and property and the enforcement of the law, and because fundamentally all functions of the department are in the interest of public welfare and safety and because peace officers by law are endowed with authority far beyond that possessed by the ordinary citizen, the department has an indispensable obligation to the public it serves to insure that individuals with criminal records, questionable loyalty or morals and unstable personalities are not employed. Therefore, an investigation shall be conducted into the character and background of each candidate for employment with this department for the purpose of establishing the suitability of each such candidate for such employment. Candidates with criminal records, questionable loyalty or morals and unstable personalities shall be rejected where the facts established by an investigation warrants such action. Effective March 15, 1973, new hiring procedures became effective by legislative approval. See Sheriff for new rules and regulations.

JAILER

Nature of Work

This is custodial work in maintaining the security of prisoners in the county jail.

Employee is responsible for the general operation of the county jail including the safekeeping of prisoners, accuracy of records and maintenance and upkeep of the jail. Work is guided by standard procedures and jail regulations, but employee must be alert at all times to handle any emergency that arises. Work is performed under the general supervision of the Sheriff and is reviewed by observing adherence to duty, records kept and the effective manner in which the jail is operated.

Illustrative Examples of Work

Commits and releases prisoners from confinement, prepares proper legal forms regarding confinement or release and maintains a complete record on each prisoner committed or released.

Arranges for visitors to see prisoners; inspects all items brought to jail for prisoners; checks incoming and outgoing mail.

Supervises trustees working around the jail.

Patrols entire jail area periodically to prevent escapes and maintain order.

Answers telephone, dispatches cars on calls and operates two-way radio, Pin Machine.

Provides for the general welfare of the prisoners and arranges for any medical services needed for the prisoners.

Performs general cleaning and minor maintenance of the jail and grounds, checks boiler and heating system periodically and notifies immediate supervisor of any major damages or repairs.

Keeps on the alert for fires, property damage and other emergencies.

Prepares periodic reports on the number and status of prisoners and the operation of the jail.

Performs related work as required.

Knowledge, Skills and Abilities

Considerable knowledge of the practices and procedures involved in the operation of a jail and the methods of handling prisoners.

General knowledge of the laws and statutes pertaining to commitment, confinement and release of prisoners.

General knowledge of legal forms, papers and records pertaining to confinement

Ability to make decisions and take prompt, effective action in emergency situations.

Ability to establish and maintain effective working relationships with other officials, other employees and the general public.

Acceptable Training and Experience

Completion of the twelfth (12) grade and some experience in law enforcement or custody work.

Necessary Special Requirement

Possession of a valid Radiotelephone Operator's License, third class, as issued by the Federal Communications Commission.

Attend Jail Schools as prescribed by State Department.



QUALIFICATIONS FOR DEPUTY SHERIFF OF SCOTLAND COUNTY

1. Be at least 20 years of age and shall not have reached his 50th birthday.
2. Is not addicted to the use of intoxicating liquors or narcotic or habit-forming drugs.
3. Who has not been convicted of any felony or misdemeanor involving moral turpitude.
4. Nor a habitual violator of the law.
5. Shall be an able-bodied person, able to speak the English language understandably.
6. And write said language legibly.
7. Be in possession of valid N. C. Driver's License.
8. Be of impeachable loyalty to the United States of America.
9. One who has not made any material false representation or one who has not attempted any deception or fraud in connection with the filing of his application.

Probation Required

After appointment, an employee shall serve a probationary period before appointment is complete. During such probationary period before appointment is complete, the Sheriff, without cause, shall discharge any employee he deems will not fit in.

The probationary period shall be at least 12 months duration. After 12 months probation, if not discharged, the appointment is permanent. This probationary period may be extended if the Sheriff thinks probationer needs extra time to adjust to his position. Member will be subject to rules and regulations of N. C. Criminal Justice Training Standards Council. The Sheriff will explain these rules or show copy to any member who request same.

DEPUTY SHERIFF I

Nature of Work

This is law enforcement work in the protection of the lives, property and rights of citizens of the county.

Employees serve as deputies to the Sheriff in investigating complaints and crime; making investigations and arrests, presenting evidence in court, and carrying out special assignments upon request. Duties include the serving of civil and criminal legal papers and patrolling highways and rural roads. Employees are expected to exercise independent judgment and make emergency decisions without consulting higher authority. Work is performed under the general supervision of the Sheriff and is reviewed through daily written reports, conferences and the general effectiveness of law enforcement in the county.

Illustrative Examples of Work

Serves legal papers relating to the civil processes of law; including summons, subpoenas, notices, attachments, claim of deliveries, ejectments and executions. Serves warrants and other criminal papers.

Answers complaint calls, investigates crimes and disturbances and arrests violators of the law.

Patrols highways and roads in the county in a car equipped with Two-way Radio Communication System to contact other officers.

Directs traffic at funerals and parades and enforces law in places of public entertainment.

Assists A.B.C. Officers, S.B.I. and F.B.I. Agents in investigations.

Serves the courts as bailiff and prisoner guard.

Serves as witness in court, presenting evidence gathered through investigations.

Transports prisoners and patients to various hospitals, mental institutions and prisons.

Performs related work as required.

Knowledge, Skills and Abilities

General knowledge of the geography of the county.

General knowledge of the organizational structure of the county government.

Some knowledge of investigative procedures and techniques.

Some knowledge of various civil processes and criminal papers served by the office of the Sheriff.

Some knowledge of the Criminal laws.

Some knowledge of Federal, State and Local laws.

Ability to act quickly and effectively and to make decisions rapidly in emergency situations.

Ability to detect evidence of law violations and collect substantiating information for court use in testimony.

Ability to handle intoxicated persons, persons offering resistance to arrest and mentally deranged patients.

Ability to maintain effective working relationships with other employees other officials and the general public.

Acceptable Training and Experience

Graduation from High School and successful completion, after employment, of courses in law enforcement techniques.



DEPUTY SHERIFF II

Nature of Work

This is law enforcement work in the protection of the lives, property, and rights of citizens of the county.  
Employees serve as deputies to the Sheriff in investigating complaints and crime, making investigations and arrest, presenting evidence in court and carrying out special assignments upon request. Duties include the serving of civil and criminal legal papers and patrolling highways and rural roads. Employees are expected to exercise independent judgment and make emergency decisions without consulting higher authority. Work is performed under the general supervision of the Sheriff and is reviewed through daily written reports, conferences and the general effectiveness of law enforcement in the county.

Illustrative Examples of Work

- Serves legal papers relating to the civil processes of law, including summons, subpoenas, notices, attachments, claim of deliveries, ejectments, and executions.
- Serves warrants and other criminal papers.
- Answers complaint calls, investigates crimes and disturbances and arrests violators of the law.
- Patrols highways and roads in the county in a car equipped with Two-way Radio Communication System to contact other officers.
- Directs traffic at funerals and parades and enforces law in places of public entertainment.
- Assists A.B.C. Officers, S.B.I. and F.B.I. Agents in investigations.
- Serves the courts as bailiff and prisoner guard.
- Serves as witness in court, presenting evidence gathered through investigations
- Transports prisoners and patients to various hospitals, mental institutions and prisons.
- Performs related work as required.

Knowledge, Skills and Abilities

- General knowledge of the geography of the county.
- General knowledge of the organizational structure of the county government.
- Some knowledge of investigative procedures and techniques.
- Some knowledge of various civil processes and criminal papers served by the office of the Sheriff.
- Some knowledge of the Criminal laws.
- Some knowledge of Federal, State and local Laws.
- Ability to act quickly and effectively and to make decisions rapidly in emergency situations.
- Ability to detect evidence of law violations and collect substantiating information for court use in testimony.
- Ability to handle intoxicated persons, persons offering resistance to arrest and mentally deranged patients.
- Ability to maintain effective working relationships with other employees, other officials and the general public.

Acceptable Training and Experience

Graduation from High School and successful completion, after employment, of courses in law enforcement techniques.  
Two years or more "on the job training".

SECRETARY - SHERIFF'S OFFICE

Nature of Work

This is clerical work in the County Sheriff's Office. Employee is responsible for detailed clerical and office bookkeeping work relates to the operation of the County Sheriff's Department. Employee must be familiar with the various activities of the department with special emphasis on the processing of legal papers. Work requires the use of a typewriter, adding machine and two-way radio. Work is guided by established work methods and procedures, but special duty assignments may be accompanied by specific written or oral instructions. Work is performed under the general supervision of the Sheriff; who reviews work for completeness, accuracy and overall results obtained.

Illustrative Examples of Work

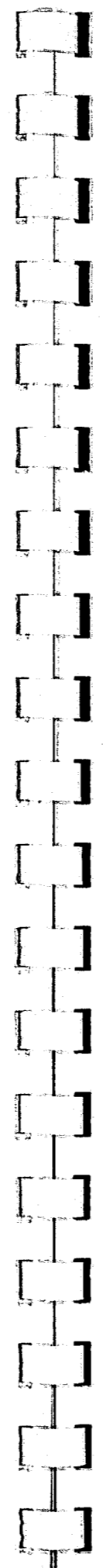
- Takes and transcribes dictation from one or more persons.
- Maintains proper bookkeeping procedures for all fees received in office; deposits money received and submits periodic reports to the County Manager.
- Processes incoming and outgoing legal papers, including both civil and Criminal cases; lists plaintiffs, defendants, witnesses and others involved in the serving of papers; maintains proper records on legal papers, as required.
- Prepares comprehensive report covering all work performed in the Sheriff's Office daily.
- Acts as receptionist in meeting visitors and answering telephone; gives out information as needed.
- Operates Two-way Radio to communicate with Sheriff's Deputies and other law enforcement officers, as needed.
- Completes monthly reports, assists deputies in the preparation of the required paperwork and maintains necessary records on all travel made out of the county by deputies.
- Performs related work as required.

Knowledge, Skills and Abilities

- Some knowledge of a variety of civil processes and criminal papers issued by the courts.
- Some knowledge of Federal, State and County Laws relative to both civil and criminal cases.
- Ability to maintain clerical records and compile reports from these records.
- Ability to type at a rate of 50 words per minute.
- Ability to take dictation.
- Ability to understand and follow oral and written instructions.
- Ability to establish and maintain effective working relationships with other employees, other officials and the general public.

Acceptable Training and Experience

Graduation from High School and two years of experience in clerical work or an equivalent combination of training and experience.



Appendix C

Training and Education -- Sheriff's Department

R-76-106  
C-1

OFFICER A

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
6/70	Ambulance School	R.T.I.	40
2/71	Firearms	Local	16
8/23/71	Bomb School	Robeson Tech.	16
9/21/71	Police Science	F.T.I.	120
6/72	Firearms Training	R.T.I.	24
10/18/72	Defensive Driving	Local	10
5/73	Advance Criminal Investigation	R.T.I.	160
6/20/73	Police-Community Relations	Local	20

OFFICER B

10/4/74	Introduction to Police Science	Robeson Tech.	160
11/21/74	P.I.N.	Local	16
6/3/75	Basic Jail School	F.T.I.	80

OFFICER C

5/27/74	Introduction to Police Science	R.T.I.	160
8/5/74	Criminal Photography	Local	10
9/16/74	Basic Jail Training	Charlotte	80
9/16/74	Jail Operation	Charlotte	40
11/21/74	P.I.N.	Local	16
	Criminal Justice (presently)	R.T.I.	2 yrs.

OFFICER D

6/4/75	P.I.N.	Local	16
6/26/75	Introduction to Police Science	R.T.I.	160

OFFICER E

8/27/75	P.I.N.	Local	16
10/10/75	Introduction to Police Science	R.T.I.	160
10/75	Notary Public		
10/16/75	Firearms Training	R.T.I.	24

OFFICER F

8/1/57	Basic Patrol School	Chapel Hill	12 wks.
12/58	Inservice Patrol School	Chapel Hill	264
1/9/65	Riot Control School	Fayetteville	16
9/70	Bomb School	Ft. Bragg	8
9/70	Narcotic Drugs	Robeson Tech.	16
2/71	Alcohol, Tobacco, & Firearms	Laurinburg	5

OFFICER F (Cont'd.)

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
3/71	Narcotic & Jail Detention	F.T.I.	40
8/23/71	Bomb School	Robeson Tech.	24
11/1/71	Narcotic School	Ft. Bragg	80
2/21/72	P. I. N.	Raleigh	8
8/21/72	Command School	Ft. Gordon	40
10/18/72	Defensive Driving	Laurinburg	10
6/20/73	Police-Community Relations	Laurinburg	20
10/7/73	Jail & Detention Seminar	Greensboro	24

OFFICER G

10/4/75	Introduction to Police Science	Robeson Tech.	160
11/21/74	P. I. N.	Local	16
3/14/75	Basic Jail Operation	Fayetteville	40
6/3/75	U.S. Dept. of Justice Jail Operation	F.T.I.	80
	Criminal Justice (presently)	R.T.I.	? yrs.

OFFICER H

10/18/72	Defensive Driving	Local	10
5/15/73	Firearms Training	R.T.I.	16
5/73	Basic Law Enforcement	R.T.I.	120
6/20/73	Police-Community Relations	Local	10
8/5/74	Photography	Local	10
4/18/75	Criminal Investigation	R.T.I.	140

OFFICER I

2/46	Basic School M.V.I.S.	Chapel Hill	
4/48	Basic Police School	Wilmington	
6/49	Basic Police School	Wrightsville Beach	
9/50	Basic Police School	Whiteville	
9/52	Basic Police School	Wilmington	
9/54	Basic Police School	Carolina Beach	
11/56	Basic Police School	Wilmington	
8/57	Basic Detective School	Chapel Hill	
3/58	Basic Detention School	Chapel Hill	
6/59	Basic Detention School	Chapel Hill	
1/60	Basic Detention School	Chapel Hill	
4/61	Basic Detention School	Chapel Hill	
7/62	Basic Detention School	Chapel Hill	
7/64	Basic Detention School	Sanford	
5/65	Basic Detention School	Sanford	
2/66	Basic Detention School	Sanford	
3/71	Jail Detention & Narcotic	F.T.I.	40

OFFICER I (Cont'd)

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
2/24/72	P. I. N.	Raleigh	8
10/18/72	Defensive Driving	Local	10
6/20/73	Police-Community Relations	Local	20
11/21/74	P. I. N.	Local	16

OFFICER J

5/15/73	Firearms Training	R. T. I.	16
6/20/73	Police-Community Relations	Laurinburg	20
10/12/73	Introduction to Police Science	R. T. I.	160
2/28/75	Chemical Test for Alcohol	Davidson Col.	80
4/18/75	Criminal Investigation	R. T. I.	140
6/4/75	P. I. N.	Local	16
	Criminal Justice (Presently)	R. T. I.	2 yrs.

OFFICER K

6/69	Civil Writs	F. T. I.	20
3/70	First Aid	R. T. I.	20
4/70	Basic Law Enforcement	F. T. I.	120
5/70	Ambulance Training	Local	40
6/70	Firearms Training	Robeson Tech.	20
9/24/70	Narcotics Seminar	Robeson Tech.	8
2/71	Alcohol, Tobacco, & Firearms	Local	4
9/23/71	Breathalyzer School	Sandhill Comm. Col.	70
2/24/72	P. I. N.	Raleigh	8
6/72	Firearms Training	R. T. I.	24
7/72	Criminal Investigation	Lexington Comm. Col.	27
10/18/72	Defensive Driving	Local	10
1/73	Advance Criminal Investigation	R. T. I.	160
5/16/73	Firearms Training	Local	16
6/20/73	Police-Community Relations	Local	20
9/5/73	Breathalyzer School	Sanhill Comm. Col.	28
11/20/73	Fingerprinting	Bladen Tech.	24
9/15/74	Burglary Investigation	Univ. of Ga.	40
5/31/75	Detective	O. J. T.	2 yrs.
	Criminal Justice (presently)	R. T. I.	2 yrs.

OFFICER L

5/15/73	Firearms Training	R. T. I.	16
6/20/73	Police-Community Relations	Laurinburg	20
10/12/73	Introduction to Police Science	R. T. I.	160
2/28/75	Chemical Test for Alcohol	Davidson Col.	80
4/18/75	Criminal Investigation	R. T. I.	140
6/4/75	P. I. N.	Local	16
	Criminal Justice (presently)	R. T. I.	2 yrs.



OFFICER M

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
5/15/73	Firearms Training	Local	16
6/20/73	Police-Community Relations	Local	20
10/12/73	Introduction to Police Science	R.T.I.	160
11/21/74	P.I.N.	Local	16
10/16/75	Jail & Detention	Montgomery Tech.	16

OFFICER N

8/27/75	P.I.N.	R.T.I.	16
10/10/75	Introduction to Police Science	R.T.I.	160
10/16/75	Firearms Training	R.T.I.	24

OFFICER O

11/1/55	Inservice School	Chapel Hill	200
9/5/56	Drivers License Law	Chapel Hill	40
3/7/61	Firearms Training	Wilmington	32
6/70	Arson Detection & Investigation	Wilson Tech.	40
10/18/72	Defensive Driving	Local	10
2/73	Radar Computerized Speed Detection	R.T.I.	8
2/73	Criminal Investigation	R.T.I.	160
5/73	Photography	R.T.I.	64
6/20/73	Police-Community Relations	Local	20
11/20/73	Fingerprinting	Bladen Tech.	20
12/6/74	Photography	Atlanta, Ga.	54
5/27/75	School of Photography	N.C. Justice Academy	40

OFFICER P

10/18/72	Defensive Driving	Local	10
5/15/73	Firearms Training	R.T.I.	16
5/18/73	P.I.N.	Raleigh	8
6/20/73	Police-Community Relations	Local	20
10/12/73	Introduction to Police Science	R.T.I.	160
11/21/74	P.I.N.	Local	16
4/18/75	Criminal Investigation	R.T.I.	140
10/16/75	Jail Detention School	Montgomery Tech.	16

OFFICER Q

5/28/70	Ambulance School	Local	40
12/14/70	Police Science	R.T.I.	120
2/24/71	Firearms, Tobacco, & Alcohol	Local	4
9/21/71	Police Science	F.T.I.	120

OFFICER Q (Cont'd)

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
10/18/72	Defensive Driving	Local	10
5/15/73	Firearms Training	Local	16
6/20/73	Police-Community Relations	Local	20

OFFICER R

3/10/75	Introduction to Police Science	R.T.I.	168
8/23/75	P.I.N.	Local	16

OFFICER S

9/1/73	Introduction to Police Science	R.T.I.	160
11/20/73	Fingerprinting	Bladen Tech.	24
6/21/74	Juvenile School	Coastal Comm. Col.	40
10/23/74	Juvenile Officers Workshop	N.C. Dept. of Justice Academy	20
4/11/75	Delinquency Prevention	Guilford Tech.	80
5/2/75	Juvenile Officers Workshop	N.C. Dept. of Justice Academy	40
	Criminal Justice (presently)	R.T.I.	2 yrs.

Appendix D

Training and Education -- Laurinburg Police Department

R-76-106  
D-1

OFFICER A

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
2/11/74	Introduction to Police Science	R.T.I.	160
2/5/75	Firearms Training	R.T.I.	24
8/9/75	N.C. Police Information Network	N.C. Dept. of Justice	

OFFICER B

5/47		Wake Forrest Univ.	42
1/51		Presbyterian Jr. Col.	18
1951	Firearms Training School	Local	40
1951	Basic Police Training School	Local	40
11/55	Arson Investigation	Chapel Hill	40
4/67	Supervision for Law Enforcement	Fayetteville	160
5/69	Police Traffic Supervision	N.W. Traffic Inst.	120
6/69	Firearms	R.T.I.	4
8/9/69	Riot & Crowd Control	R.T.I.	40
1/12/70	Criminal Investigation	Robeson Tech.	120
2/24/71	Firearms & Explosives	U.S. Treasury Dept.	10
1972	Driver Improvement Program	Nat. Safety Council	6
1972	Radar School	Dept. of Comm. Colleges	8
6/22/72	Firearms Training	R.T.I.	21
12/27/72	Police Information Network	Dept. of Comm. Colleges	6
6/20/73	Police-Community Relations	Local	20
1/23/75	P.I.N.	N.C. Dept. of Justice	

OFFICER C

6/18/49	General Law Enforcement	F.B.I.	13 days
12/2/49	General Law Enforcement	F.B.I.	16 days
3/15/57	General Law Enforcement	F.B.I.	9 days
	Arson	N.C. Fire Insurance Underwriters	
8/9/69	Riot & Crowd Control	R.T.I.	40
2/24/71	Explosives	R.T.I.	10
9/23/75	P.I.N.	N.C. Dept. of Justice	

OFFICER D

1/63		Riverside City College	3
1/64		San Bernardino Val. Col.	3
9/64		Riverside City College	3
6/67		Pembroke State College	38
2/6/68	Basic Law Enforcement	F.T.I.	120
6/25/69	Firearms Training	R.T.I.	4
8/9/69	Riot & Crowd Control	R.T.I.	40
1970	Police Traffic Records	N.C. Hwy. Safety Council	40
5/70	Chemical Analysis of Breath	Comm. Colleges	56

OFFICER D (Cont'd.)

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
6/20/73	Police-Community Relations	Local	20
11/20/74	P.I.N.	N.C. Dept. of Justice	

OFFICER E

7/68	Basic Highway Patrol School	Inst. of Govt.	13 wks.
4/72	Basic Law Enforcement	F.T.I.	120
8/72	Defensive Driving	N.C. Dept. of Motor Vehicles	8
1/6/73	Drug Seminar	U.S. Army	2
6/20/73	Police-Community Relations	Local	20
11/21/74	P.I.N.	N.C. Dept. of Justice	

OFFICER F

2/24/71	Firearms & Explosives Seminar	U.S. Treasury Dept.	
5/17/73	Police Science Technology	Central Carolina Tech.	120
11/6/74	Defensive Driving	Nat. Safety Council	
11/15/74	Police Science	R.T.I.	192
11/21/74	P.I.N.	N.C. Dept. of Justice	
12/6/74	Law Enforcement Photography	Eastman Kodak	1 wk.

OFFICER G

2/6/68	Basic Police School	F.T.I.	30 days
6/25/69	Refresher course	R.T.I.	5 days
6/20/73	F.B.I. Training Course	Local	5 days
11/21/74	Police-Community Relations	Local	20
	P.I.N.	N.C. Dept. of Justice	

OFFICER H

4/25/72	Basic Police Science	F.T.I.	120
6/22/72	Firearms Identification	R.T.I.	3 days
9/72	Radar School	Gov. Hwy. Safety	8
10/18/72	Driver Improvement School	Nat. Safety Council	16
9/73	Uniform Crime Reporting	Pol. Info. Network	8
11/21/74	P.I.N.	N.C. Dept. of Justice	

OFFICER I

8/22/69	Police Science	U.S. Army	2 mts.
5/30/70	Breathalyzer	Montgomery Tech.	8 days
1971	Firearms Training	A.T.U. Agency	4
1972	Radar Training	N.C. Dept. of Motor Vehicles	8

OFFICER I (Cont'd.)

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
10/18/72	Driver Improvement Program	N.C. Dept. of Motor Vehicles	3 days
1973	Drugs	Narcotics Agency	3
11/21/74	P.I.N.	N.C. Dept. of Justice	

OFFICER J

5/10/63	Basic Peace Officer's Training	Fayetteville	120
8/12/66	Mental Health Institute for Law Enforcement Officers	N.C. Dept. of Mental Health - St. Andrews Presbyterian Col.	
6/24/67	Law Enforcement Training Course	R.T.I.	
6/30/67	Chemical Tests for Alcohol	F.T.I.	68
9/27/68	Advanced Techniques of Law Enforcement	F.T.I.	4 wks.
8/9/69	Riot & Crowd Control	R.T.I.	40
2/24/71	Firearms & Explosives	Local	
6/28/72	Radar	F.T.I.	8
6/28/72	Chemical Tests for Alcohol Recertification School	F.T.I.	8
5/17/73	Firearms	Local	2 days
6/20/73	Police-Community Relations	Local	20
6/10/74	Chemical Tests for Alcohol	Davidson County Comm. Col.	
11/21/74	P.I.N.	N.C. Dept. of Justice	
6/2/75	Traffic Records Workshop	Univ. of N.C.	6

OFFICER K

6/1/70	Health Course	R.T.I.	24
6/15/70	Firearms	Robeson Tech.	20
8/10/70	A.F.T. Training	R.T.I.	8
12/14/70	Police Science	R.T.I.	60
9/3/71	Breathalyzer	Sandhill Comm. Col.	70
10/15/71	Police Science	F.T.I.	120
6/22/72	Firearms	R.T.I.	21
9/8/72	Breathalyzer	Sandhill Comm. Col.	28
11/21/74	P.I.N.	N.C. Dept. of Justice	

OFFICER L

10/15/71	Introduction to Police Science	F.T.I.	120
6/20/73	Police-Community Relations	Local	20
11/21/74	P.I.N.	N.C. Dept. of Justice	
5/8/75	Coping with Driving Driver	R.T.I.	16

OFFICER M

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
1965	Basic Law Enforcement	F.T.I.	1 mt.
1970	Criminal Investigation	Robeson Tech.	1 mt.
1971	Bomb Seminar	U.S. Army	2
1971	Drug Law Seminar	F.T.I.	5
1972	P.I.N.	N.C. Dept. of Justice	8
10/18/72	Defensive Driving Course	N.C. Dept. of Motor Vehicles	8
1973	Drug Seminar	U.S. Army	2
1/23/75	P.I.N.	N.C. Dept. of Justice	
	Supervisory Communications	N.C. State Univ.	12

OFFICER N

5/17/73	Firearms	Local	
2/11/74	Introduction to Police Science	R.T.I.	160
2/14/74	Firearms Training	R.T.I.	24
4/29/74	Chemical Test for Alcohol Operator's School	Robeson Tech.	70
1/23/75	P.I.N.	N.C. Dept. of Justice	

OFFICER O

10/4/74	Introduction to Police Science	Robeson Tech.	160
2/5/75	Firearms Training	R.T.I.	24
6/4/75	N.C. Police Info. Network	N.C. Dept. of Justice	

OFFICER P

4/9/54	Basic Police	Chapel Hill	2 mts.
6/4/64	F.B.I. National Academy	F.B.I.	12 wks.
8/9/69	Riot & Crowd Control	R.T.I.	40
2/24/71	Firearms & Explosives	Dept. of Treasury	8
1971	Bomb Seminar	U.S. Army	8
7/11/73	Sectional Retraining Session other F.B.I. seminars	F.B.I.	4 days

OFFICER Q

4/12/73	Basic Police Science	R.T.I.	160
6/20/73	Police-Community Relations	Local	20
	P.I.N.	N.C. Dept. of Justice	
2/5/75	Firearms Training	R.T.I.	24
5/8/75	Coping with Drinking Driver	R.T.I.	16

OFFICER R

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
6/16/67	Assoc. of Business Admin.	McCormac Jr. Col.	
6/20/73	Police-Community Relations	Local	20
11/6/74	Defensive Driving	Nat. Safety Council	
11/15/74	Police Science	R.T.I.	192
11/21/74	P.I.N.	N.C. Dept. of Justice	
2/28/75	Chemical Tests for Alcohol Operator's School	Davidson County Comm. Col.	
5/8/75	Coping with Drinking Driver	R.T.I.	16
9/75	Investigation I	R.T.I.	
9/75	Introduction to Crim. Justice	R.T.I.	
9/75	Research Methods in Crim Justice	R.T.I.	
10/31/75	Firearms	Local	3 days

OFFICER S

5/10/63	Basic Peace Officer's Training	F.T.I.	120
5/22/64	Criminal Investigation	Robeson Tech	5 days
4/24/68	Supervision for Law Enforcement	F.T.I.	1 mt.
8/9/69	Riot & Crowd Control	R.T.I.	
2/1/70	Criminal Investigation	Robeson Tech	3 wks.
11/71	Narcotics & Dangerous Drugs	Ft. Bragg	
9/73	Narcotics & Dangerous Drugs Workshop I	Univ. of Ga.	
5/10/74	Narcotics & Dangerous Drugs Workshop II	Univ. of Ga.	5 days
11/21/74	P.I.N.	N.C. Dept. of Justice	
2/20/75	Search & Seizure	N.C. Dept. of Justice	

OFFICER T

2/24/71	Alcohol, Tobacco & Firearms	U.S. Treasury Dept.	10
10/15/71	Introduction to Police Science	F.T.I.	120
10/18/72	Driver Improvement Program	Nat. Safety Council	6
1/73	Police Info. Network	Dept. of Comm. Colleges	8
6/20/73	Police-Community Relations	Local	20
8/27/75	N.C. Police Infor. Network	N.C. Dept. of Justice	

OFFICER U

1969	Basic Police School	F.T.I.	1 mt.
1970	Self-Defense School	R.T.I.	1 wk.
1970	Basic Firearms School	F.T.I.	1 wk.
1972	Radar Instruction	Comm. College	8
1972	Defensive Driving	Gov. Hwy. Safety	8
12/27/72	Police Info. Network	N.C. Dept. of Justice	1 day
6/20/73	Police-Community Relations	Local	20
11/21/74	P.I.N.	N.C. Dept. of Justice	



OFFICER V

<u>Date of Attendance</u>	<u>Name of Course</u>	<u>School</u>	<u>Hours (if listed)</u>
1966	Firearms Training	R.T.I.	1 wk.
5/24/67	Basic Law Enforcement	R.T.I.	4 wks.
1969	Crowds & Riot Control	Dept. of Comm. Colleges	1 wk.
1/30/70	Criminal Investigation	Robeson Tech.	4 wks.
1972	Traffic Safety	Dept. of Comm. Colleges	1 wk.
6/20/73	Police-Community Relations	Local	20
10/18/74	Juvenile Justice Admin.	I.A.C.P.	
10/23/74	Juvenile Officer's Workshop	N.C. Dept. of Justice	
1/23/75	P.I.N.	N.C. Dept. of Justice	
2/20/75	Search & Seizure	N.C. Dept. of Justice	
5/2/75	Juvenile Justice Admin.	N.C. Dept. of Justice	

OFFICER W

10/12/73	Introduction to Police Science Instructor of Crim. Justice Certification	R.T.I.	160
1/24/74		N.C. Crim. Justice Training & Standards	
5/3/74	Fingerprint Classification	F.B.I.	6 days
4/19/74	SBI Photographic Surveillance Techniques	Nikon	4 days
11/21/74	P.I.N.	N.C. Dept. of Justice	
5/30/75	Advanced Law Enforcement Photography	Nikon	4 days

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