

# **I. Problem Statement**

The City of Anderson Police Department is requesting funding for the operation of the *Street Level Criminal Apprehension Program* and the *Simulated Firearms Training Program*. The need for the overtime funding and simulated firearms equipment is outlined in the sections below.

## **A. Street Level Criminal Apprehension Program**

In the early to mid-nineties violent crime peaked in the City of Anderson, South Carolina. In 1992 and 1993 the city had nine murders each year. With 567 violent crime reports, 1995 was the worst year on record for reported violent crime. In 1996 the department became eligible and applied for Local Law Enforcement Block Grant (LLEBG) funds. In early 1997 the department concluded the prerequisites for that type of federal funding and began a grant funded program to decrease the city's violent crime rate. The program was based upon the philosophy of broken windows policing.

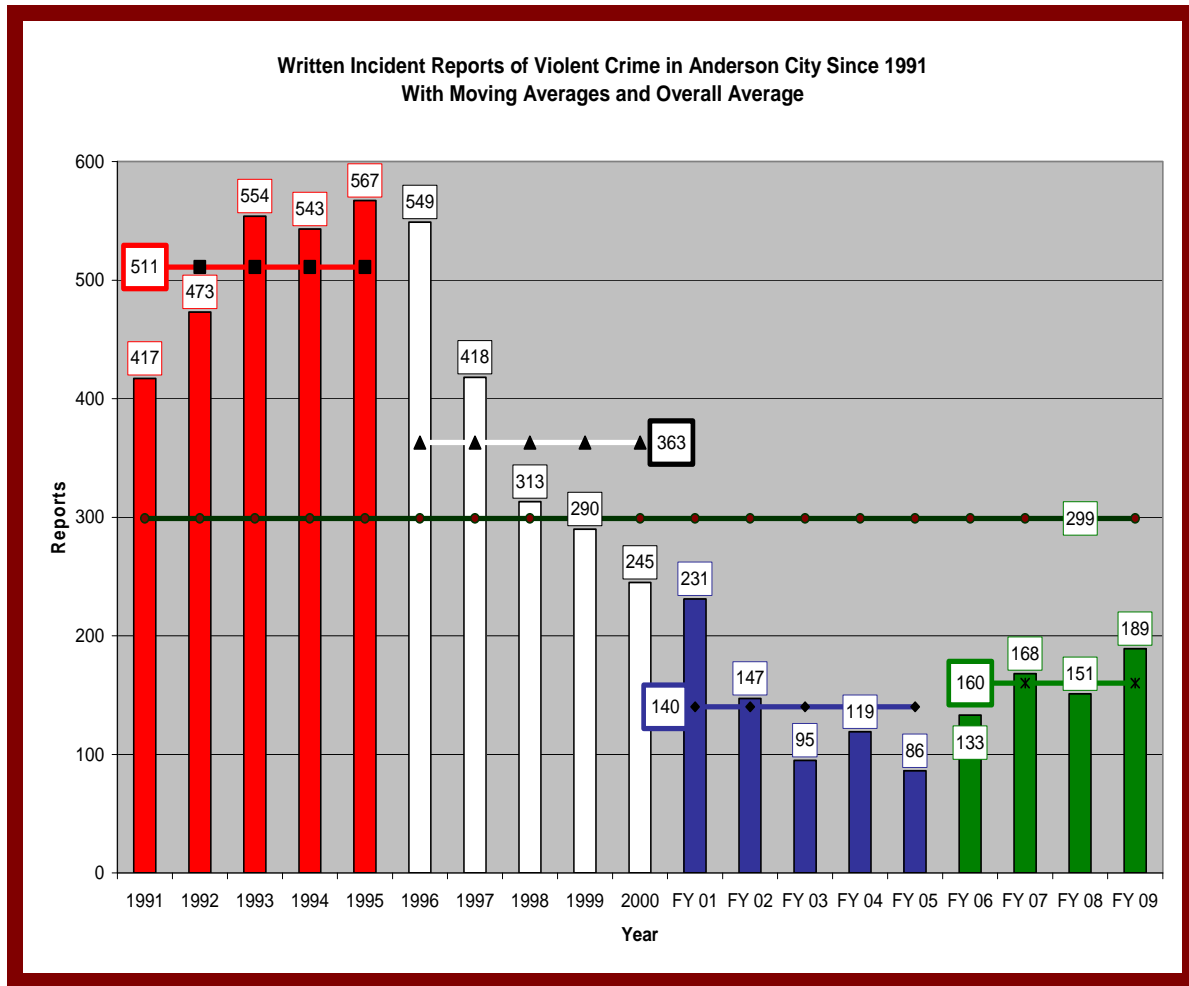
From 1997 through 2003, mainly due to the aggressive management of these federal grant funds, the City of Anderson realized significant decreases in violent crime. The department received significant funding from the LLEBG program until approximately 2003. Subsequently to 2003, the federal funding nosedived. Fiscal Year 2004 was the first year after 1995 to show an increase, which was slight. Although Fiscal Year 2005 showed a decrease, Fiscal Years 2006 and 2007 indicated a strong increase in violent crime. In Fiscal Year 2008, there was a slight decrease, however, the number of violent crimes were still significantly higher (with the exception of FY 2007) than the previous five years. In Fiscal Year 2009, there was a significant increase resulting in the highest number of violent crimes since 2001.

The increase in the frequency of violent crime in the City of Anderson is most likely the result of decreased patrols "saturating" the high crime areas. The major reductions in crime between 1997 and 2004 occurred during the years of saturation patrols and increased arrest rates in the City of Anderson. This was a program aptly named the *Street Level Criminal Apprehension Program*, which had been funded by Local Law Enforcement Block Grant funds.

### **Uniform Crime Report (UCR) Violent Crime**

Calendar Year 1995 was the worst year on record for overall violent crime in the City of Anderson. During CY95 there were 567 written reports of violence in the City of Anderson as compared to 86 in FY05. For the eight consecutive years ending with FY03, crimes of confrontation decreased yearly and substantially in Anderson. A slight spike occurred in FY04 but was abated in FY05. Fiscal Year 2006 showed a substantial (54.7%) year-over-year rise in violent crime in the City of Anderson. Fiscal Year 2007's year-over-year increase was 26%. The police department believes the spike was the result of decreased block grant funding. (The former program known as "block grant" has been renamed to Justice Assistance Grant – JAG.) The City of Anderson did have a slight year-over-year decrease by 11% of reported violent crimes in Fiscal Year 2008. The City of Anderson Police Department believes the decrease was a result of the 3,970.50 hours that officers worked under the Street Level Criminal Apprehension program. The number of overtime hours that were available to be worked in Fiscal Year 2009 under the Street Level Criminal Apprehension Program decreased by 50% due to reduced

funding. Consequently, in Fiscal Year 2009 the violent crimes had a year-over-year increase of 25%. Between the years of 1996 – 2007, block grant funding to combat crime in Anderson City ranged from a high of \$147,569 in 1998 to a low of \$13,791 in FY06. As depicted by the following chart, the violent crime figures for FY07 depict a reverse in a decade-long downward trend and move us substantially backward toward our mid-nineties starting point. Also note the moving averages that decreased significantly subsequent to the city’s eligibility for Local Law Enforcement Block Grant funds, beginning in 1997:



The major block grant funded street level operations occurred in the years leading up to 2003. Although some street level operations have continued, the decreased funding for the program has significantly reduced the scope of the program. The program began in calendar year 1997. The data in this report for street level operations was unavailable for years prior to 1999. In 2004, the number of hours worked and persons arrested nose-dived, rising slightly in 2005, decreasing in 2006 and bottoming out in 2007. In 2008, a substantial number of grant funded hours were worked resulting in a direct and measureable impact on the violent crime rate which decreased for the first time since 2005. Subsequently, the reduced number of overtime hours available under the program to be worked in Fiscal Year 2009 resulted in an increase in the number of violent crimes reported. The following table depicts the street level performance from fiscal years 1999 – 2009.<sup>1</sup>

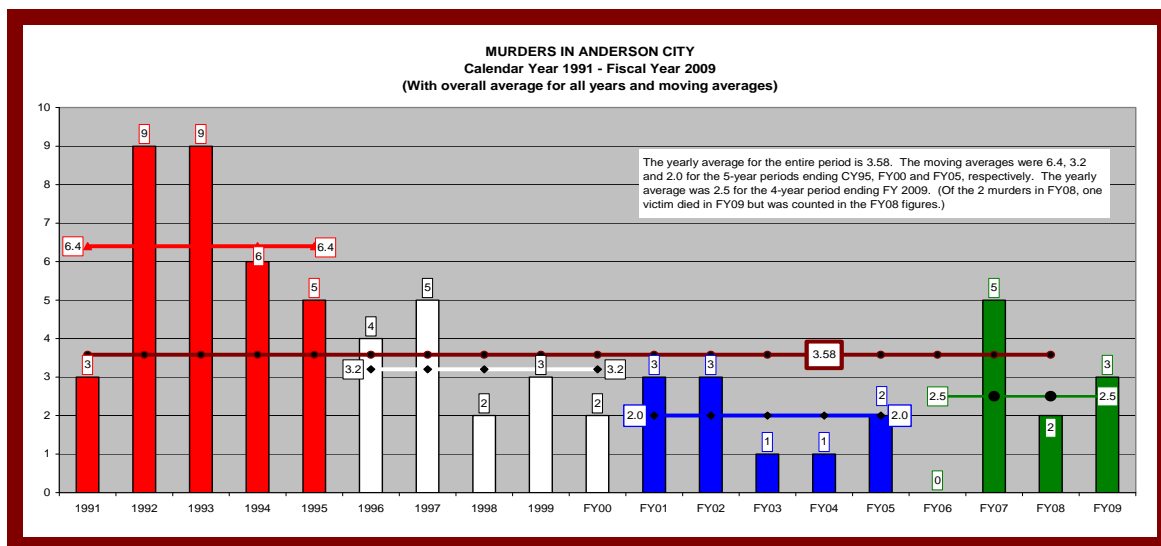
<sup>1</sup> Figures regarding grant-arrest-records and grant-hours-worked are from 1/6/99 to 6/30/09.

Attachment 1  
Justice Assistance Grant Application Narrative  
The City of Anderson, South Carolina Police Department  
*Overtime Funding for the Operation of the Street Level Criminal Apprehension Program and the Simulated Firearms Training Program*

<u>Fiscal Year</u>	<u>Grant Hrs</u>	<u>Grant Charges</u>	<u>Avg Hrs. per Charge</u>
1999	4,916.00	443	11.10
2000	3,557.50	297	11.98
2001	5,759.50	1,473	3.91
2002	3,613.00	735	4.92
2003	3,604.50	716	5.03
2004	2,048.00	424	4.83
2005	2,176.50	634	3.43
2006	2,096.50	377	5.56
2007	292.00	75	3.89
2008	3,970.50	657	6.04
2009	1,973	211	9.35
Grand Total*	34,007	6,042	70.04
Average	3,091.5	549	5.63

With respect to productivity, all 94 sworn personnel of the City of Anderson Police Department made a total of 2,813 criminal charges<sup>2</sup> in FY09, arresting approximately 1,588 persons.<sup>3</sup> The average number of charges per arrestee was 1.77. That would be an average of 29.93 charges per officer. Divided by 2,184 hours per year it comes to 72.98 hours per charge.<sup>4</sup> That is 13 times the average 5.6 hours per charge for the participants in the Street Level Criminal Apprehension Program. Clearly, with respect to law enforcement, the Street Level Program provides a strong bang for the buck.

The murder rate for the City of Anderson has decreased substantially since it peaked at nine per year in 1992 and 1993. The change in the murder rate for the City of Anderson shows a change which corresponds with the overall violent crime rate. The following chart depicts the yearly number of murders in the City of Anderson for the 19-year period ending with FY09, the overall average and three moving averages. It also shows the actual number of murders that occurred for FY07 which was at its highest rate in ten years.<sup>5</sup>



<sup>2</sup> 2,813/1,588.

<sup>3</sup> Count of Arrestees from JEMS Court Docket Program.

<sup>4</sup> In Fiscal Year 2007, the department converted back to a 42-hour work week, up from 40 in FY06.

<sup>5</sup> Chart taken from City of Anderson Police Department Fiscal Year 2009 Annual Report.

The City of Anderson Police Department routinely analyzes criminal activity and crime rates to understand the crime trends for particular areas. Special attention is given to reports of violent crime, drugs and illegal weapons because previous research has established a nexus among these criminal components and also between these crimes and other types of criminal activity, both violent and non-violent.<sup>6</sup> These reports and arrests are periodically mapped in order to visually demonstrate where the “pockets” of crime exist within the community. This form of crime mapping is and has always been the point of focus for the Street Level Criminal Apprehension Program. This program has resulted in the arrest of hundreds of criminal offenders since the spring of 1997 and the violent crime rate in the City of Anderson showed a substantial decrease during the same period.

While the calls-for-service to the police department have generally increased on an annual basis, the actual documented crime, especially violent crime, has typically decreased during the years wherein the City of Anderson Police Department received significant block grant funding. The premises behind the City of Anderson Police Department’s programs to control violent crime are:

1. Violent crime is controllable and
2. Decreasing violent crime in a particular environment can be achieved through
  - a. modifying the environment by limiting the opportunities for people to commit crime, and/or
  - b. pro-actively arresting, convicting, and incarcerating offenders, thereby removing the perpetrators of crime from the environment.

The police department’s approach toward crime suppression is focused on getting maximum results for the amount of time and money invested (i.e. “Delivering the biggest bang for the buck”). The department’s crime control and prevention programs are based upon the following model of criminal behavior:



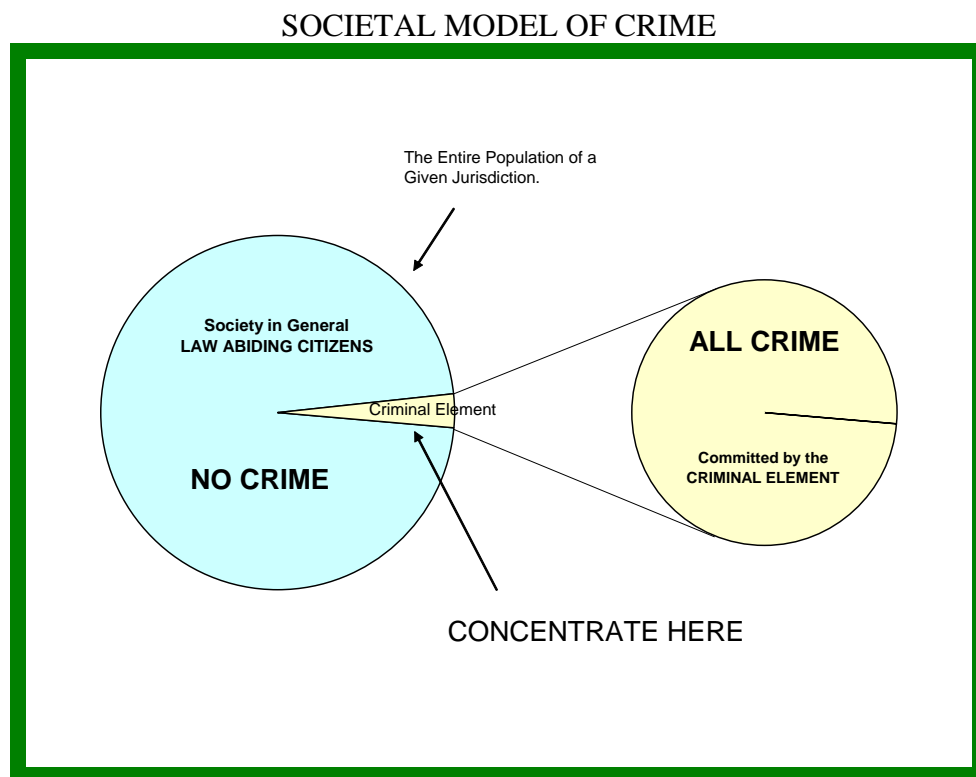
According to the theory behind this model, in order to affect the criminal’s actions, law enforcement must act upon at least one of the three motivators in the model. The City of Anderson Police Department concentrates on removing the criminal’s *ability* to commit crimes and therefore affects the other two components as well. Some of the premises of the theory are as follows:

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<sup>6</sup> Research indicates that illegal weapons, drugs, and violent crime are correlated. In addition, these types of crimes occur disproportionately in conjunction with many other types of crime(s).

1. The vast majority of people is hardworking and law abiding citizens.
2. Criminals comprise a small percentage of the population.
3. All crime is committed by criminals.
4. Criminals commit statistically more minor offenses than major and/or violent offenses.
5. Criminals frequent well-defined common areas wherein they feel comfortable.

Analyzing moving crime trends and adjusting law-enforcement's response accordingly results in an increased incarceration rate for the criminal element. This effectively removes the criminal from society and decreases society's overall violent crime rate. An analogy of this theory and its societal model is as follows: Consider that roughly 3% of society is criminal<sup>7</sup>. The other 97% are law abiding. The following model of criminals and crime in society emerges. Theoretically, the circle on the left is the entire population of any jurisdiction and the circle on the right is all of the crime that occurs in that same area.



Zero-tolerance for crime leads to numerous arrests for minor (petty) offenses. The criminals' ability to further victimize the community through more violent acts is adversely affected by incarceration.

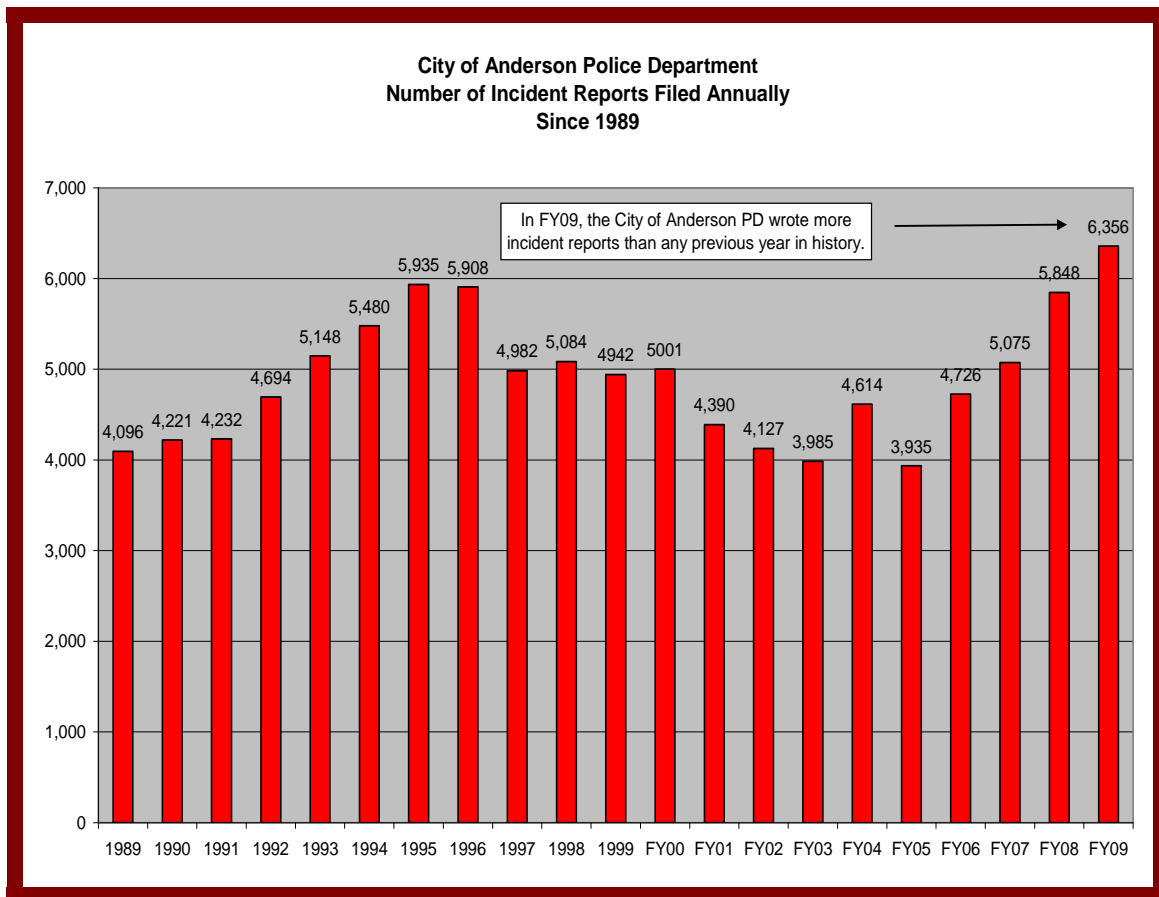
By concentrating on the criminal element and incarcerating a maximum number of offenders, the crime rate is subsequently decreased because (1) the criminals' ability to commit crime has been

<sup>7</sup> 3% criminal and 97% law abiding are generally considered average figures.

eliminated, (2) the increased risk deters some lesser motivated criminals from acting, and (3) criminal opportunity is decreased when offenders are jailed. As offenders serve time for lesser offenses, they are unable, through lack of opportunity, to violently infringe upon the community.

Based upon these premises, the City of Anderson Police Department has enacted specific programs directed at apprehending criminal offenders. By mapping crime and concentrating police department resources – human, equipment and financial – in specific areas where the biggest opportunity for improvement exists, management can strategically displace criminal activity.

During FY05 reports of criminal victimization decreased to 3,935, the lowest point on record. That year was the first complete fiscal year that the department had its new computer-based incident reporting system. During FY05, a total of 15,371 incidents were documented on the 3,835 reports.<sup>8</sup> The following graph depicts the number of written criminal incident reports for the last 20 years. Note the immediate and drastic change that occurred in 1997, the first year of **Street Level Operations**, which were funded by the LLEBG:<sup>9</sup>

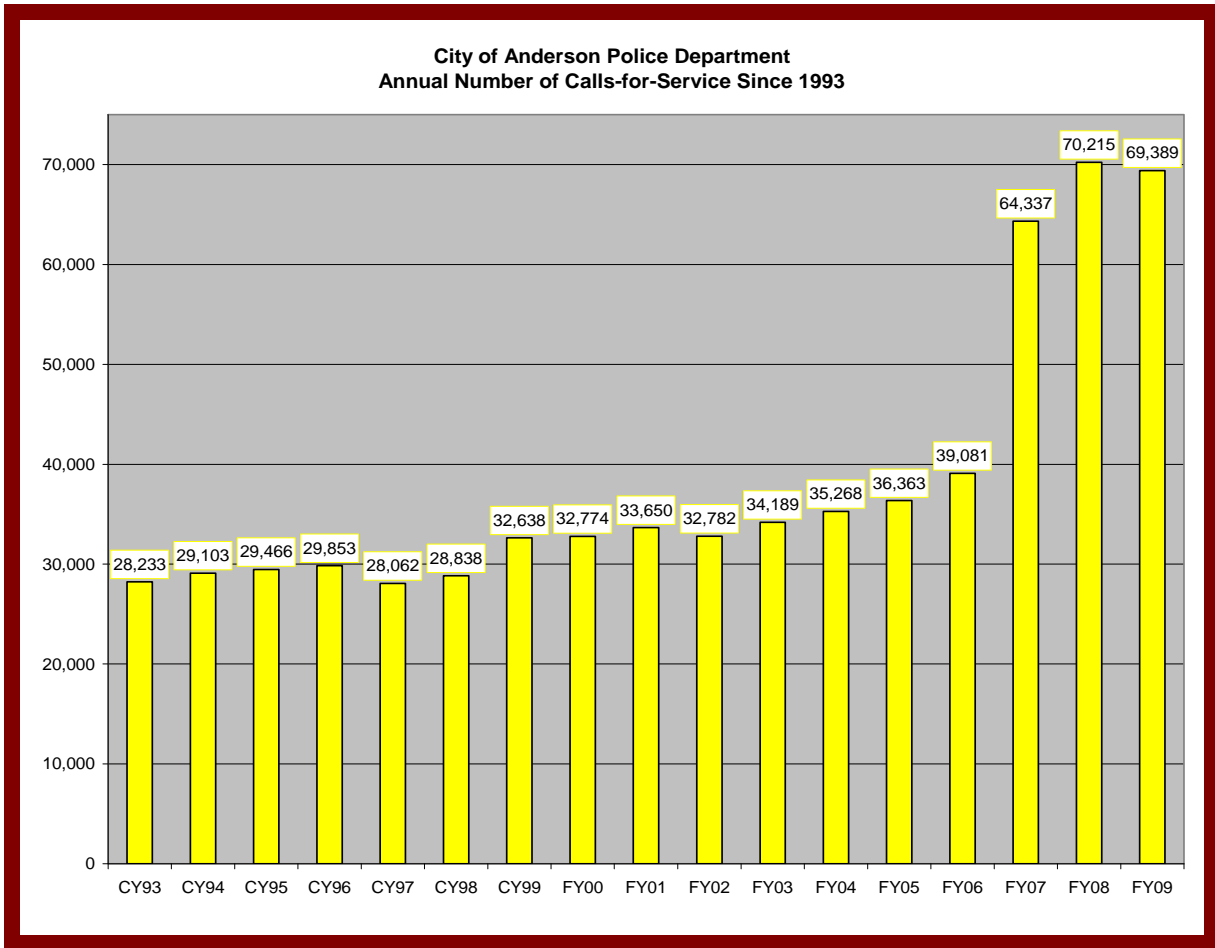


Similar to the change in the yearly number of murders and violent criminal incident reports, the number of calls for service changed significantly after 1997. The reason for the increase in calls-for-service is due largely to officers being assigned to saturate high crime areas.

<sup>8</sup> Includes non-criminal incidents that were recorded on reports.

<sup>9</sup> Chart taken from the City of Anderson Police Department Fiscal Year 2008 Annual Report. Page 12.

The following graph displays the change in the average number of citizen and officer generated calls per day since calendar year 1993. Adjustments have been taken for leap years.



Hiring the number of additional full-time officers required to provide shift patrol services to effectively decrease the crime rate in Anderson to a manageable level would be cost prohibitive to the City of Anderson Police Department. However, the same reduction in crime can be realized by aggressively managing overtime resources and focusing on the core crime issues in the city. This would be accomplished via a geographical approach to crime control, utilizing the broken window theory combined with a “zero-tolerance” approach. The effective use of overtime pay for experienced officers who are focused and have pre-planned to target persons who have a criminal mindset can achieve the same reduction in crime as full time personnel costing approximately 15.75 times as much. This has been proven in the past with the use of Local Law Enforcement Block Grant funds.

## **B. Simulated Firearms Training Program**

### **Premise**

A quality-training program that includes simulation training for specific skills in a critical area will provide the most effective and efficient means of individual professional development and overall organizational improvement.

Within the law enforcement field, **simulation training** wherein personnel practice specific critical skills such as firearms training **results in a much greater level of safety for officers and members of the general public.**

Personnel within the City of Anderson Police Department are somewhat younger and less experienced than their counterparts in many other agencies. Due to turn over and other human-resource factors, the police department seems to acquire personnel that are, overall, younger and less experienced than the typical law enforcement professional. Subsequent to becoming hired, trained, certified, and acquiring some real-world law enforcement experience, many of these personnel move on to other departments, thereby being backfilled by inexperienced officers. **While youth and vigor certainly are assets in the field of police work, the inexperience of some personnel sometimes results in behaviors more indicative of zeal than prudence.**

By establishing a program of total quality improvement, which begins with the training process, and establishing within the training process the positive development of critical skills such as firearms usage, the City of Anderson Police Department will improve its overall level of officer safety.

### **Overview**

#### **Analysis of Experience, Time-on-Job & Maturity of APD Personnel by Rank**

The personnel data for this section was collected on Thursday, November 19, 2009. The data is valid as of that time. On that date, there were 99 sworn slots on the City of Anderson Police Department's Organizational Chart. Three were frozen vacancies and two were assigned to the Detention Unit. This section is an evaluation of the remaining 94. Those 94 personnel may sometimes be referred to as the "study group" in this paper.

During the last few years, the City of Anderson Police Department has experienced a great deal of turn over. Many personnel who were of retirement age and were on the TERI plan have recently left the agency. Others have left the department in pursuit of careers with other departments. Obviously, these separations were backfilled by new-hires. Many of the new personnel have little or no police experience. Most new personnel are assigned to the patrol unit for their first several years on the job. **The lack of experienced personnel on patrol is an officer safety issue.**

The department has conducted an internal study of its personnel in order to ascertain the level of maturity and experience. The following chart is a breakdown of 94 sworn personnel by age, rank and time on the job with the City of Anderson Police Department as of Thursday, November 19, 2009.

Age Range	Executive Staff	Lieutenant	Patrol Officer	Sergeant	Grand Total
21-24.99			9		9
25-29.99			13		13
30-34.99			8	1	9
35-39.99	1		20	3	24
40-44.99	1	5	4	8	18
45-49.99	2	2	7	3	14
50-54.99		1	1	3	5
55-59.99	1				1
60+	1				1
<b>Grand Total</b>	<b>6</b>	<b>8</b>	<b>62</b>	<b>18</b>	<b>94</b>

Job Yrs Time Range	Executive Staff	Lieutenant	Patrol Officer	Sergeant	Grand Total
0-1.99			26		26
2-2.99			13		13
3-3.99	1		8	2	11
4-4.99	1		3	1	5
5-5.99			1		1
6-6.99			4	3	7
7-7.99			1		1
8-8.99			1		1
9-9.99			1	2	3
10-14.99	1	2	3	5	11
15-19.99	2	2	1	2	7
20-24.99	1	4		3	8
<b>Grand Total</b>	<b>6</b>	<b>8</b>	<b>62</b>	<b>18</b>	<b>94</b>

A quick look at the above data tables shows that most of the two-digit numbers in the data sets are under the Patrol Officer column. Of the 22 personnel who are under the age of 30, all are officers. Of 55 personnel under the age of 40, clearly 50 (91%) are officers. Fifty-five out of 94 (58.5%) personnel have less than 5 years experience with the City of Anderson Police Department. Fifty of the 55 personnel with less than five years with the APD are officers assigned to patrol functions. Various types of Patrol-level assignments account for sixty-two of the 94 above-referenced personnel. Therefore, 81% of personnel assigned to patrol-officer functions have less than five years of service with the City of Anderson Police Department. The department presently has a deficit in patrol officer experience to the extent that is difficult to maintain an effective Field Training Officer (FTO) program.

**Maturity Comparison: APD vs. national, state & local averages (means & medians)**

**Median ages of the United States, State of S.C. and Anderson.** The median age of a United States citizen is 36.7 years. For the state of South Carolina, the median age is 37.3. For Anderson County, the median age is 38.5 and for the City of Anderson, the median age is 35.0.<sup>10,11</sup> These figures are reasonably close to each other and have a range of 35.0 to 38.5.

The personnel who handle most of the department’s calls-for-service are almost all on patrol and the vast majority is disproportionately young as compared to the national, state and city averages. The overall average age of the study-group is 37.81. The range of ages is 22.26 years to 60.17 years. The median is 38.11. Overall, the absolute median and absolute averages are almost on target with each other. There is no significant difference between the two, *overall*. Those

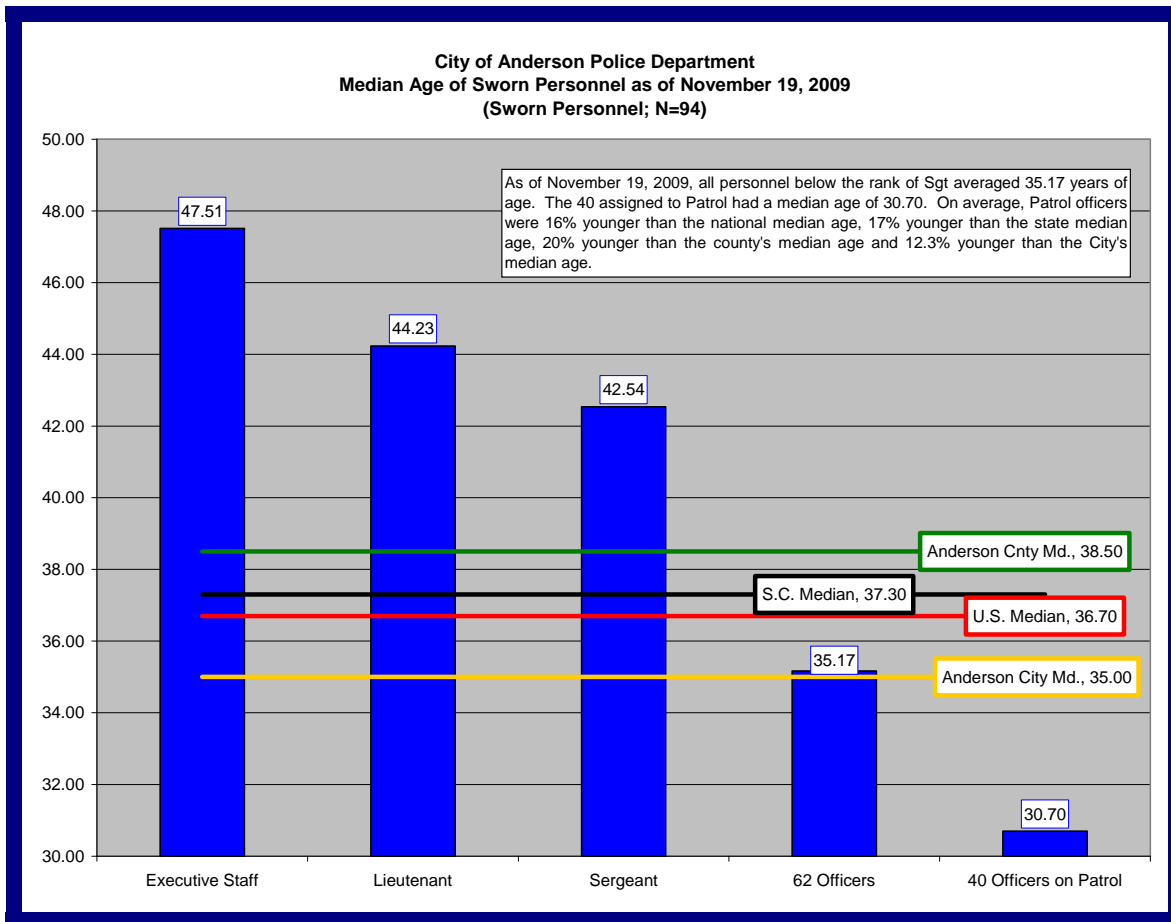
<sup>10</sup> U. S. Census Bureau Fact Sheets, 2008 Estimates.

<sup>11</sup> The age breakdowns for national, state and city data are reported in terms of “medians” in the census data.

figures are also within the range of *general population figures* for the United States, the state of South Carolina and the city and county of Anderson. However, when breaking down the individual components an outline of a sub-problem surfaces, reinforcing the theory that the personnel assigned to patrol-level functions are disproportionately young compared to the department, local, state and national averages. For instance, the data seems to give the appearance that for positions above the rank of patrol, all averages and medians are well above the range for averages and medians of the general population. In addition, with an average age of 34.07 and a median of 35.17, the remaining 62 officers are close to or within the overall population averages. However, when we extract the personnel (officers) who are assigned to specialized slots such as Investigations or Narcotics, and analyze only the remaining 40 who are assigned to uniformed patrol, the average age drops to 32.29 and the median is 30.70.

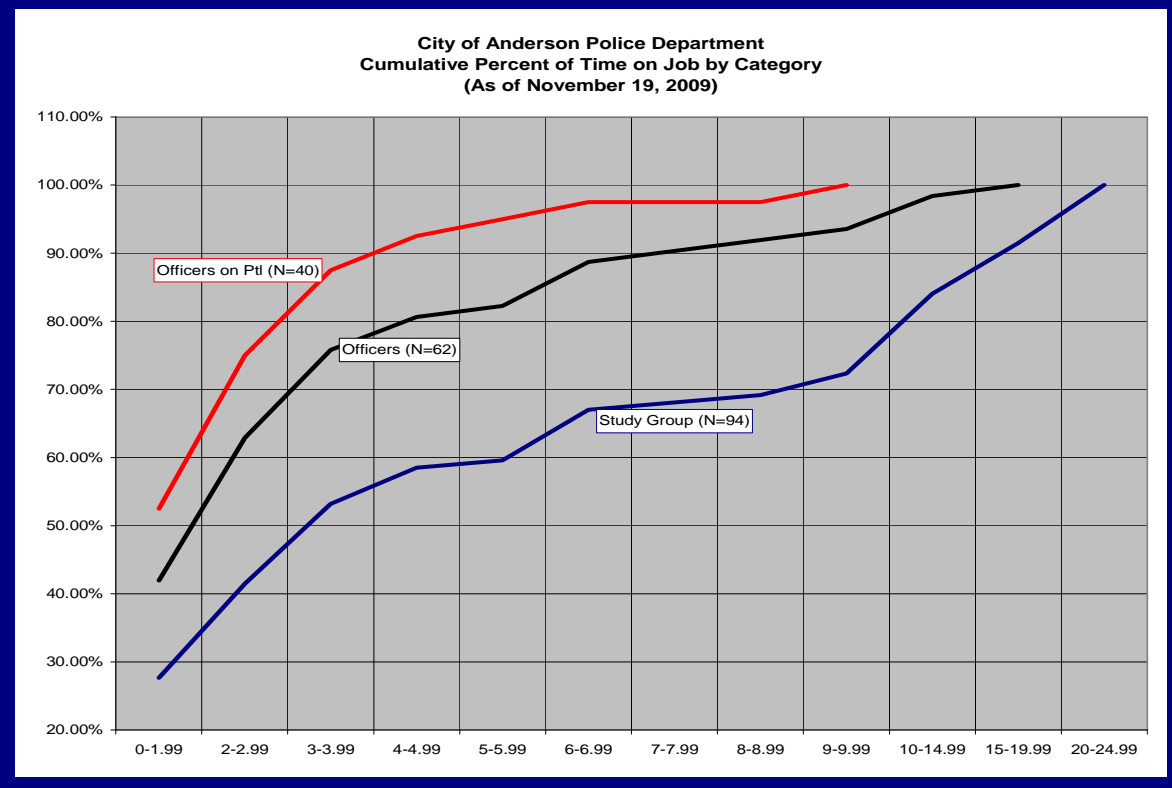
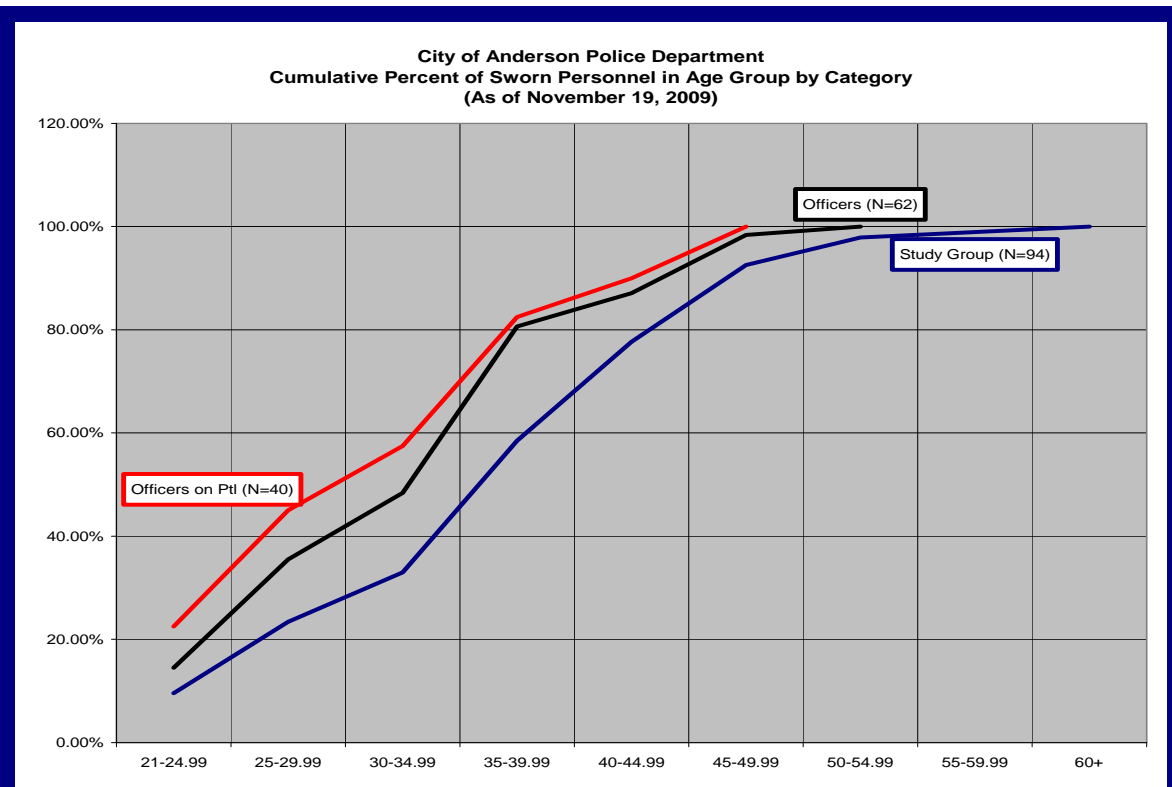
Position Category	Count	Average age	Median	Min	Max	APD Median
Executive Staff	6	48.94	47.51	39.85	60.17	38.11
Lieutenant	8	44.86	44.23	41.30	50.87	38.11
Sergeant	18	43.85	42.54	34.65	54.30	38.11
<b>62 Officers</b>	<b>62</b>	<b>34.07</b>	<b>35.17</b>	<b>22.26</b>	<b>50.97</b>	<b>38.11</b>
<b>40 Officers on Patrol</b>	<b>40/62</b>	<b>32.29</b>	<b>30.70</b>	<b>22.26</b>	<b>49.16</b>	<b>38.11</b>
Grand Total	94	37.81	38.11	22.26	60.17	38.11

Forty-three of the 94 personnel in the study group fall below the mathematical average of 37.81 years of age. Forty-seven fall below the median (50% mark) age of 38.11. The problem is that 41 of the 43 personnel coming in with an age at or below the overall mathematical average and 44 of the 47 below the median are officers and the result is that the averages are skewed downward due to those numbers being overloaded on the low side. In fact, when compared to the medians for the general population as well as the median ages for the remaining ranks, officers are below all other calculated averages and when we remove the specialized officers, the remaining 40 are well below all other measurements. The below chart depicts the distribution for sworn personnel in the City of Anderson Police Department.



Numerous studies have indicated that it takes several years of on-the-job experience for a police officer to develop the functional skills necessary to become knowledgeable, confident and wise in the execution of daily duties. In fact, in some jurisdictions, it takes a year or more just to learn the various streets and roads, and get an understanding of the geography. In addition to having to learn the geography of their jurisdiction, police officers have to learn federal laws, regulations and guidelines as well as Supreme Court rulings and the procedures that arise there-from, state laws and criminal procedures and local laws and ordinances. Moreover, if the hundreds of criminal laws and procedures are not enough, officers have to learn dozens or sometimes hundreds of traffic laws and codes. And after becoming familiar with all of the laws, procedures and codes, officers have to become familiar with the various forms mandated by the state and judicial system. These forms include Uniform Crime Reports, Wreck Reports, Victim's Reports, Juvenile Reports, Juvenile Booking Reports, Solicitor's Prosecutorial Summaries, and a number of other lesser-used pieces of paperwork and the rules for data entry that apply to all the different types of reports. With this much paperwork and all the rules governing data capture and data entry, it's no wonder that police officers die at much younger ages than people employed in other vocations.

The next two charts depict the cumulative percentage of sworn personnel who have reached the various age-ranges of maturity and the time-on-job as listed in years. Note that there is a disproportionate percentage of personnel in all three categories under the median age for the general population. But it is especially noticeable for the personnel assigned to patrol functions.



Local Law Enforcement is comparable to professional football in at least one way. In professional football, it's a given fact that players are going to be injured if they play. In local law enforcement – where the rubber hits the road with respect to resisting the criminal element – a diligent officer who energetically pursues the apprehension of criminals is guaranteed to cross paths with people who do not want to go to jail. Some of those people are willing to injure or

kill an officer to avoid going to jail (or to have greater “clout” with other inmates once apprehended and confined). Subsequent confrontations with those people result in scuffles, scraps, fights and sometimes shootouts. Whether or not an officer survives or sustains major or minor injury almost always depends upon how well the officer has prepared for such encounters. A well-trained officer has a much higher chance of surviving a violent encounter with an assailant than does a poorly trained officer.

The South Carolina Criminal Justice Academy (SCCJA) provides a preliminary training certification program for South Carolina officers which is approximately nine weeks in length. The program covers basic components of law enforcement including legals, job-related scenarios, shooting, driving, physical fitness and defensive tactics. Much of a student’s nine weeks at the SCCJA are spent in the classroom. Many states throughout the country have much longer academies, many as long as six months. It would be naïve to infer that just because an officer was “certified” to drive or shoot after a few days of instruction at the academy the officer is qualified to perform those job skills in a safe and proper manner continually throughout his or her career without additional training experiences.

With so many topics to cover and so little actual time to devote to each topic, officers who graduate from the SCCJA need much additional training when they get back to their respective agencies. In addition to a strong FTO program, agencies need to have additional on-going training in critical skills such as use-of-force related scenarios and driving. These are the two areas wherein police personnel are most likely to be injured. Indeed, compared to other segments of the population, police officers are injured and killed more often in use-of-force situations (violent confrontations with other people) and car crashes than the average worker in the U. S.

## **What is simulation training?**

The term “training” as used in this paper is *instruction by exercise*. It is the process by which law enforcement officers are prepared for their duties and responsibilities through, instruction, discipline, behavior-modeling, behavior-shaping and repetition. **The ultimate purpose of training in law enforcement is** to assist the individual officer in **developing a mindset** that will be properly prepared **to make decisions that are moral, ethical and legal** in each and every situation that the officer faces each day during the course of his or her career **and to carry out the actions** associated with those decisions **in a safe and effective manner**.

Simulation is a term that basically means *counterfeiting*. To simulate something means to assume the likeness or presuppose to be something else. Simulation can be in the form of a mock-up of a particular incident or scenario, replicating actual or imagined situations that may or may not have ever occurred but which have real-world applications. In other words, *simulation* is imitation, reproduction, replication or a model of that which is real.

By focusing on the actual ideal and measuring the actual outcome in an environment that very closely mimics on-the-job scenarios, the training subject is able to develop a mind-set that will be very useful in keeping themselves safe in the real world. This is the closest type of training to actual *on-the-job training* that a subject can get without endangering him or herself.

In law enforcement, simulation training is taught by skilled personnel while on the job, so it is often considered part of the officer’s on-the-job training. Simulation training is used primarily to

teach officers how to do their daily job, prepare for, and react to different types of threatening and non-threatening situations.

The department presently teaches firearms training at its outside training range but as a general rule, time and financial constraints prohibit personnel from attending more than one day time training session and one night time training session per year. In addition, the training sessions rarely include interactive scenarios wherein personnel have to develop and rely on “good” decision-making skills. As a general rule, during firearms training sessions, personnel practice by shooting at inanimate silhouettes mounted upon a pole in the distance. The Simulated Firearms Training Program will allow the officers and the instructors to “play out” real-life scenarios in the field by utilizing vacant houses, buildings and other appropriate training sites. The paint marking rounds released when the simulated firearm is triggered will allow the officers to receive immediate feedback from their instructors regarding their performance during the training exercises. The officers will also be able to train numerous times each year in various locations, weather conditions, different times of the day and re-enacting different scenarios.

## **II. Existing Efforts & Current Resources**

### **Police Contacts**

Every contact that a police officer has with a suspect or perpetrator in the course of investigating a crime or suspicious behavior has the potential to develop into a violent confrontation.

During FY06 the police department answered 39,081 calls for service, documented 4,726 incident reports, responded to 1,793 traffic crashes (1,589 wrecks, and 204 hit & runs), made 2,748 criminal charges, wrote 209 parking tickets, and issued 6,654 traffic citations.<sup>12</sup> A total of 3,319 persons were arrested.<sup>13</sup>

During FY07, personnel of the City of Anderson Police Department handled 64,337 calls-for-service, documented 5,075 incident reports, responded to 1,630 traffic crashes (1,440 wrecks and 190 hit & runs), made 2,410 criminal charges, wrote 470 parking tickets and issued 7,133 traffic citations.<sup>14</sup> A total of 2,786 persons were arrested.<sup>15</sup>

During FY08, personnel of the City of Anderson Police Department handled 70,215 calls-for-service, documented 7,173 incidents on 5,848 incident reports, responded to 1,806 traffic crashes (1,585 wrecks and 221 hit & runs), made 2,993 criminal charges, wrote 451 parking tickets and issued 10,392 traffic citations.<sup>16</sup> A total of 3,276 people were arrested.<sup>17</sup>

According to the City of Anderson Police Department Fiscal Year 2009 Annual Report, during FY09, City of Anderson Police Officers addressed 69,389 calls-for service (CFS). Those 69,389 calls-for-service were broken down into 43,055 officer-generated & 26,334 citizen-generated calls. Citizen-generated calls-for-service occur disproportionately between the hours of 08:00 and 23:59 while officer-generated calls-for-service occur extremely disproportionately between

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<sup>12</sup> City of Anderson Police Department Fiscal Year 2006 Annual Report. Page 3.

<sup>13</sup> City of Anderson Detention Center Fiscal Year 2006 Annual Report. Page 2.

<sup>14</sup> City of Anderson Police Department Fiscal Year 2007 Annual Report. Page 3.

<sup>15</sup> City of Anderson Detention Center Fiscal Year 2007 Annual Report. Page 2.

<sup>16</sup> City of Anderson Police Department Fiscal Year 2008 Annual Report. Page 3.

<sup>17</sup> City of Anderson Detention Center Fiscal Year 2008 Annual Report. Page 2.

the hours of 00:00 and 06:59 when it is dark. In FY09, the personnel of the City of Anderson Police Department booked a total of 3,253 arrestees, most of whom would have preferred not to go to jail.

Although it would be impossible to review more than one year of specific data regarding dangers or potential dangers faced by police officers, a quick review of the FY09 CFS demonstrates the severity of the daily threat posed to officers. In FY09 department officers addressed calls for service involving:<sup>18</sup>

271 shooting events	29 chases
112 “men with gun(s)”	5 “men with knives” or similar objects
258 fights in progress	497 assaults
1,252 civil disputes or disturbances	3,868 calls investigating suspicious person(s)
1,895 suspicious vehicle checks	12,298 traffic stops.

## **Officer Mishaps**

In addition to the routine threats that are faced by personnel on a daily basis, sometimes personnel make mistakes that could get themselves or others injured or killed. A select few examples of some actual scenarios that have happened in the city limits of Anderson as a result of improper technique by personnel of the City of Anderson Police Department are as follows:

1. An officer was answering a call for a confirmed armed robbery in the middle of the night. The officer went to the back of the building where the robbery was taking place. Reportedly the suspect exited the building with two (2) guns - one in each hand - and the officer then began to grapple with the suspect, as opposed to drawing his service weapon. Subsequently the officer took three rounds in his vest and two in one of his arms. The perp, who was obviously a menace to police and the community, fled on foot.
2. An officer accidentally fired a weapon while re-holstering at the door of a call-for-service. That officer as well as two (2) other officers on the scene believed they were being shot at by someone in the house. Smart enough, they took cover. Once behind cover they called for additional back up, activated the SWAT team, got a search warrant for the house, and had the SWAT team serve the search warrant. Finally, after all that, it was determined that it was actually an officer who fired the weapon. Later it was discovered that the officer had two bullet holes in their pants leg from where the bullet went through clothes, but not flesh.
3. An officer was at home off work and off duty. The officer was listening to his police radio and heard that the Anderson County Sheriff’s Office was chasing a felon. Under the circumstances of that event, deadly force seemed to be indicated. The officer packed his wife and infant child into their personally-owned-vehicle and drove them out to a side of the road somewhere in the path of the risk event and when the chase went by, the officer cracked off a round at the perp as he passed. That was a bad decision as it could have resulted in injury or death to the officer’s family.

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<sup>18</sup> City of Anderson Police Department Fiscal Year 2009 Annual Report. Pages 43 – 44.

### III. Objectives and Performance Measures

The program, Overtime Funding for Street Level Criminal Apprehension, addresses the above issues through the goal of reducing the violent crime rate within the City of Anderson, South Carolina through saturated patrols of high crime areas. The Simulated Firearms Training Program addresses the above issues of an officer’s ability to make the appropriate “shoot / don’t shoot” decision through the goal of providing a greater level of safety for officers and members of the general public. The goals of the programs will be accomplished through the following program objectives and performance measures. The timeline identifying when the goals and objectives of the program will be completed immediately follows the chart on the next page.

<u>Objective</u>	<u>Performance Measure</u>	<u>Data Grantee Provides</u>
To decrease the number of calls-for-service that are related to violent crimes.	The number of calls-for-service for violent crime related incidents will be monitored and statistics will be maintained for the comparison to the previous month and to the same month one year prior.	Statistics regarding the number of calls-for-service involving violent crime related incidents compared to the previous month and to the same month one year prior.
To reduce the rate of victimization of violent crimes in the City of Anderson.	The number of victims of violent crime related incidents will be maintained through the Victim's Advocates and statistics will be maintained for the comparison to the previous month and to the same month one year prior.	Statistics regarding the number of victims of violent crime related incidents compared to the previous month and to the same month one year prior.
To improve the conviction rate of cases resulting from the program.	Statistical data will be maintained on the number of cases and prosecutions resulting from the program.	Statistics regarding the number of cases and the results of the cases will be documented.
To enhance officer safety by providing simulated firearms training.	Documentation will be maintained regarding the number of times the equipment is used.	Records will be maintained which will include but not limited to names, dates, times and location of the training exercise.
To enhance officers’ knowledge and skills associated with making decisions in threatening situations and improve the technique employed in proper response.	Documentation will be maintained regarding the training sessions that the department conducts using the equipment.	Records will be maintained which will include but are not limited to names, dates, times, skill level of the trainees and location of the training exercise.

<b>SCHEDULE OF EVENTS</b>					
<b>Implementation Tasks</b>	<b>Person Responsible</b>	<b>Time Frame (Proposed Quarters)</b>			
		1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Formal Announcement of the Street Level Criminal Apprehension Program	Chief / Project Director	X			
Briefing on Expected Results of the Program to the Police Department	Chief / Project Director	X			
Briefing on Expected Results of the Program to the Public	Chief / Project Director	X			
Conduct Patrols	Police Officers	X	X	X	X
Book Arrestees	Detention Personnel	X	X		
Collect / Maintain Data	Project Director	X	X	X	X
Public Feedback of Program	Project Director / Public Info. Officer	X	X	X	X
Serve as a Resource of Information	Project Director	X	X	X	X
Survey Crime Areas	Project Director	X	X	X	X
Adjust / Improve Patrol Saturation Methods	Project Director / Patrol Officers	X	X	X	X
Solicit Bids and Purchase Training Equipment	Project Director	X			
Conduct Real-Life Training Scenarios Using the Grant Funded Equipment	Project Director / Police Officers	X	X	X	X
Compile Weekly Reports	Project Director	X	X	X	X
Compile Monthly Reports	Project Director	X	X	X	X
Compile / Submit Quarterly Reports	Project Director	X	X	X	X
Compile / Submit Annual Evaluation	Project Director				X

***\*The schedule above is applicable to all 4 years of grant funding.***

1st Qtr.= Oct. - Dec.  
 2nd Qtr.= Jan. - March  
 3rd Qtr. = April - June  
 4th Qtr.= July - Sept.

## IV. Conclusion

Each year that the Local Law Enforcement Block Grant and Justice Assistance Grant (JAG) funds have been available to the City of Anderson Police Department, the agency has employed the **Street Level Criminal Apprehension Program in an effort to suppress crime thereby improving the quality of life in and around the City of Anderson, South Carolina.** As depicted by the previous charts, the funding has been applied toward programs that have had a **direct and measurable impact on criminal activity.** The department is seeking to continue this type of funding through the Justice Assistance Grant (JAG) program in an effort to continue to suppress the violent crime rate in and around the City of Anderson, South Carolina. Officers who are employed to work overtime under this grant will continue to work closely with personnel who have been or who are currently employed under other grant programs, such as, the department's VAWA funded Violent Crimes Against Women Investigator. This level of cooperation lends support to the department's efforts to further identify needs within the community that require a pro-active law enforcement response.

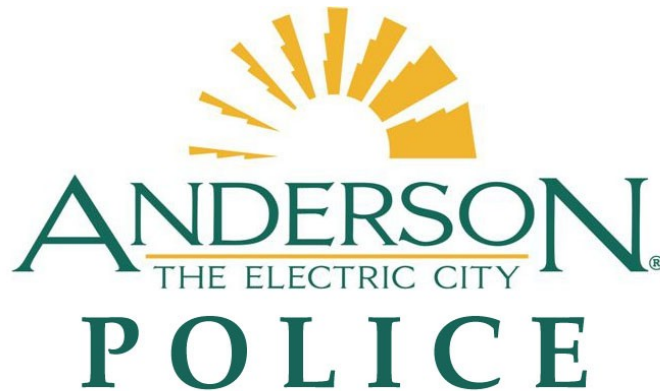
**Continued funding for overtime to focus on "hot spots" in the City of Anderson would result in a higher arrest rate and an increased number of prosecutions for all crimes and a decrease in the violent crime rate for the city and surrounding areas** starting in future fiscal years. By increasing the arrest rate, **future occurrences of violent criminal activity in the City of Anderson and the surrounding area would be reduced also,** as the department will be removing bad role-models from society, taking murderers, rapists, burglars and robbers off the streets. Unfortunately, police department funding through the general revenue is projected to decrease or stay at its current level for at least a few more years thus precluding the department from continuing its overtime program without outside funding.

If the Justice Assistance Grant Proposal is funded, the City of Anderson Police Department will use the award to fund overtime for officers who will work to decrease crime in targeted areas. **The additional manpower provided by overtime will enable us to focus on the hottest crime spots in the area, arrest more violent and nonviolent perpetrators and decrease the crime rate due to the fact that many crooks will be incarcerated and/or too paranoid to misbehave.**

In addition, because of turnover, the City of Anderson Police Department has a high percentage of disproportionately young personnel in patrol functions. The ages of the personnel assigned to patrol duties are disproportionately low compared to the rest of the department as well as the general population. In addition, those personnel have less overall experience than their peers while working in an incredibly hostile environment. Concerning firearms training, as a general rule, time and financial constraints prohibit personnel from attending more than one day time training session and one night time training session per year and during those sessions they practice by shooting at inanimate silhouettes mounted upon poles in the distance. That is insufficient to maintain a good skill level. Because of a lack of real-life training experiences and adequate follow up training, officers' safety is at a substantial risk.

The lack of safe real-life firearms training which replicates the major features of the daily work situation is a hindrance and may ultimately result in the development of a lax mind-set, jeopardizing an officer's safety. Simulated firearms used in police officers' education programs

and use-of-force training sessions allow for transference, repetition, and participation in appropriate decision-making and skill-set development. **If the department had simulated firearm training capabilities, officer safety would be improved.** It is anticipated that **with the acquisition of the equipment, accidents and injuries to officers would decrease, liability claims would decrease, the public image of the City of Anderson Police Department would be enhanced and the general public would be safer.**



**Budget Narrative**

The City of Anderson Police Department is requesting \$25,583 in funding from the Justice Assistance Grant (JAG) Program to operate the *Street Level Criminal Apprehension Program* and to acquire equipment for the *Simulated Firearm Training Program*. The City of Anderson Police Department is requesting \$15,583 for the purpose of hiring sworn officers to work overtime to practice pro-active law enforcement activities in Anderson, South Carolina. The \$15,583 will be applied toward the cost of overtime for sworn officers and non-sworn support personnel and the related benefits for those personnel. The benefits include FICA (7.65%), police retirement (11.13%) and worker’s compensation (5.98%) expenses for personnel who work overtime assignments under the *Street Level Criminal Apprehension Program*. The overtime to be funded by this program will be solely for street level criminal apprehension operations.

The remainder of the funds in the amount of \$10,000 is being requested for the acquisition of simulated firearms, paint marking rounds, protective equipment and other related accessories necessary for the simulation training in order for the officers to receive extensive real-life training in “shoot / don’t shoot” scenarios.

**Budget**

BUDGET CATEGORY	Grantor	Cash Match	Total
<b>I. PERSONNEL</b>			
a. <b>Overtime</b> - To be paid to sworn officers and non-sworn support personnel who work overtime assignments under the Street Level Criminal Apprehension Program.	<b>\$11,725</b>		<b>\$11,725</b>
b. <b>Fringe Benefits</b> - Required by state law to be paid in addition to the overtime hourly rate of the personnel who work overtime assignments under the Street Level Criminal Apprehension Program. The benefits include FICA (7.65%), police retirement (11.13%) and worker's compensation expenses (5.98%).	<b>\$3,858</b>		<b>\$3,858</b>
<b>II. EQUIPMENT</b>			
a. <b>Simulated Firearms Training Equipment</b> – Simulated firearms, paint marking rounds, protective equipment and other related accessories necessary for the simulation training will be purchased in order to provide real-life training situations to the officers.	<b>\$10,000</b>		<b>\$10,000</b>
<b>TOTAL BUDGET</b>	<b>\$25,583</b>		<b>\$25,583</b>

## **Review Narrative**

The City of Anderson Police Department, through the City of Anderson, Incorporated's City Manager's Office, announced to the city's designated governing body during the City Council meeting on May 24, 2010, that the City of Anderson Police Department is applying to the Justice Assistance Grant Program for grant funding for the *Street Level Criminal Apprehension* (overtime) Program and the *Simulated Firearms Training Program*.

The City of Anderson Police Department has made the JAG application available to the public for review by submitting it to the City of Anderson, Incorporated's Webmaster for placement upon the city's web site and by notifying the department's Public Information Officer on Friday, May 14, 2010. Interested citizens, neighborhood groups and community organizations have been and continue to be encouraged to comment on this program and the proposed funding thereof.

Interested parties and anyone else with comments about JAG funding for the *Street Level Criminal Apprehension Program* and the *Simulated Firearms Training Program* may contact Chief Martin Brown or Captain Kevin Marsee of the City of Anderson Police Department in person, via telephone, surface mail or email. Their contact information is as follows:

Chief Martin Brown

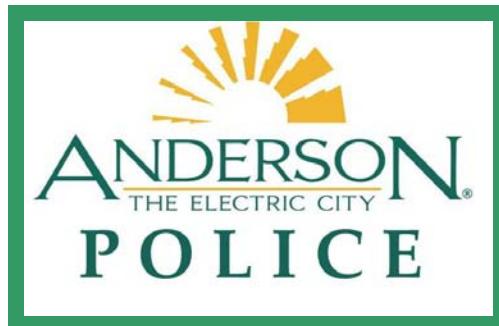
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Captain Kevin Marsee

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### **Program Abstract**

The City of Anderson Police Department in Anderson, South Carolina is requesting funds for the project entitled, *Overtime Funding for the Operation of the Street Level Criminal Apprehension Program* and the *Simulated Firearms Training Program*.

The primary goal of the *Street Level Criminal Apprehension Program* is to reduce the violent crime rate in the City of Anderson through saturated patrols of high crime areas. A secondary goal of this program is to allow the department to take a proactive stance toward violent crime control by utilizing intelligence led-policing to analyze local crime rate and crime trends; thereby more effectively utilizing department resources by concentrating resources in areas where the data indicate that law enforcement is most needed. The primary goal of the *Simulated Firearms Training Program* is to provide a greater level of safety for officers and members of the general public.

The strategy to implement the *Street Level Criminal Apprehension Program* will be as follows. The first step will require the officers in the police department to be briefed on the expected results of the program. The officers will then conduct patrols in the high crime areas of the city and data will be maintained and collected to ensure that the program is making a significant impact on the violent crime rate. The police department will encourage feedback from the community regarding the patrols. Interagency coordination with the Solicitor's Office and other local law enforcement agencies will be established. The Solicitor's Office will be consulted to ensure that the cases being presented as a result of the patrols are resulting in successful convictions. If not, the officers will adjust and improve their patrol methods accordingly. The City of Anderson is surrounded by the County of Anderson therefore it will be imperative for the police department to work with the Anderson County Sheriff's Office in order to effectively combat the violent crime rate within the city limits.

The strategy to implement the *Simulated Firearms Training Program* will be as follows. The first step will be to follow the procurement guidelines of the grant program and the city as required in order to purchase the equipment necessary to conduct simulated firearms training. The certified instructors in the training division of the police department will then conduct simulated firearm training exercises in order to enhance the officers' knowledge and skills associated with making decisions in life threatening situations and to improve the technique employed in proper response.