2014 Annual Report

Men and Women of Action

Clinton Police Department
City of Clinton, North Carolina

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Clinton Police Department
2014 Annual Report

In 2014, the Clinton Police Department had collected data sufficient for reporting five year averages. While it is important to review statistics annually to evaluate the agency's current developments, it is also necessary to assess the department's current status against a clear and relevant yearly average. This year's annual report covers the same areas of concern as previous years, but will include information previously reported, current year data, and analysis based upon the five year average.

Use of Force: (CALEA 1.3.13)

There were 12 Use of Force incidents in 2014. In these twelve, there were 19 individuals upon whom force was used. Six cases involved more than one officer. Two of these six were reported because of high risk search warrants, in which multiple officers and multiple subjects were involved. As per departmental policy, all cases are reviewed upon incident and all cases were found to be within policy.

Reason for Force

Reason for Force	2010	2011	2012	2013	2014	5 year average*
Physically Resisting Arrest	7	3	4	4	0	4
Failure to comply with Commands during arrest	1	3	4	2	3	3
Fleeing from Arrest	7	1	3	2	1	3
Fleeing with Weapon	0	0	1	0	0	0
Assault of Officer	3	1	4	1	0	2
Fighting/Assault of other	2	2	5	3	1	3
High Risk Search Warrant/Felony Vehicle Stops	0	0	2	3	5	2
Other	1	1	0	2	2	1
TOTAL UOF INCIDENTS	**21**	**11**	**23**	**17**	**12**	**Ave= 17**

*all averages are rounded

In 2014, the greatest number for Use of Force reports was the result of known high risk encounters. This is significantly above the five year average; however, the agency conducted a drug campaign that resulted in the execution of search warrants where the threat of weapons is high. Force used in euthanizing animals is not included in this comparison.

The second highest reason was for failure to comply with commands. In two cases, the subject took a fighting stance toward the officer and to prevent injury or other harm, each officer deployed a Taser. In the third, the officer knew the subject had a history of being armed and resisting so that officer pointed a weapon to prevent greater harm or injury. This is equal to the average and proved to result in no injury to all parties involved.

In one of the two cases reported as "other," the subject was with another person who had fled from an officer after dropping a weapon. The second person was detained by officers pointing a weapon. The second case marked as other was a vehicle stop where at least one occupant was known to be armed.

Types of Force Used

Types of Force Used	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Soft hand	12	7	11	9	2	**41**	8
Hard Hand	1	4	3	4	0	**12**	2
OC Spray	0	1	1	1	0	**3**	1
ASP Baton	0	1	0	0	0	**1**	0
Taser	15	7	10	6	3	**41**	8
Pointing Firearm	1	3	4	5	8	**21**	4
Discharging Firearm	0	2*	2*	4*	0	**8***	2*

*euthanized animals

In considering the types of force used, it is important to understand that one incident can result in more than one level of force being applied. This is consistent with policy, as officers are guided by a use of force continuum. The actions of an officer(s) are dependent upon the totality of the situation and, as applicable to the totality, the level of resistance presented by a subject.

The two categories with the highest five year average are Soft Hand and Taser. Soft Hand may be the sole type of force used in an arrest or may precede any other level of force. 2014 was significantly below average for most of these categories. Pointing a firearm is the notable exception. This was explained previously with the increase in known high risk incidents. The existing policy was amended in 2014, especially regarding Taser.

Based on the total number of cases (93) over a five year period, roughly 4% of all use of force cases are the result of physical resistance. Fighting others, fleeing arrest, and failure to comply with commands during an arrest all averaged 3 incidents. Each of these categories equal about 3% of the total use of force incidents. Policy revisions appear to have lowered the number of incidents for "fleeing." As explained earlier, the failure to comply category was due to a proactive response by the officers involved to prevent greater harm to everyone, and is within the

five year average. 2014 actually had an increase in high risk encounters that warranted pointing a weapon.

Use of Force by Race, Sex, and Age

Use of Force by Race/Sex	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
B/M	12	7	12	13	14	58	12
B/F	1	4	3	1	2	11	2
W/M	4	0	1	2	2	9	2
W/F	0	0	0	1	0	1	0
H/M	3	0	4	3	0	10	2
H/F	0	0	1	0	0	1	0
NA/M	1	1	1	1	0	4	1
NA/F	0	0	0	0	0	0	0
Use of Force by Age	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Under 18 years of age	0	0	0	1	0	1	0
18-29 years of age	10	6	14	13	10	53	11
30-39 years of age	5	2	5	3	3	18	4
40-50 years of age	5	3	2	2	2	14	3
51 years of age	1	0	1	0	2	4	1

2014 had one incident where the race, sex, and age were not reported. The improper reporting was discovered by command staff during an incident review and handled administratively. There were no injuries in the incident and it was a high risk stop. There was another incident in which a subject, who was previously armed, fled the scene and his age was never obtained nor reported.

In 2014, nearly 40% of the arrests were African American subjects and 25% of the arrests were white males. This is within +/- 2 % of the five year average. As noted in the 2013 annual report, nearly half the violent crime arrests are African American and this percent is relatively consistent. Examining the use of force incidents in comparison with the number of arrests for the five years, the overall average use of force cases are approximately 2.5% of the arrest total.

Injuries During Force

Injuries During Use of Force	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Officer-Minor Injury/No medical	1	1	0	0	0	2	0
Officer-Minor Injury/EMS	0	0	0	1	0	1	0
Officer-Serious Received Medical	0	0	0	1	0	1	0

Subject-Apparent Injury	10	3	3	2	0	18	4
Subject-Complaint of Injury	1	0	3	2	0	6	1
Taser Prong/No other injury*	0	0	0	0	3	3	1*

*data not collected 2010-2012

The Clinton Police Department was very fortunate in 2014 regarding injuries from use of force incidents. Only three individuals had any sign of injury and this is a result of deploying a Taser. By policy, emergency medical services are called to check every person tased and the officers consistently complied with that policy. No officers were injured during a use of force situation.

Use of Force Analysis:

Considering the five year average, the highest category for reason why force was used is physical resistance (4). Expectedly, physical resistance more often results in use of force. 2010 incidents were notably above average, while 2014 was equally below average for that category. When officers are confronted by the use of physical force to resist arrest, it is reasonable that a level of force be used to overcome the resistance and affect the arrest. Likewise, assaults occurring in an officer's presence will require prompt action and some type of force may be involved. A recent policy revision regarding "failure to comply" standards has been implemented as a directive, but will be incorporated into the 2015 updated manual. The impact of that policy should reduce fail to comply" incidents. Consistent with the Clinton Police Department's current policy and practice, each incident will continue to be reviewed at the time of occurrence.

The agency now has a Taser certified instructor on staff that has assisted in modeling the current use of force policy and in-service training. The current Taser Instructor reviewed the policies and practices of the Clinton Police Department. He recommended revisions to wording in the policy to be more consistent with the Taser manual. These changes were adopted and implemented through an Administrative Order. He further recommended the agency train and document training at the standards set forth by Taser. In 2014, the agency renewed certification for all personnel who carry Tasers to meet this recommendation. The Taser Instructor further reviewed the agency's practice on documenting and reviewing Taser use of force incidents. He found the agency met or exceeded the required standards for per incident review.

The Police Department has seen a significant reduction in injuries since 2010. It is reasonable to credit the introduction of Taser, along with the department's commitment to train and review incidents, with helping reduce this number. The agency will continue to monitor each use of force case and train personnel on departmental policy.

There were no trends identified; however the agency's efforts to consistently train and conduct per incident reviews will continue. The department made a slight revision to Taser use procedures regarding fleeing subjects and failing to comply with commands. This has reduced those incidents and it is expected to remain lower. The agency will incorporate the 2014 Taser Administrative Order into policy in 2015, continue to train regularly on use of force, and evaluate each incident at the time of occurrence.

The Clinton Police Department has made great efforts to build community relations, as this is one of our primary goals. The department answered over 81,000 calls for service during this period and the average use of force cases are roughly one-tenth (0.11%) of a percent.   The agency should continue reaching out to the community through partnerships and programs that build upon police-community relations.

	2010	2011	2012	2013	2014
Calls for Service	17,129	19,640	14,852	15,568	14,233
	Five Year Average: 16,284				
Use of Force	21	14	25	21	12
	Five Year Average: 19				
UOF/CFS	0.001225	0.000712	0.001683	0.001348	0.000843
% UOF/CFS	**.123%**	**.071%**	**.168%**	**.134%**	**.084%**

Similar to the activities implemented in the schools, like SRO counseling/mentoring and the reading program, the agency should target at risk teens and pre-teens. 2014 saw the department reach out to Head Start for a Christmas event, and while this group is younger than the target age group, it is a positive reflection for the agency. In 2015, the agency will plan additional activities toward the target group. The agency should continue efforts to train personnel on use of force to include other less-lethal options. Internally the agency should make efforts to recruit, train, develop, and retain personnel who aspire to the level of community involvement embraced by the Police Department.

Internal Affairs: (CALEA 52.1.5)

Types of Internal Affairs

Type of Investigation	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Internal Affairs	5	3	3	2	1	14	3
Citizen Complaints	13	16	2	13	12	56	11
Critical Incident Review	2	0	0	1	2	5	1
Employee Grievance	0	2	0	2	0	4	1
Supervisor Investigations	6	13	5	19	9	52	10
Civil Complaint	0	0	1	0	0	1	0
TOTAL INVESTIGATIONS	**26**	**34**	**11**	**37**	**24**	**132**	**26**

2014 saw 24 total investigations handled within the Police Department. While this is a significant reduction from 2013, it is near the five year average. The highest category was citizen complaints, with the next highest category being supervisory investigations. These two made up over 87% of the 2014 investigations, which is just above average based on five year data.

Dispositions

Type of Disposition	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Internal Affairs Sustained	2	3	3	2	0	10	2
Internal Affairs Not Sustained	1	2	0	0	1	4	1
Citizen Complaint Sustained	2	9	1	0	4	16	3
Citizen Complaint Not Sustained	11	6	1	13	8	39	8
Supervisor Investigation Sustained	6	13	3	14	7	43	9
Supervisor Investigation Not Sustained	0	0	2	5	2	9	2

It is important to understand that the three categories listed above are the types of investigations which target one or more employees directly, and if sustained result in personnel action. The other incidents may involve one or more employees, but focus more on the operations of the entire agency. These cases are documented, investigated, and reviewed internally to provide for more efficient administration of the Clinton Police Department.

Type of Complaint

Complaint Type	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Use of Force	1	3	2	3	2	11	2
Racial Profiling	0	0	0	0	0	0	0
Rules of Conduct	13	12	4	10	12	51	10
Unsatisfactory Job Performance	6	5	2	11	6	30	6
Reporting Violations	3	9	1	5	4	22	4
Extra Duty Employment Violation	0	3	1	1	2	7	1

An investigation complaint may involve multiple officers, so the number listed in this section may exceed the actual number of investigations reported. For annual reporting, Unsatisfactory Job Performance encompasses multiple types of policy violations that do not fit in the reporting or conduct standards. It is not intended to infer violations of Articles within the City Personnel Policy, which are typically more serious performance concerns.

Race/Sex of Complainant

Complainant Race/Sex	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
B/M	1	5	1	1	2	10	2
B/F	3	5	1	5	3	17	3
W/M	5	4	0	4	2	15	3
W/F	3	4	1	4	4	16	3

H/M	0	0	0	1	0	1	0
H/F	0	0	0	0	0	0	0
NA/M	0	0	0	0	0	0	0
NA/F	0	1	0	0	0	1	0

The race and sex of complainants are relatively balanced. Current data shows that complaints occur less than one-tenth of a percent of the time employees are dealing with the public. The agency has taken steps to communicate our procedures throughout our service area and have committed to accepting complaints in a variety of formats, including anonymous complaints. One such activity was the Latino Community Meeting. 2013 had some concerns addressed by the community, to which the agency responded; in response 2014 had no complaints against the Clinton Police Department.

	2010	**2011**	**2012**	**2013**	**2014**
Calls for Service	17,129	19,640	14,852	15,568	14,233
		Five Year Average: 16,284			
Internal Affairs	26	34	11	37	24
		Five Year Average: 26			
IA/CFS	0.001517	0.001731	0.000740	0.002376	0.001686
% IA/CFS	**.151%**	**.173%**	**.074%**	**.237%**	**.168%**
Citizen Complaint	13	16	2	13	12
		Five Year Average: 11			
CC/CFS	.000758	0.000814	0.000134	0.000835	0.000843
% CC/CFS	**.075%**	**.081%**	**.013%**	**.083%**	**.084%**

Internal Affairs Analysis:
A Supervisory Investigation suggests that the agency found and addressed an issue. These incidents are not always serious, but should reasonably be higher than other complaint types. Another main goal of the agency should be to reduce citizen complaints through training, community awareness, and community involvement. Even if the number is not lowered, the number of sustained complaints should be lowered. This is only possible by implementation of adequate technology, diligent training, reviewing performance, and continuing to thoroughly investigate every complaint. In-car video systems should be completed in 2015. The agency also plans to expand body worn cameras to officers in specialized positions who may not be able to use in-car systems readily.

Consistently over the past five years, the Clinton Police Department has reviewed all internal affairs' cases on a per incident basis. Any issues found were dealt with promptly. There were no trends detected. In addition to the internal affairs review, the agency also uses an early warning system. The system is built into the Administrative Investigation Management (AIM) system and helps to monitor patterns. Early warning is also a supervisory function dictated by policy,

where any supervisor becoming aware of an issue may initiate the early warning plan. Providing for both avenues of early intervention is beneficial to efficient management of police personnel and has helped prevent trends.

The agency will continue to respond to citizen concerns, complaints, and compliments, as well as monitoring and reviewing the early warning system. The police department will continue its community outreach programs that build relations with the citizens we serve. Constructive feedback and citizen input has proven to make these programs improve each year.

Early Warning System: (CALEA 35.1.9 c)

Early Warning Review

In 2014, the Clinton Police Department had 19 early warnings generated based on electronic tracking systems built into AIM and 1 initiated by a supervisor. There were 13 warnings generated for 3 incidents within 120 days. Five were for having 3 use of force incidents within 120 days. One was for an employee having 5 use of force incidents within 365 days. One was initiated by a supervisor for performance concerns. These 20 incidents involved 9 different employees. Eleven of the alerts were marked as primary. Four were secondary. Five were integrated warnings.

The alerts ranged from some of the nine employees having only one alert during 2014 to one employee receiving 7 alerts. In none of the electronically generated incidents was further action recommended. There were no patterns or trends detected in the 19 cases. Some of the cases are so closely related by an event or series of event that they must be linked. For example, the employee with 7 warnings had three warnings generated after one Use of Force event. It generated the 3 incidents within 120 days, 5 UOF within 365 days, and 3 UOF within 120 days. This same employee is part of the Neighborhood Improvement Team and was involved in multiple high risk incidents, such as Search Warrant executions in 2014.

The command intervention was directed after a Sergeant detected performance concerns with one of their employees. An action that began as a Supervisory Investigation with possible result of disciplinary action was evaluated and considered more appropriate for supervisory intervention through early warning. This is the only incident that resulted in any further action; a work plan.

The early warning system has been an invaluable tool for the agency, as it directs administrators to consider each incident or warning for patterns of conduct. It also provides supervisors an alternative to initiating internal investigations when appropriate.

Early Warning Analysis

The Clinton Police Department has collected data on early warning interventions since the inception of the Administrative Investigation Management system. When the program was created, the automatic notifications were created so that commanders were alerted when specific criteria was met. The EWS module is part of AIM, but a separate reporting function of that program. As all AIM investigations and incidents are reviewed individually, so are the intervention notices from EWS.

The highest category for each year has been warnings after three incidents occur within 120 days. This has consistently been the highest category over the past five years. An incident may be a use of force, a pursuit, a citizen complaint, or any other event that is documented and reviewed through AIM. It is reasonable to have one incident generate this type warning in addition to other warnings, depending upon past activity of an employee. For example: In 2014, employees working in the Neighborhood Improvement Team were involved in multiple high risk arrests and search warrants. The use of force reports automatically generated early warnings on each employee. If those employees had prior entries for other activity, one incident could generate up to three different warnings. This is the reason cases are linked in AIM and categorized as primary, secondary, integrated, or third and subsequent.

The second highest category is three use of force incidents within 120 days, followed by five use of force incidents within 365 days. Combined, these warnings account for roughly 24% of the total intervention warnings generated over the past five years. This is consistent with the five year average. Since each AIM case is reviewed at the time of occurrence, and an employee's overall performance is assessed during every early warning alert, patterns are detected early. This allows for the department to deal more efficiently with the individual employee before any trends are established within the culture of the agency.

Early Warning Intervention Type	2010	2011	2012	2013	2014	Five Year Total	Five Year Average
3 Incidents in 120 Days	7	13	9	35	13	77	15
Command Intervention	0	0	0	0	1	1	0
Complaints or Disciplinary Actions- 2 within 120 days	4	0	0	0	0	4	1
Complaints/Policy Violations – 4 in 365 days	4	1	0	1	0	6	1
Firearms/ 3 Failures to Qualify within 2 Years	1	0	0	0	0	1	0
Missed Firearms Practice	1		0	0	0	1	0
Use of Force – 5 in 365 days	4	3	0	3	1	11	2
Use of Force - Three in 120 days	4	1	4	5	5	19	4
Vehicle Accidents- 3 in 365 days	0	0	0	0	0	0	0
Vehicle Accidents- 2 in 120 days	0	0	1	0	0	1	0

Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	**0**	**0**
Vehicle Pursuits– 2 in 120 days	0	1	1	0	0	**2**	**0**
Annual EWS Total	**25**	**19**	**15**	**44**	**20**	**123**	**25**

An early warning is linked to employees individually. Therefore, an incident that meets the criteria for warning and involves two or more employees, will generate separate intervention warnings for each employee. This is true, only if each employee meets the alert requirements, i.e. having 3 incidents within 120 days, 5 use of force cases within a year, etc. The example of NIT's high risk cases in 2014, would only generate a warning if one of more of those employees had an AIM activity that falls within the intervention types. Not all of the team received early warning alerts in 2014.

On average, the department has 10 employees receive early warning alerts annually. This data is relative to many variables, to include, but not limited to, the type of case, the employees position/assignment, and the officers previous activity. Some incidents are unavoidable, while some are performance issues. No annual review or a five year analysis is reasonable based upon the number of officers who receive alerts yearly. However, the agency does look at individual performance annually, and establishes plans unique for the employee. As appropriate, the agency trains all personnel in areas such as juvenile minority sensitivity, bias based profiling, ethics, proficiency in use of force and driving.

	2010	2011	2012	2013	2014	**Five Year Total**	**Five Year Average**
Number of Employees Involved	**11**	**10**	**6**	**12**	**9**	**48**	**10**

Below are the actions that were taken at the conclusion of early warning intervention alerts for the past five years. The agency requires written notice be provided to the employee and an intervention meeting for any incident that warrants further action. Every early warning is reviewed by the administration. Some interventions may have more than one action. An employee could be counseled and transferred or reassigned. For this reason the number of reported actions may differ slightly from the actual number of incidents reported during a year.

Action Taken	2010	2011	2012	2013	2014	Five Year Total	Five Year Average
No Further Action	16	15	13	34	13	91	18
Suspension	1	0	0	0	0	1	0
Termination/Resignation	1	0	0	0	0	1	0
Counseling	4	0	1	2	0	7	1
Training	0	0	2	0	0	2	0
Transfer/Reassignment	0	1	0	2	0	3	1
Work Plan	0	0	0	0	1	1	0
EAP	0	2	0	0	0	2	0
No Action listed	3	2	0	7	0	12	2

As previously noted, an early warning will be accompanied by another type of internally reviewed incident, with the exception of commander interventions. Commander Interventions may be entered based upon an identified need, but must be supported by genuine facts related to the concern of an employee. There was only one command intervention during the five year period, but the supporting facts in this early warning included other documented internal affairs incidents. This is just one example of the administration using alternatives to discipline to promote the welfare of an employee while remaining consistent with the vision and core principles of the department.

Based on the five year data, in roughly 25% of the early warning alerts the police department followed through with the employee to address their work patterns and insure that their performance is in line with the agency's mission. In twelve of the cases there were no actions listed. This is actually a reporting error which the administration should work to prevent. Either a case is referred for further action or closed with no further action taken. The Clinton Police Department has no open early warnings from the period reported.

Grievance Analysis: (CALEA 25.1.3)
In 2014, the Clinton Police Department had no grievances filed by employees. However, the department has collected sufficient data to conduct a five year comparison as part of the annual analysis.

There have been four grievances filed in the past five years. Two filed in 2011 and two filed in 2013. In two of the cases the policy or practice was upheld. In the other two the outcome was to review and amend the policy, as appropriate. In no case was the initial action overturned. The complaints alleged in each were separate and distinct from one another. This does not show a substantial trend.

In reviewing the policies and practices, the only change was in the wording for the annual analysis in Chapter 7: Disciplinary/Grievance Procedures. The new policy reads:
        VIII. Annual Analysis (CALEA 25.1.3)

All current employees are familiar with the grievance procedure. The newest policy, being Version 2.1, was issued in 2014 with the above listed addition to section VIII. Both the Departmental and City Personnel policies and procedures are reviewed with all newly hired personnel and documented in the training manuals. If there is any disciplinary action taken with an employee, they are notified in writing of the grievance procedure on appropriate forms.

In addition, the City of Clinton's Personnel Policy has been made available through the city website and on the Police Department's computerized shared folder. The grievance procedure is referenced and/or detailed in these manuals. The Clinton Police Department policy is issued to all personnel electronically and is also available on the shared folder.

While the agency will be evaluating policy for 2015 updates, there are no recommendations for any changes to the grievance policies or procedures.

Vehicle Pursuit: (CALEA 41.2.2 j)
<u>Vehicle Pursuit Review</u>
There were no vehicle pursuits reported for 2014. The department has tracked these incidents through the Administrative Investigations Management (AIM) program since 2010. There have been 12 reported pursuits during this five year period. There were three reported in 2010 and 2011. 2012 saw a slight increase with four being reported, while 2013 had two. The policy directing that each incident be documented in AIM and reviewed administratively has been consistent throughout this period.

The Clinton Police Department has established guidelines in policy which officers use in determining to pursue an offender or to discontinue a pursuit. Each situation is evaluated and based on one of three levels of risk. These risk conditions are High, Medium, and Low. Seventy-five percent of the reported pursuits were considered low risk conditions. Only one or 8.3 % was considered High risk; but this incident was reported for the use of stop sticks where our personnel were assisting an outside agency with a pursuit entering the City of Clinton. This was one of only three times in five years stop sticks were used. AIM shows one "fleeing vehicle rammed," in which an outside agency used a forcible technique to stop a pursuit. This is the same incident listed as High Risk. Our personnel have not used a ramming technique to end a pursuit. The chart below lists the condition, reason, and maximum speed of police personnel.

Year	Risk Condition	Pursuit Reason	Maximum Speed (MPH)
2010	Medium	Property Crimes	71 to 85
2010	Low	Traffic Violation/Public Threat	71 to 85
2010	Low	Forcible Felony	71 to 85
2011	Low	Violent Forcible Felony	86 and above
2011	Low	Traffic Violation/Public Threat	45 and below
2011	Low	Forcible Felony	45 and below
2012	Low	Property Crimes	86 and above

2012	Low	Traffic Violation/Public Threat	45 and below
2012	Low	Traffic Violation/Public Threat	46 to 70
2012	High	Traffic Violation/Public Threat	45 and below
2013	Medium	Property Crimes	86 and above
2013	Low	Traffic Violation/Public Threat	46 to 70

Policy Compliance

	2010	2011	2012	2013	2014	5 Year Total	5 Year Average
Pursuits In Policy	3	3	2	2	NA	10	2
Pursuits Out of Policy	0	0	2	0	NA	2	0

Vehicle Pursuit Analysis:
The number and severity of pursuits for our agency continues to be relatively low. In the 2014 review, there were no pursuits. The goal of obtaining in-car cameras has been implemented, with over half the patrol fleet being equipped. The patrol fleet should be complete in the next fiscal year.

Officers are familiar with our pursuit policy and receive training as necessary on safe operation of police vehicles. Based upon 2014 data, and consideration of the five year average, the agency plans to amend the pursuit policy in the 2015 revisions. The main focus of the revision is to give clearer guidelines for when officers may engage in a pursuit.

Recruitment Review: (CALEA 31.2.2)

In 2014, the agency has hired eight individuals. The agency conducted both civilian and sworn hiring processes throughout the year. One position was a civilian records position. The other seven were for sworn personnel. The data available for the applicants and individuals hired is listed below.

For Administrative Specialist the department had twenty-seven applicants. The demographics of those applicants for civilian positions were not readily available. The information that was provided showed that 7% were male. During the interview and hiring phase, more accurate numbers were attainable. The department interviewed ten for the single vacancy. Of these ten, 20% were African American, 40% were Latino, 40% were white. The sex composition was 10% male and 90% female. The person who exhibited the best qualifications throughout the hiring processes was given a conditional offer. That applicant was a Latino female.

Senior Administrative Specialist

Interviewed	Female	Male	Latino	White	Black

10	9	1 White	4	4	2

Candidates applying for a sworn position must submit a Criminal Justice Training Standards form, which provides biographical data, in addition to the City's application. The agency advertised and filled seven positions through 2014. The department received 41 applications. Ten percent were from female applicants. The largest pool of candidates for the year occurred near the end of 2014. Eighteen applications were received in this process, which accounts for 44% of all applications for the year. A total of 23 were interviewed throughout the year. Thirteen percent were female, 9% were Latino, 9% were black, and 83% were white with 11% of these being female. The largest number of applicants and individuals interviewed were white males, while this group accounted for less than half the hired personnel. Four applicants did not provide the appropriate documents.

Officer Position

Applied					**41**
Male	**Female**	**White**	**Black**	**Latino**	**Native American**
37	4	31	2	3	1
Interviewed					**23**
Male	**Female**	**Latino**	**White**	**Native American**	**Black**
20	3	2	18 2 female	1 Male	2 male
16 white	1 Latino	1 Female	2 Female		
2 Black	2 White	1 Male	16 Male		
1 Latino					
1 Native American					
Hired					**7**
Male	**Female**	**White**	**Black**	**Latino**	**Native American**
6	**1**	**3**	**1**	**2**	**1**
3 White	Latino				
1 Black					

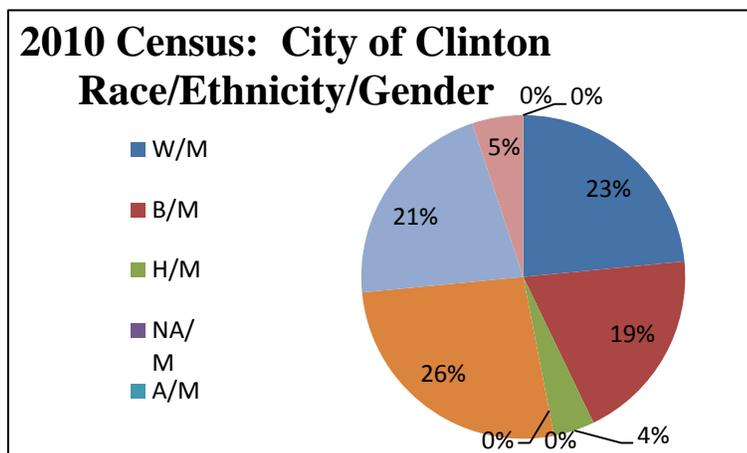| 1 Latino				
1 Native American				

One of the seven or 14% of the applicants hired was female. Of the males hired, three or 38% were white, one was African American, 29% was Latino, and one male was Native American.

Some of the applicants actually applied more than once throughout the year. The agency reviews all components of the hiring process and makes a conditional offer to the candidate(s) who demonstrates the best qualifications consistent with the vision of the department. Some of those who reapplied received conditional offers in the subsequent processes.

Recruitment Analysis

The Clinton Police Department has a recruitment plan and works with Human Resources in advertising and promoting vacant positions. The agency establishes yearly goals to measure progress in recruitment. The plan and recruitment activities are reviewed annually to evaluate our performance toward the goals set. As necessary, the plan may be amended and new goals may be created. In order to analyze the plan, it is necessary to understand the City's demographics.

The City of Clinton has 8,639 residents based upon the 2010 US Census. As the county seat for Sampson County, the City's reach extends far beyond its territorial boundaries; however, this data is not reported for this analysis. The department endeavors to hire and retain minorities and females in approximate proportion to the makeup of the available work force in our service community. The demographics for the City are listed in the chart below.

2010 Census: City of Clinton Race/Ethnicity/Gender

Legend: W/M, B/M, H/M, NA/M, A/M

Values shown: 23%, 19%, 4%, 0%, 0%, 26%, 21%, 5%, 0%, 0%

In 2014, sixty-seven percent of the applicants hired were minority or female. The Clinton Police Department is a CALEA accredited agency and the hiring process is one of many components guided by best nationally recognized practices. The agency will continue to work toward

recruiting, hiring, and retaining the most qualified candidates consistent with our vision and goals.

One of the goals in the 2014 recruitment plan was to create a recruitment video, and the agency has not achieved that goal. Another listed goal, not yet obtained, was to work with military liaison to prepare military personnel to transition into law enforcement through Military job fairs. Two of the seven sworn personnel have prior military experience, but were not recruited through military liaison. One of the individuals hired became aware of the agency and the vacancy through the Latino Community Meetings. This goal will be amended from identifying a person to facilitate recruitment efforts to having the department target communities which typically serve military veterans. Some of the applicants were contacted through attendance at job fairs in surrounding counties, word of mouth advertising, or through on-line postings, to include the department's Facebook and NC Justice Academy's website.

The agency continues to be actively involved in the local Community College, especially through Basic Law Enforcement Training. This relationship typically generates the highest number of applicants. Consequently, it accounts for the highest number of individuals hired. Roughly 70% of the sworn personnel hired in 2014 became familiar with the department through BLET at Sampson Community College. There is insufficient data to determine what percent of our applicants are from the local college system.

The agency will continue having a Commander, one civilian, and two sworn personnel actively involved in the recruitment program. It is the work of this group that generated the eighteen applicant pool, which is the largest documented for our agency. The department did adopt the motto: Men and Women of Action. The recruitment team has updated the recruitment materials and included this motto. Personnel have attended career fairs in the region, to include Fayetteville and Wilson. The agency has recruited a more diverse group of applicants and has extended its reach beyond the local community. While there is no policy change recommended for Recruitment, there are goals that the department should continue to pursue.

Recruitment Goals
- Insure all recruitment efforts target a diverse field of potential applicants that are representative of the available work force within our service area
- Complete the recruitment video in 2015
- Use community meetings to promote the agency and recruit within our service area
- Seek opportunities to attend job fairs to expand the applicant pool
- Target job fairs in communities that historically serve veterans, such as Cumberland and/or Wayne County
- Coordinate with Sampson Community College to generate local interest within all degree programs, especially Criminal Justice

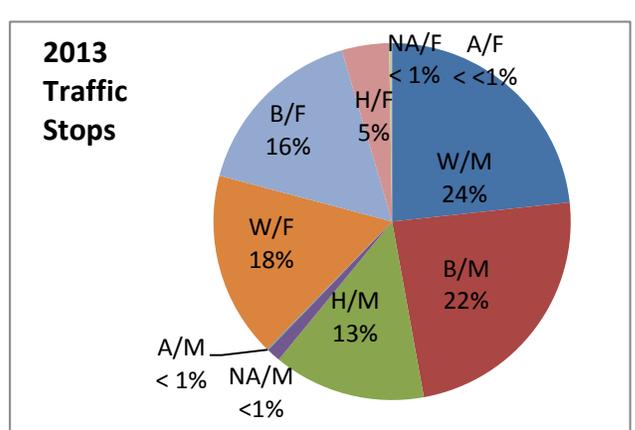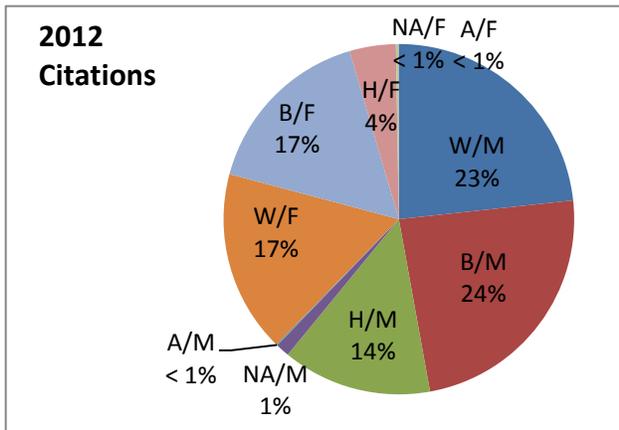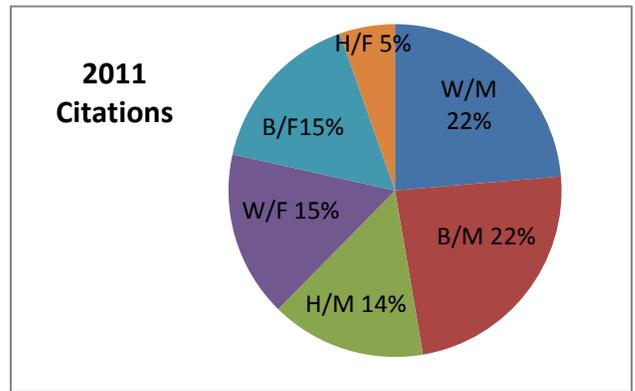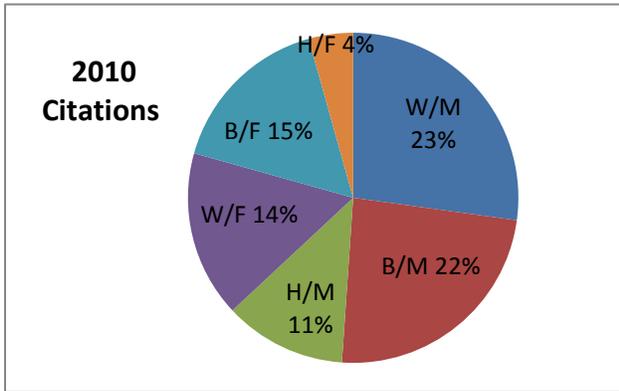- Provide BLET sponsorships with the goal of mentoring for employment

Bias Based Review: (CALEA 1.2.9)

The Clinton Police Department was able to consistently collect more accurate data during the year in 2014. While partial data was available for 2013, it was not as readily available nor was it uniformly reported in previous years. Data from the previous annual reports is provided, but as noted in 2013's annual report, three years of data is necessary to set long term goals. A reliable five year data comparison and analysis will not be available until 2019.

In 2014, the department stopped 1,477 vehicles. The two highest categories were white and black males. Twenty-two percent were white males and 21% were black males. Hispanic males were 9% of the total traffic stops. Female data was similar in comparison to that of males, but the actual numbers were less. Native American Indian (I) and Asian (A) driver stop data is also collected, but these groups were stopped at or below 1% of the time. Native American and Asian males occur below 1% and are not shown in the corresponding graph. Female data also reflects less than 1%, but this is visible in the graph below.
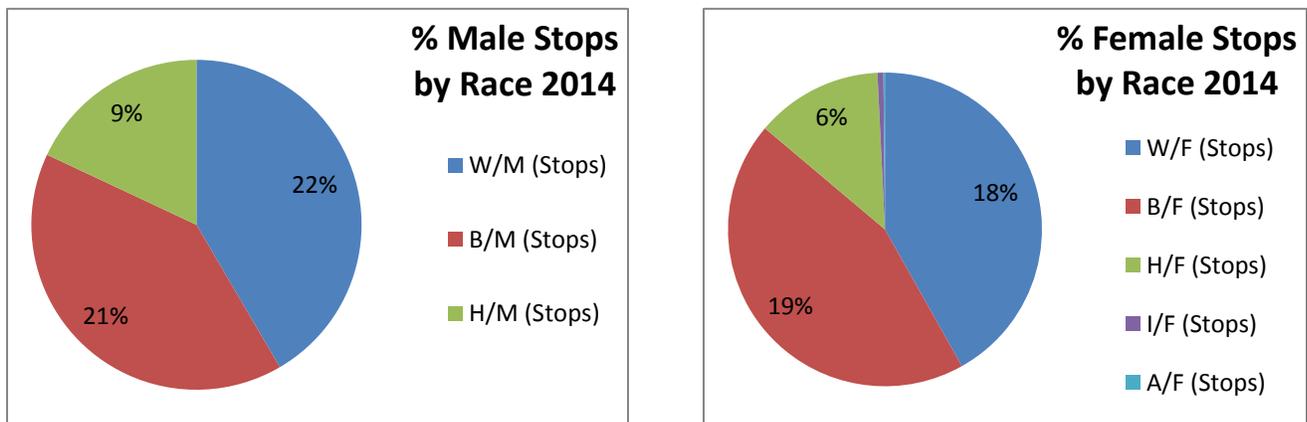

For this review, previous years' data is included in the graphs below. The data available during 2010-2012 was only for citations issued. 2013 made it possible to track stops, but data was collected for only 10 months due to the change in reporting software. **NOTE**: Caution should be used when trying to make assumptions regarding trends based upon the prior years' data.

2010 Citations

H/F 4% | W/M 23% | B/F 15% | W/F 14% | B/M 22% | H/M 11%

2011 Citations

H/F 5% | W/M 22% | B/F 15% | W/F 15% | B/M 22% | H/M 14%

2012 Citations

NA/F < 1% | A/F < 1% | H/F 4% | B/F 17% | W/M 23% | W/F 17% | B/M 24% | H/M 14% | A/M < 1% | NA/M 1%

2013 Traffic Stops

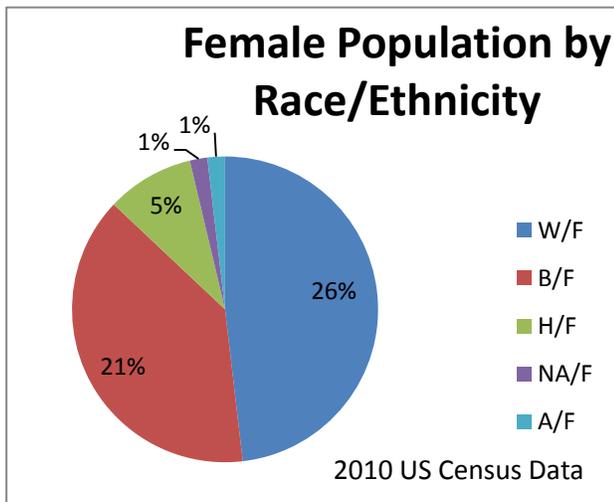NA/F < 1% | A/F < <1% | H/F 5% | B/F 16% | W/M 24% | W/F 18% | B/M 22% | H/M 13% | A/M < 1% | NA/M <1%

Driver Search Data Review:

In addition to the number of stops and percentage comparison, the agency began tracking driver searches in 2014. The intent of collecting, reporting, and reviewing this information is to determine which drivers are being searched and at what rate. The agency also collects and reports this data internally on a monthly basis for all personnel. Supervisors and Administration are able to assess the performance of the agency based upon this information. In the chart below, it is worth noting that each group falls below 6% of the respective totals. White males are subject to be searched more frequently than others, based upon 2014 data. The agency will continue to collect and report this information for efficient management of police-driver interactions.

Percent Searched by Race

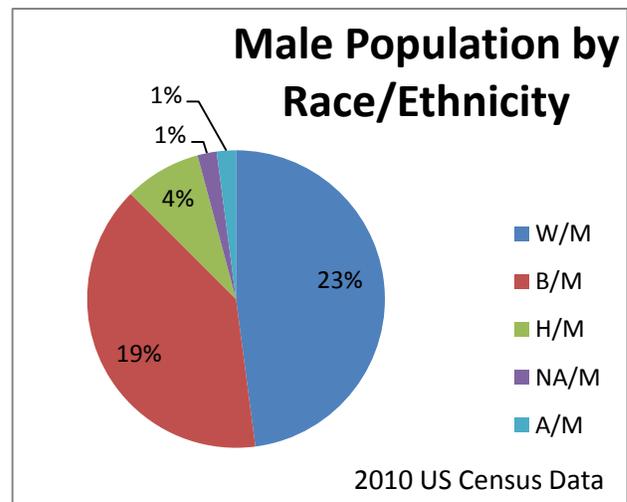W/M | B/M | H/M | I/M | A/M | W/F | B/F | H/F | I/F | A/F
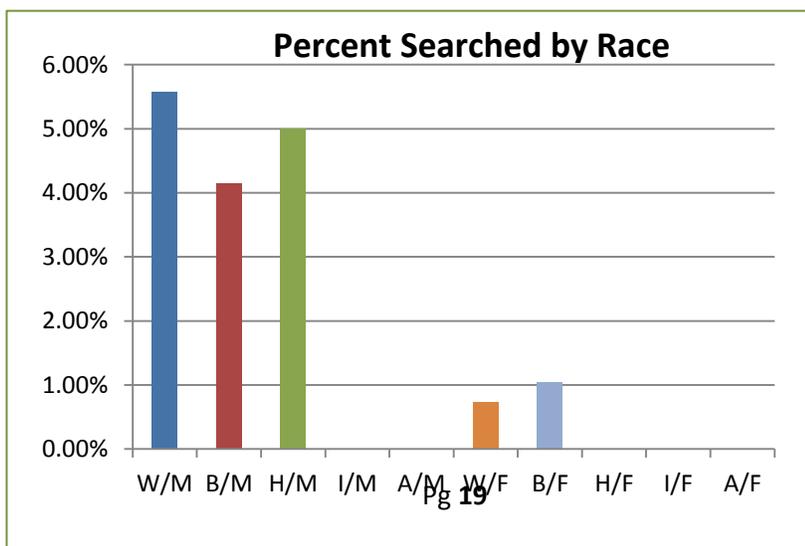
Bias Based Profiling Analysis

While not required by North Carolina General Statutes, the Clinton Police Department collects and reviews bias based data in compliance with the state guidelines. In addition, the agency monitors its performance on a monthly basis and trains at least annually on bias based profiling. This training is supplemented with annual Juvenile Minority Sensitivity Training. The City of Clinton's population was reported as 8,639 in the 2010 U.S. Census. The race and sex diversity of the city is reflected in the graphs below.

Female Population by Race/Ethnicity

1%
1%
1%
5%
26%
21%

W/F
B/F
H/F
NA/F
A/F

2010 US Census Data

Male Population by Race/Ethnicity

1%
1%
4%
23%
19%

W/M
B/M
H/M
NA/M
A/M

2010 US Census Data

It is important to understand that while our Latino population continues to grow, the census data does not reflect the fluctuations for the seasonal population. The 2013 annual report indicated that Hispanics do receive a higher rate of citations based upon the number of stops. Analyzing that data, it was found that the charges for regulatory violations, such as license, registration, and insurance, were much higher for this group than other racial or ethnic groups. Check points accounted for roughly 6% of the total stops, with Hispanics being stopped 19% of the time at check points. While the regulatory violations continue to be the highest cited charges, the administration considered the data and concerns raised during the 2013 Latino Community Meeting when it addressed the check point policy of the Clinton Police Department in 2014. This change provided more guidance to supervisors in determining times and locations for check points. At the Second Annual Latino Community Meeting in 2014, there were no complaints about the Clinton Police Department from the Latino Community.

The agency's traffic stop and driver search data does not show biased trends and is proportionate with the demographics for our service area. The policy revisions, reporting requirements, and

timely monitoring of performance measures have proven to benefit more than one demographic or just one community. The agency strives to stay abreast of 21st Century police technologies and policies that enhance service for our citizens. In addition, the Clinton Police Department has established patrol zones to direct services and created partnerships with other organizations to connect with the communities or enhance the quality of life in Clinton. The 2014 Citizen survey further supports the findings in this annual report. Overall, citizens of Clinton are pleased with the services provided by agency personnel. There have been no bias based or racial profiling complaints filed in the previous five years. The agency will expand its community based programs in effort to reach all communities, with a focus on at risk youth groups.

Summary

The authority and power that is granted to the police, by the law, must be used in a manner that maintains the public's trust. Self-assessment is a tool we use to ensure that we are best serving the citizens of Clinton and sustaining that trust. The results of these analyses are part of a program the CPD maintains to provide safe neighborhoods and impartial enforcement of the laws.

Training is at the heart of our efforts to provide a quality product. The average Clinton Police Officer receives approximately 120 hours of training annually. The Department creates an annual training calendar and topics are identified that improve the work we do. Bias based enforcement, minority juvenile sensitivity, ethics, and legal updates are mandatory yearly training. Lethal and non-lethal weapon proficiency along with policy and scenario based training are done during our in-service programs.

The CPD has a strong administrative review program that is overseen by the Internal Affairs section. All citizen complaints are investigated, including anonymous complaints. Citizens receive a written notification at the start and conclusion of any complaint investigation of police misconduct. Other investigations of serious misconduct are also investigated by the Internal Affairs section. If a police officer uses force or engages in a high speed pursuit, a supervisor will perform an investigation which is then reviewed by Internal Affairs and the Chief of Police. Statistics from all administrative investigations are available for public inspection. This transparency is a way to build public trust. Currently the CPD places this report on the City of Clinton's website.

Individual reviews are conducted on officers in a program called the "Early Warning System". There is an evaluation of collected material when an officer is involved in selected incidents. This gives the Department a chance for early identification of a problem and the officer a better opportunity to meet the CPD's principals and mission statement.

Another pro-active review the Department conducts is with the camera systems. Supervisors do random reviews of the in-car video cameras to make sure officers are operating within the Department's policy and procedures. Each Taser issued by the CPD has a camera equipped and similar reviews are done by Internal Affairs.

The use of cameras documenting police work is just another way to build citizen confidence. In 2015, all vehicles assigned to the uniform patrol division will be equipped with in-car cameras. The Department is currently trying out body cameras to be used by the Neighborhood Improvement Team and the School Resource Officers.

A reviewing process of the Department's work and the policy and procedures that guide that work is very important. Statistical data on crime and the Department's response to crime is provided to every employee on a monthly basis. Bias base information is collected on CPD traffic stops even though the agency is exempted by law because of the city's size. The information is a valuable tool in the prevention of illegal profiling. Supervisors monitor these results monthly.

The CPD recognizes that it must represent the citizens they serve and provide police service that meets their needs. The Department continues to participate in community meetings like the City's District Meetings and the Latino Community Meeting to receive valuable feedback in developing our work practices. Partnerships with the Clinton City School System, civic groups, and area churches have helped the CPD to develop educational programs to help citizens of all ages and meet our service goals.

It is important that the police department has an equitable representation of all citizens of Clinton on its staff. The Recruitment Committee headed by the Operations Commander was established to seek out the best candidates that would represent the community. A recruitment plan was created by the committee and the success of this plan is evident in the employees hired in 2014 and 2015.

The processes that have been outlined above are utilized in these analyses to build on the strengths and improve on the weakness identified in this report. The Clinton Police Department is committed to citizen service through integrity, professionalism, respect, and teamwork.