

2015 Annual Report

Men and Women of Action



**Clinton Police Department
City of Clinton, North Carolina**

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Clinton Police Department 2015 Annual Report

The Clinton Police Department began reporting five year averages on key operational police functions based upon available data in 2014. For the year 2015, we continue this reporting practice. This annual report will address the current year data and analyze that data based on the five year average. The best available data is used where five year data is not currently available.

Where applicable, the five year averages obtained for the 2014 annual report are included in this report. They were the averages used last year and may be referenced throughout the report, but the current average is applicable for this reporting period. Policy revisions, legal updates, community involvement and feedback, training, crime types/rate, and improvements in technology are some factors that create variances in particular categories reported. It should be noted that extreme highs or lows during a year in the reporting period may create higher or lower averages.

Use of Force: (CALEA 1.3.13)

In 2015, there were 11 Use of Force incidents. Fourteen officers were involved in the eleven cases, with four of these cases involving three or more officers. Thirteen people had some level of force used against them. The three listed as “other” were all incidents in which there was a threat of a weapon. All of these cases required pointing weapons by officers. Notably, in one of these incidents, officers confronted an armed and suicidal subject. The use of force by officers was pointing of weapons, but they were able to de-escalate the incident through good communication and application of sound police training.

Reason for Force	2011	2012	2013	2014	2015	5 year average
Physically Resisting Arrest	3	4	4	0	1	2
Failure to comply with Commands during arrest	3	4	2	3	0	2
Fleeing from Arrest	1	3	2	1	2	2
Fleeing with Weapon	0	1	0	0	0	0
Assault of Officer	1	4	1	0	2	2
Fighting/Assault of other	2	5	3	1	1	2
High Risk Search Warrant/Felony Vehicle Stops	0	2	3	5	2	2
Other	1	0	2	2	3	2
TOTAL UOF INCIDENTS	11	23	17	12	11	15*

** all averages are rounded*

The threat of weapons made the “other” category the highest for 2015, reflecting a change from 2014. Last year high risk stops/searches was the top category. Fleeing and assault on officers increased for the year. Ideally, we would like to reduce all types of force, but especially those in which an assault or a weapon threatens our police officers.

The Clinton Police Department’s five year average of 15 is below the 2014 average of 17, and over the last two years the total use of force cases remained below the five year average. With incidents involving use of force and case law on Taser use being headline news across the nation, the agency must continue to

monitor every use of force, as well as our policies regarding use of force. Additionally, the agency will continue to train annually in areas of proficiency, judgement, policy, and legal aspects. De-escalation training is scheduled for 2016.

Types of Force Used

Types of Force Used	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Soft hand	7	11	9	2	4	33	7
Hard Hand	4	3	4	0	2	13	3
OC Spray	1	1	1	0	0	3	1
ASP Baton	1	0	0	0	0	1	0
Taser	7	10	6	3	1	27	5
Pointing Firearm	3	4	5	8	6	26	5
Discharging Firearm	2*	2*	4*	0	0	8*	2*

* *ethanized animal*

In a use of force incident an officer may use more than one type of force. The use of force continuum applicable in 2014 remained the same. Officers have to quickly evaluate the totality of the situation in determining and applying an appropriate level of force. In 2015, officers pointed weapons in six of the eleven incidents. This is down from 2014. The only person tasered in 2015 was a suicidal subject wielding a knife as the person was approaching officers inside a home.

Soft hand control and Taser remained among the top categories based on the five year average, but the 2015 total for those types of force are below this mark. Taser use is also down and well below the five year average, while soft hand and hard hand increased for the year. This is in part due to changes in the agency’s policy regarding use of force and taser. The change in our policy was based upon information gleaned from national discussions on use of force and preceded the Supreme Court case on Taser usage. Understanding that every situation is different and a decision to use force is dependent upon the threat presented by a subject; when appropriate, officers first attempt verbal control and then will attempt at least a soft hand control of a person before deploying taser, unless there is an articulable immediate threat.

Looking at 2014 and 2015, it appears that when the reason for force changes, the type of force also changes. Failure to comply with demands decreased and assaults increased. For 2015, the agency is at or below the five year average for all “reason for force” categories, except threat of a weapon (other). The “type of force” used in 2015 is also below the average, except for “pointing weapons.” Taser use decreased, but the soft hand and hard hand increased. Percentages are not appropriate for the analysis of this data, because changes in smaller figures will reflect larger percent changes.

It is possible that the type of force an officer chooses is a reaction to the reason; however, it is not reasonable to assume a direct correlation between the categories based on a change in just one year data. These fluctuations are expected to some degree because variables such as the rate and type of crime, policy revisions, and legal updates influence the number of occurrences. An example that makes this quickly evident is 2014’s high risk search warrants and felony vehicle stops or 2015’s threat of weapons during an arrest.

Injuries During Force

Injuries During Use of Force	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Officer-Minor Injury/No medical	1	0	0	0	2	3	1
Officer-Minor Injury/EMS	0	0	1	0	0	1	0
Officer-Serious Received Medical	0	0	1	0	0	1	0
Subject-Apparent Injury	3	3	2	0	0	8	2
Subject-Complaint of Injury	0	3	2	0	1	6	1
Taser Prong/No other injury*	0	0	0	3	1	4	1*

*data not collected 2011-2012

Twenty of the 74 incidents over the past five years has been high risk incidents or assault on officers. Fortunately, injuries remain low, but minor injuries for officers in 2015 did exceed the current five year average of one. Last year the average for that category was zero. The injuries reported are minor injuries for officers and subjects, or minor injury from Taser prongs. The assaults themselves did not cause the officer injuries. One incident was cuts to the left hand, possibly caused during the struggle to handcuff the subject. The second was scrapes to an officer’s knee on pavement while attempting to handcuff a person actively resisting arrest.

Use of Force by Race, Sex, and Age

Use of Force by Race/Sex	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
B/M	7	12	13	14	7	53	11
B/F	4	3	1	2	2	12	2
W/M	0	1	2	2	1	6	1
W/F	0	0	1	0	2	3	1
H/M	0	4	3	0	1	8	2
H/F	0	1	0	0	0	1	0
NA/M	1	1	1	0	0	3	1
NA/F	0	0	0	0	0	0	0
Use of Force by Age	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Under 18 years of age	0	0	1	0	5	6	1
18-29 years of age	6	14	13	10	4	47	9
30-39 years of age	2	5	3	3	2	15	3
40-50 years of age	3	2	2	2	1	10	2
51 years of age	0	1	0	2	1	4	1

2015 did have thirteen people against who force was used. In one incident three individuals were fleeing officers after committing felony break-ins and larcenies from vehicles. These three were African American males under 18 years of age. One of the assaults on an officer was by an African American female under the age of 18. These two incidents helped cause the under 18 category to be the highest for 2015 and caused this year's five year average to increase to one. While the agency tries to use alternatives to arrest for all juvenile offenders, this practice does not affect the incidents in which use of force are required. While lower this year, the 18-29 age group remains highest on average.

Use of Force Analysis:

In 2014, the use of force incidents compared to the overall arrests was 2.5%. This is down only slightly in 2015 to 2.3%. Use of force incidents in relation to the agency's calls for service is below a tenth of a percent for the second year. This is due to a reduction in calls for service and use of force respectively. The current five year average for this ratio is .108%. While last year's use of force numbers are comparable to the data from 2011, the changes in reason and type of force is reflective of continual and improved training and review or revisions of policy for the agency.

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Calls for Service	19,640	14,852	15,568	14,233	14,059
	Five Year Average: 15,670				
Use of Force	14	25	21	12	11
	Five Year Average: 17				
UOF/CFS	0.000712	0.001683	0.001348	0.000843	0.000782
% UOF/CFS	.071%	.168%	.134%	.084%	.078%

Eight of the eleven incidents involving use of force were situations in which use of force is expected. They included high risk stops, the threat of weapons, and either assaults on an officer or assault on another person. As predicted in last year's annual report, a change in policy reduced the number of "failure to comply" incidents. While it is not expected to remain at zero, the annual number of these incidents compared to other reasons for force should be low. The agency will continue to review every use of force at the time of occurrence.

In 2015, nearly 41% of the arrests were African Americans males and 26% were white males. This is an increase of 1% for both. This same year, fifty three percent of violent crime arrests were African American males. The agency trains annually on juvenile and minority sensitivity, as well as participating in community events to build relations within the community. In addition to the Taser instructor, the department has a specialized instructor on staff for every use of force tool and technique approved by the department, which enhances our ability to train. This is consistent with our strategic plan of developing and maintaining a sound infrastructure within the organization. The department conducts training annually on all levels of force and has previously focused on proficiency and judgement. In 2015, one fourth of the uniform patrol team also received training in Crisis Intervention. In 2016, the agency will add to this by having more officers trained in Crisis intervention as well as providing de-escalation training for the entire department.

Partnerships and building upon community relations is another one of the agency's goals that focuses on improving the quality of life of citizens and addressing neighborhood concerns. The Clinton Police Department has made exceptional progress toward this goal by participating in multiple community events, partnering with local organizations, and using the available opportunities and resources to promote the department and our service programs. In addition, employees from each division worked on pamphlets and educational materials, in both English and Spanish, that further promote the department, target a specific community need, and are intended to build upon relationships with the communities we serve. The department's School Resource officers continue to provide counseling and mentoring within the schools. This and many of the activities the agency conducts are focused toward at risk teens and preteens in our communities and schools. School age children of all grade levels, from Clinton and surrounding schools, make up the largest portion of the agency's contacts during these events. This will continue to be a priority for the agency.

Internal Affairs: (CALEA 52.1.5)

In 2015, the Clinton Police Department had seventeen internal affairs cases. This was another reduction from the previous year. Also, like last year, the highest two categories were Citizen Complaints and Supervisory Investigations. Citizen Complaints are down from 2014 but near the average, whereas supervisory investigations are at 50% below the five year average. Together, they continue to be over 80% of the total internal affairs cases handled by the agency.

The department has a policy to accept and investigate any complaint received, even anonymous complaints. Sometimes, our supervisors observe or discover actions that are believed to be policy violations and these incidents are documented internally and investigated. In 2015, all five supervisory investigations were sustained and resulted in some form of corrective action against the employee. While the reported incidents for citizen complaints are lower this year by 25%, the same percentage was sustained complaints- one third or 33%. Like other allegations that are sustained, these also result in some form of corrective action for the employee.

Types of Internal Affairs

Type of Investigation	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Internal Affairs	3	3	2	1	2	11	2
Citizen Complaints	16	2	13	12	9	52	10
Critical Incident Review	0	0	1	2	1	4	1
Employee Grievance	2	0	2	0	0	4	1
Supervisor Investigations	13	5	19	9	5	51	10
Civil Complaint	0	1	0	0	0	1	0
TOTAL INVESTIGATIONS	34	11	37	24	17	123	25

The cases listed as Internal Affairs cases are typically more serious offenses that warrant all the due process safeguards of an effective and sound internal affairs system. The two incidents that were classified as Internal Affairs cases were both sustained. One of the cases was an inquiry into the bias base reporting practices of an employee and was expanded to review the practices of the entire agency- at every level and every division. The initial investigation was a citizen complaint alleging racial profiling

by an officer. The profiling complaint was not sustained; however the investigation indicated discrepancies in the employee's bias base reporting compared to the traffic stop data. The use of the in-car video system recordings provided evidence that racial profiling had not occurred. During the time of the investigation for the reporting violation, the employee resigned from the department even though the final findings of the investigation did not show the failure to report was malicious. The employee was however found in violation of the bias base reporting policy.

Internal Affairs Dispositions

Type of Disposition	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Internal Affairs Sustained	3	3	2	0	2	11	2
Internal Affairs Not Sustained	2	0	0	1	0	3	1
Citizen Complaint Sustained	9	1	0	4	3	17	3
Citizen Complaint Not Sustained	6	1	13	8	6	36	7
Supervisor Investigation Sustained	13	3	14	7	5	42	8
Supervisor Investigation Not Sustained	0	2	5	2	0	9	2

The one incident explained in the paragraph above actually accounts for two of the types of complaints listed below. This can occur when one complaint or allegation actually covers one or more policies. In the 2014 annual report, the unsatisfactory job performance complaints listed covered several performance issues that were not directly linked to the City of Clinton's Personnel Policy. However, this year the complaint listed under that category is specifically tied to the personnel policy. It was one of the sustained complaints that resulted in corrective action for the employee.

Type of Complaint

Complaint Type	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
Use of Force	3	2	3	2	0	10	2
Racial Profiling	0	0	0	0	1	1	0
Rules of Conduct	12	4	10	12	13	51	10
Unsatisfactory Job Performance	5	2	11	6	1	25	5
Reporting Violations	9	1	5	4	4	23	5
Extra Duty Employment Violation	3	1	1	2	0	7	1

In an investigative complaint, there may be allegations of more than one policy violation or it may involve more than one officer. Therefore the numbers listed for types of complaints may not be the same as the number of investigations reported. Critical incidents are not included in these figures. In 2015, rules of conduct violations continue to be the top category for complaints, and may come from either a citizen complaint or a supervisory investigation. These cases cover different areas of conduct policy violations and are handled on an individual basis, if sustained. Thirty one percent (4 of 13) of the rules of conduct complaints were rudeness complaints and only one was sustained. With the expansion of our in car video and body worn camera system, the agency is able to address these type complaints more quickly and fairly. Collectively, rules of conduct allegations are above the five year average, which is the same as the average reported in 2014.

As indicated above, the agency did receive a complaint of racial profiling which made this category exceed the average, which was zero. This is the first year the agency has received a racial profiling complaint since data has been collected. The complaint was not sustained, but lead to the internal affairs investigation for a reporting violation.

Race/Sex of Complainant

Complainant Race/Sex	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
B/M	5	1	1	2	1	10	2
B/F	5	1	5	3	3	17	3
W/M	4	0	4	2	5	15	3
W/F	4	1	4	4	3	16	3
H/M	0	0	1	0	0	1	0
H/F	0	0	0	0	0	0	0
NA/M	0	0	0	0	0	0	0
NA/F	1	0	0	0	0	1	0

In 2014, the race and sex of a complainant was relatively equal among African Americans and whites; however, this year white males were the largest number of complainants. Hispanics and Native Americans were not among the complainants listed for either of the past two years. Based on the data available, both citizen complaints and other internal investigations have gone down, while the current five year average remains about the same as 2014. The rate of complaints-to-calls for service went down, but is still occurring less than one-tenth percent of the time officers are dealing with citizens.

	2011	2012	2013	2014	2015
Calls for Service	19,640	14,852	15,568	14,233	14,059
	Five Year Average: 15,670				
Internal Affairs	34	11	37	24	17
	Five Year Average: 25				
IA/CFS	0.001731	0.000740	0.002376	0.001686	0.001209
% IA/CFS	.173%	.074%	.237%	.168%	.120%
Citizen Complaint	16	2	13	12	9
	Five Year Average: 10				
CC/CFS	0.000814	0.000134	0.000835	0.000843	0.000640
% CC/CFS	.081%	.013%	.083%	.084%	.064%

Internal Affairs Analysis:

The Clinton Police Department has maintained a consistent practice of reviewing all internal affairs cases for more than the five years reported. There have been no negative trends found that warranted further action. Feedback from all stakeholders is sought and readily accepted by the agency in an effort to build and maintain relations with the community. The agency participates in many events throughout the year to promote the department and the services we provide.

The department received 14,059 calls for service in 2015. This is down slightly from 2014, but is more than 1,500 below the current five year average. Similar to the use of force summary above, citizen complaints are below a tenth of a percent. Internal affairs figures indicate that a violation is alleged about 1/10th of a percent of the time our personnel have contact with citizens. Having 21 internally generated

cases in 2013 created a considerable spike, but the annual percentages are low and appear to be declining. The percentage based on the five year average is .159%. These figures are subject to fluctuate in either direction because of various factors. This is illustrated in the 2013 internal affairs cases that are about 50% higher than the average and 2012's citizen complaints which are about 80% lower than the average.

A supervisory investigation indicates that a supervisor discovered an issue with an employee's performance and took measures to correct the issue. This explains why all of these cases were sustained in 2015. In 2014, it was reported that the agency would like to see citizen complaints reduced, while still maintaining the highest levels of professionalism, integrity, and accountability. The Police Department reached that goal, reducing these complaints by 25%. In car video, body worn cameras, and GPS technology has been assisting in monitoring performance and quickly addressing these complaints and/or issues fairly and accurately. These technologies have given the agency factual information on incidents that previously would not have been available. It allows for a fair and unbiased review of many situations where our personnel are involved.

The agency should continue to build upon the trust and respect it has with the community by training officers, working to enhance community awareness and involvement, maintaining adequate technologies, and reviewing the performance of each officer and the department. Body worn cameras will be issued to all patrol personnel, and used in conjunction with the in car video systems. This will provide for a broader view of police-citizen contacts. It will be the policy of the Clinton Police Department that supervisors periodically review these videos to monitor performance and identify training needs. We will also continue to thoroughly review all complaints and investigations to insure personnel are providing the highest level of customer service.

Early Warning System: (CALEA 35.1.9 c)

Another tool the agency has used for more than five years is the early warning system. This system is designed to identify potential patterns or similar incidents and requires a review of the employee's actions. Typically the early warning occurs electronically, based on defined criteria in the Administrative Investigation Management System (AIM). This is a command review, but early warnings can be generated manually by a supervisor if he/she believes there are performance issues or concerns with an employee. There were no command interventions in 2015. The early warning types and the actions taken are detailed below.

The current five year average is 21, while the 2014 average was 25. 2015 was well below the average. The averages are rounded, so the five year average data may not appear to match the total listed. For the seven cases listed, five employees were involved. This does occur when one employee has an action that meets the criteria for two or more of the early warning types. This occurred again this year, one for a vehicle accident and another for a use of force incident.

The incidents that initiate an early warning are the same types of cases that are reviewed at the time of occurrence, such as a Use of Force, a Vehicle Pursuit, or even a Citizen Complaint. Every early warning case is reviewed, and these reviews require a commander to look at the incidents collectively to determine a pattern or trend. No patterns were discovered and each of the early warnings did not require further action.

Early Warning Intervention Type	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
3 Incidents in 120 Days	13	9	35	13	4	74	15
Command Intervention	0	0	0	1	0	1	0
Complaints or Disciplinary Actions- 2 within 120 days	0	0	0	0	0	0	0
Complaints/Policy Violations – 4 in 365 days	1	0	1	0	0	2	0
Firearms/ 3 Failures to Qualify within 2 Years	0	0	0	0	0	0	0
Missed Firearms Practice	0	0	0	0	0	0	0
Use of Force – 5 in 365 days	3	0	3	1	0	7	1
Use of Force - Three in 120 days	1	4	5	5	1	16	3
Vehicle Accidents- 3 in 365 days	0	0	0	0	1	1	0
Vehicle Accidents- 2 in 120 days	0	1	0	0	1	1	0
Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	0	0
Vehicle Pursuits– 2 in 120 days	1	1	0	0	0	2	0
Annual EWS Total	19	15	44	20	7	104	21
Number of Employees Involved	10	6	12	9	5	42	8

Five of these cases were marked as primary, with the other two being integrated. At times an early warning is initiated for an investigation or complaint, and early warning is not warranted. However, appropriate action may have been taken in the investigation or complaint case, which is reflected in the internal affairs review.

Action Taken	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
No Further Action	15	13	34	13	7	82	16
Suspension	0	0	0	0	0	0	0
Termination/Resignation	0	0	0	0	0	0	0
Counseling	0	1	2	0	0	3	1
Training	0	2	0	0	0	2	0
Transfer/Reassignment	1	0	2	0	0	3	1
Work Plan	0	0	0	1	0	1	0
EAP	2	0	0	0	0	2	0
No Action listed	2	0	7	0	0	9	2

Although the numbers are much lower for 2015, the highest category continues to be three incidents within 120 days. The categories of three use of force within 120 days and the two vehicle accident warnings all had one automatic early warning each. The vehicle accident is with one officer, but that employee had two wrecks within the past 120 days and another wreck almost a year ago. Two of those are not at-fault wrecks. The at-fault wreck was investigated by the agency through its incident investigation procedures, found out of policy, but action was handled by the City's Accident Review board to prevent compounding disciplinary actions. No action was warranted through early warning.

Early Warning System Analysis:

Three incidents within 120 days accounts for over 70% of all the early warning cases for this five year period. Three use of force incidents within 120 days makes up just over 15% of the remaining early warning incidents. In the past five years there has only been one command intervention. This is reasonable because a supervisor would initiate a supervisory investigation for a single act or violation at the time of occurrence. By doing so, issues are addressed at the earliest stage so that negative patterns do not develop inside the culture of the agency.

On average the agency has about eight employees a year who receive an early warning alert. These cases are generated due to multiple factors, are often related, and the incidents/investigations that create an early warning are reviewed at the time of incident. For this reason, it is difficult to do an analysis based on the five year averages for the number of employees involved. While it is not the case for 2015, in previous years a single early warning may have resulted in several steps to correct a performance issue. This could include counseling, transfer, or other reassignment.

At this time, counseling and transfer/reassignment are the highest categories. When action is taken, either option is used about 28% of the time. This is based on the five year total, not an average. The average makes it erroneously appear they are used 100% of the time. The current policy does not provide for termination, resignation, or suspension to be recommended during an early warning intervention. There were none in the past five years. However, the 2014 annual report showed two from 2010, which was the year this internal affairs system was put into operation. Resignation can occur during early warning if the employee decides it is in their best interest. The intent of early warning is to detect and correct a behavior early, before it escalates, and to help an employee overcome any challenges so they can become more productive and successful.

An employee may not be advised of an early warning if there is no pattern or other issue of concern found during the command review. Based on the current five year data, about 18-20% of the early warning cases have ended with an early warning meeting. When an early warning meeting is required then the employee is notified in writing. During that meeting, the employee assistance program (EAP) is usually discussed with an employee and the goal is to have them help decide what avenue or plan will help them improve performance. When employees are counseled during an internal investigation and it is considered appropriate, they are made aware of the employee assistance program. The employee assistance program is one of several options available through the early warning system. Within the past five years we have had two early warning incidents in which there was an EAP referral. Early warning continues to be a valuable tool for the agency and no changes to the system are recommended.

Grievance Analysis: (CALEA 25.1.3)

There were no grievances filed in 2015, however there was one appeal for a disciplinary action taken in a citizen complaint. A citizen complaint and a supervisory investigation were combined into one incident for one employee to prevent compounding discipline, and the written reprimand referenced a response time to a call for service incorrectly. The employee appealed the reprimand based on this fact. The action was upheld, but the reprimand was rewritten to remove the error regarding the response time. The appeal and subsequent correction prevented a statement that was not valid from being placed in the employee's personnel file.

There were four grievances filed over the past five years, and these were discussed in the 2014 annual report. There was also a policy revision to provide for a review of the grievance policies annually.

Article X of the City Personnel policy covers grievance procedures step by step, to include timelines for filing, timelines for a response, and the manner the response will be provided. The Clinton Police Department references this policy in Chapter 7 Section III and Section VII of the agency’s policy manual Version 2.2. Chapter 7 pertains to disciplinary action and grievances, and the sections relate to appeals of disciplinary actions and filing a grievance.

Every newly hired employee receives training on the grievance procedure during their initial training. In addition, any employee who receives any form of disciplinary action is notified of their right to appeal and the amount of time to file the initial appeal/grievance to the Chief of Police. The policies of the City and the Police Department are made available to all employees electronically through the agency’s computer system and every employee has access to these files. All police employees, to include new employees, also receive both policies on an assigned flash drive. There are no recommendations for changes to the policy or procedure at this time.

Vehicle Pursuit: (CALEA 41.2.2 j)

There was one vehicle pursuit listed for 2015. The incident occurred at Sampson Community College with a suspected drunk driver on a motorcycle. The pursuit was considered a medium risk, but was called off by the officer initiating the pursuit when the driver turned onto Hwy 24. As with all incidents and investigations reported in the agency’s internal affairs program, this case was reviewed at the time of the incident. It was found within policy. The officer used good judgment in applying the agency’s policy to the totality of the circumstance and discontinued this chase.

Year	Risk Condition	Pursuit Reason	Maximum Speed (MPH)
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 MPH
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 MPH
2015	Medium	Traffic Violation/Public Threat	45 and below

Over the past five years, the agency has had ten pursuits. Every incident is entered into the Administrative Investigation Management program by the supervisor on duty. The supervisor entering the incident must investigate the incident and then it is further reviewed by Command personnel for compliance with policy.

There was one high risk pursuit listed in 2012. This was detailed in the 2014 annual report and was classified as high risk because of the actions of another agency. Our department used stop sticks in that case and had no other involvement. Based on the five year data, 70% of our pursuits are low risk pursuits and 20% are medium risk. The agency averages two pursuits per year. Half of the pursuits are at 45

MPH or below. The next highest category (30%) was those in which speeds were 86 MPH or above. There were no vehicles rammed during these past five years.

Policy Compliance	2011	2012	2013	2014	2015	5 Year Total	5 Year Average
In Policy	3	2	2	0	1	8	2
Out of Policy	0	2	0	0	0	2	0

Vehicle Pursuit Analysis:

Vehicle pursuits continue to be relatively low in both number and severity for our agency. Our current five year average for low risk pursuits is slightly lower than the five year average reported in 2014, while medium risk was just above the previous years. Fifty percent of the pursuits for these five years are at or below 45 MPH. Thirty percent were above 86 MPH. While speed must be a consideration during a pursuit, none of the pursuits with speeds 86 or above were found to be high risk. There are many other factors that go in making this determination. The chart below shows the percentages for each category based on 2014 and 2015 five year data. The 2014 annual report showed 3 pursuits in 2010 and none in 2014. With 2010 removed from the current data and only one in 2015, there are notable changes in the percentages. Again this is an area where small numbers may create misleading percentage changes.

2014 Yearly Average			2014 Speeds Involved Percentages			
High Risk	Medium Risk	Low Risk	45 MPH and below	46-70 MPH	71-85 MPH	86+
8.3%	16.6%	75%	33%	17%	25%	25%
2015 Yearly Average			2015 Speeds Involved Percentages			
High Risk	Medium Risk	Low Risk	45 MPH and below	46-70 MPH	71-85 MPH	86+
10%	20%	70%	50%	20%	0%	30%

The agency has placed in car cameras in our patrol vehicles. The vehicles that are most likely to be involved in a pursuit are those in Uniform Patrol. These systems are being supplemented with body worn cameras. The newest in car video being used provides for footage from two front video cameras. All systems used have both audio and video when activated and used in compliance with policy.

One of the features of our in car video systems is that they are designed to activate when blue lights are turned on. This helps in making sure pursuits are recorded. The system monitors speed, braking, and siren use, so these details are captured. Hopefully it is never needed, but they are also equipped with a crash sensor. The Operations Commander will work with supervisors to monitor all equipment and the video systems to insure that they are maintained in sound working order and that officers are complying with policy. We will continue to report and review every pursuit incident through AIM. In 2016, officers will receive driver training as part of the department’s mandated annual in-service training.

After 2014 and noted in last year’s annual report, a revision was made to our policy on pursuits. Clear direction was given to officers that they may pursue for suspect(s) escaping from a felony breaking and entering case. This authorization is under the forcible felony guide for low to moderate risk pursuits. The requirement to continually assess the risks remains applicable, and the supervisor on duty is charged with monitoring the activity weighing the same factors in their decision to allow a pursuit to continue or to terminate a pursuit. There are no recommendations for revisions to the current policy.

Recruitment Review: (CALEA 31.2.2)

In 2015, the Clinton Police Department hired seven new personnel. One position was a civilian animal control officer, and the other six positions were for sworn law enforcement officers. The data for applicants, interviewees, and hired personnel is listed below.

Animal Control Officer					
<u>Applied-</u>				12	
Male	Female	White	Black	Latino	Native American
9	1	8	1	0	1
				<u>Hired-</u>	
				1 B/M	

For the Animal Control Officer position, the demographics for applicants not interviewed are not readily available. Of the twelve applicants for this position, ten were interviewed. Only one person interviewed was female. Of the nine males, seven were white, one was African American, and one was Native American. This is in direct contrast with last year’s annual report in which the agency hired a Records Specialist. This year females only made up 10% of the applicant’s interviewed, versus 90% in 2014 for Records. For this position, 11% of the males were African American and 11% were Native American. The applicant who exhibited the best qualifications and was given a conditional offer was the African American male applicant.

Those candidates who apply for a sworn position must submit a Criminal Justice Education and Training Standards form in addition to their City application. The Standards form shows certain demographic information, which allows the agency to collect the data from the time of application through hiring. However, it is never used in any decision to interview or not interview an applicant, nor as a reason to make an offer for employment, nor to deny employment.

Officer Position

<u>Applied</u>					36
Male	Female	White	Black	Latino	Native American
31	5	31	1	4	0
<u>Interviewed</u>					23
Male	Female	Black	White	Latino	Native American
19	4	1	19	3	0
<u>Hired</u>					6
Male	Female	White	Black	Latino	Native American
5	1	4	0	2	0
1 Latino	Latino				

In 2015, the agency received 36 applications throughout the year for the six vacant positions. Of these, 23 were interviewed. Some of the applicants re-applied and received secondary interviews. Many of the applicants for 2015 came from the Basic Law Enforcement Training at Sampson Community College. The department does recruit outside this area and did receive applicants from other programs in 2015. The agency chose to allow applicants near completion of the BLET program to compete in the process in an attempt to broaden the applicant pool. Some of the ones interviewed were near completion of the program, while others had graduated the program within the past year.

Eighty-six percent of the applicants for the sworn positions were white, 11% were Latino, and 3% were African American. Of the twenty three interviewed, 83% were white, 13% were Latino, and 4% were African American. The African American female listed applied and was one of the top candidates. She was given a conditional offer that was open for one year. The intent was to allow her to complete BLET and when a position became available she would not have to reapply. Before a position became available, she accepted a position at another agency outside Sampson County offering higher pay. One of the Latino males was given a conditional offer, but was not successful in the background investigation and was removed from eligibility. The only female hired was a Latino female, who was recruited through advertising and posting outside of the local BLET program. It was learned during the hiring process that she was in the process at other agencies, but selected Clinton over Wilson and Smithfield PD.

The overall number of applicants and persons interviewed is very similar to 2014. The difference is the number of African American applicants is lower. The percentage difference seems significant, but the number is different by one.

Recruitment Analysis:

As mentioned in the 2014 annual report, the Clinton Police Department has a recruitment plan and works with Human Resources to advertise and promote vacant positions. Throughout the year, various employees attend career fairs around our region. The agency makes a committed effort to attend local career fairs, but also seeks opportunities to attend these events in surrounding counties. The department has prepared cards and pamphlets that promote the agency. The personnel involved are typically part of the recruitment team, but may include other staff who project a positive image for the agency in their daily performance.

In 2014 our recruitment goals were:

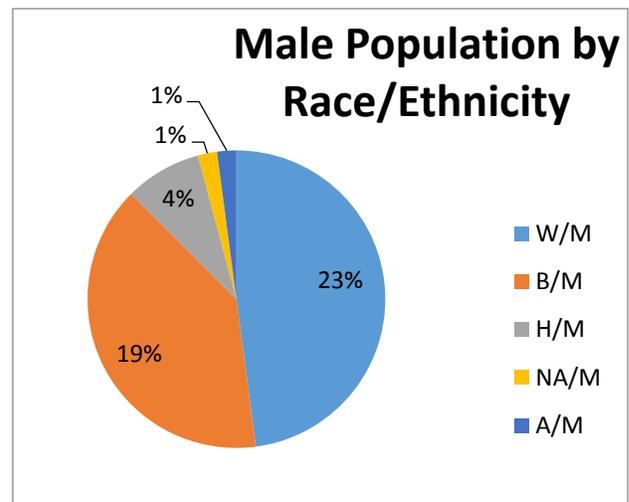
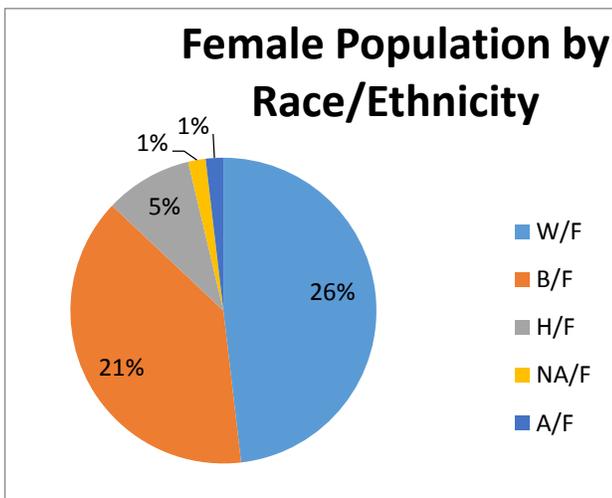
- Insure all recruitment efforts target a diverse field of potential applicants that are representative of the available work force within our service area
- Complete the recruitment video in 2015
- Use community meetings to promote the agency and recruit within our service area
- Seek opportunities 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

The recruitment video project was not completed and the recruitment team is seeking other options to see this completed in 2016. The department will continue to attend career fairs throughout the region, and will need to communicate more with colleges in surrounding counties to increase awareness of opportunities within the agency. The department did not have any events in Wayne County, but attended fairs in Wilson, Cumberland, and Duplin. We also provide recruitment materials at every community event we attend, if appropriate. At Sampson Community College, the agency has extended offers to Criminal Justice students in the two year program to participate in the ride-a-long program so they can learn about law enforcement and the Clinton Police Department. The agency continues to work with the Sampson Community College BLET, from which we receive the highest number of applicants.

There are a couple of issues that affect recruiting in surrounding areas. The first is simply pay. The agency attempts to recruit outside Sampson County, but cannot compete with the pay of agencies in Cumberland, Johnston, Wake, New Hanover, and Wayne Counties. The department has had BLET students who expressed interest in the agency, but then chose to stay in the civilian work force due to pay. The agency also does not offer hiring incentives for education or experience. The second issue is one that cannot be predicted, except in cases where a retirement is expected. This is the timing of openings within the agency. When students are graduating BLET and the agency does not have openings, they seek other avenues for employment.

Being an accredited agency, recruitment is one of many areas the agency seeks to achieve the best national standards. Applicant availability and interest tends to vary over time from a weak market to a strong market. The agency, through the recruitment team and volunteers, should continue to look for opportunities to attend career fairs. The department can work to generate interest at the high school and college level, and should extend our reach to four year colleges as well. More law enforcement personnel are attaining higher levels of education to make themselves more competitive and this is an area of recruitment the agency has not traditionally pursued.

The population of Clinton is reported as 8,639 based on the 2010 Census. Being the county seat for Sampson County, the City of Clinton has a much broader reach and diverse community than is reflected in the census. The agency is committed to hiring and retaining personnel in approximate proportion to the makeup of the available work force in our service area. Of the seven hired in 2015, nearly 57% were minority or female applicants and 43% were white males. The demographics for the City are listed in the charts below that detail the race and sex compositions.



While we recruit from surrounding areas, over 83% of those hired for sworn positions in 2015 were from Sampson Community College's BLET program. This will continue to be a major resource for recruitment, because many of these individuals are from our service area. Some of those recruited and hired over the past few years from other BLET programs were found to have connections to Clinton and Sampson County. When hired, these individuals have demonstrated a commitment to the community that is consistent with the goals and vision of this department.

Recruitment Goals

The 2016 recruitment goals will remain the same as those of 2015, with a few additions. They are:

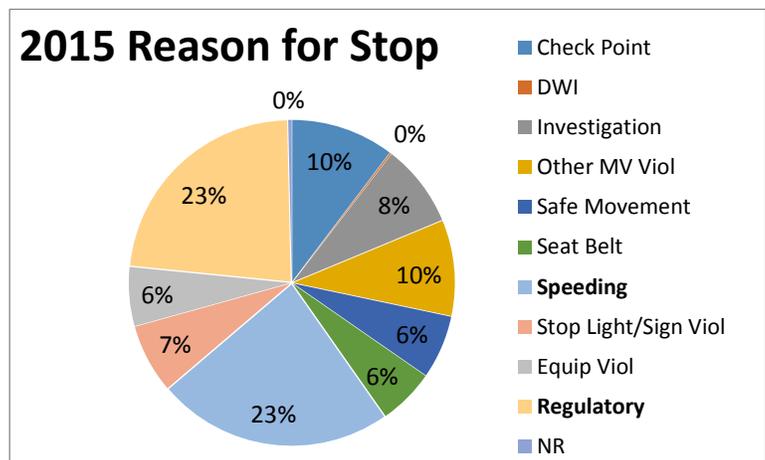
- The Commander over recruitment will seek opportunities to promote the agency at Colleges and Universities.
- The Department will work to increase student awareness at Sampson Community College about the agency and our Ride-a-long program.
- The recruitment team will attain another partner to assist in completing the recruitment video.
- The recruitment team will promote our sponsorship program beyond Sampson Community College and provide mentoring to those sponsored that will increase interest in the Agency.

Bias Based Review: (CALEA 1.2.9)

The Clinton Police Department has had two years to collect bias base data. In 2013, the agency's reporting software was updated with a system that allowed for collection of data, but it was not collected for the entire year. The information is gathered and provided to employees on a monthly basis, so that officers and supervisors can monitor their activity and that of the department. A more reliable five year comparison and analysis will not be available until 2019.

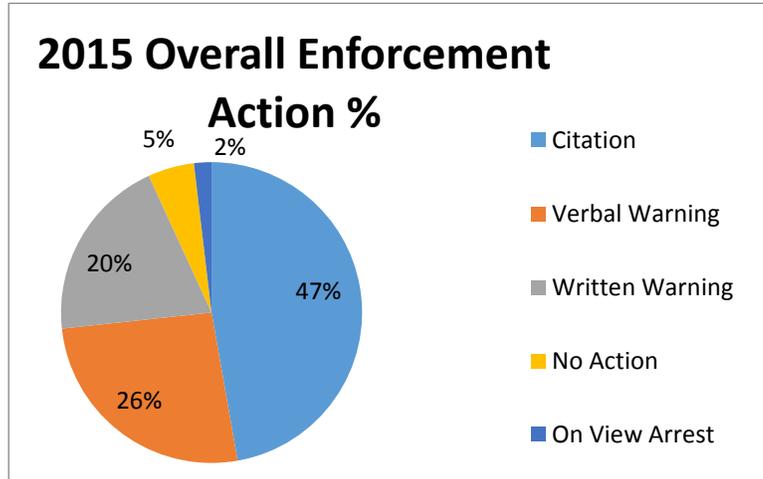
In 2015, the number of traffic stops reported was 1,395. The previous year had 1,477 reported traffic stops. White and African American males continue to be the highest percent of individuals stopped at 25% and 20% respectively. Of the nearly 1500 traffic stops, 59% were male. The number of females stopped is lower than that for males, but the difference between the actual number of white females and African American females stopped for the year is only ten. These figures are similar to those reported in 2014, with Hispanic males increasing slightly. The number of stops for Native Americans and Asians continues to be exceptionally low at 1% or less.

The primary reasons for conducting traffic stops were speeding and regulatory violations, both being 23%. Regulatory violations include insurance, license, inspection, and registration violations. Speeding violations continue to be a leading contributor to crashes occurring in Clinton, and patrols are directed at targeted areas.

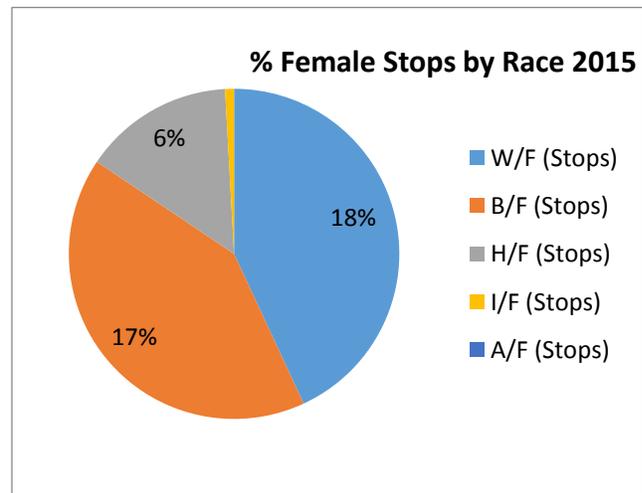
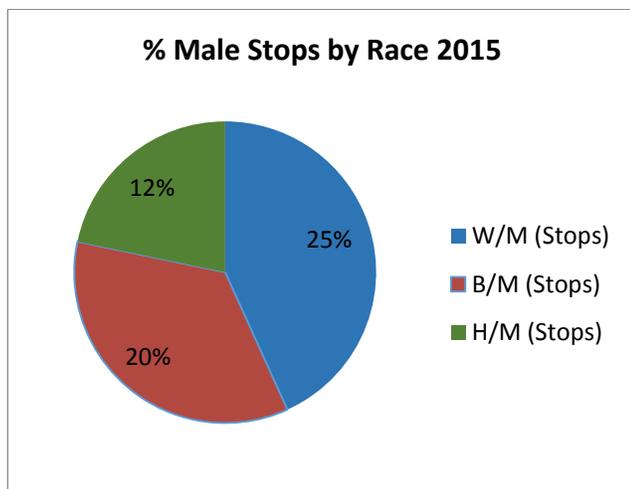


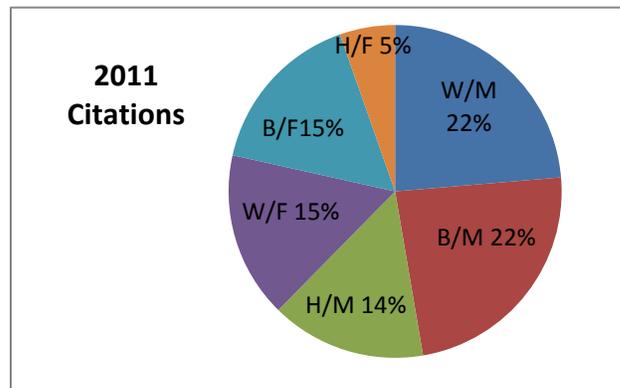
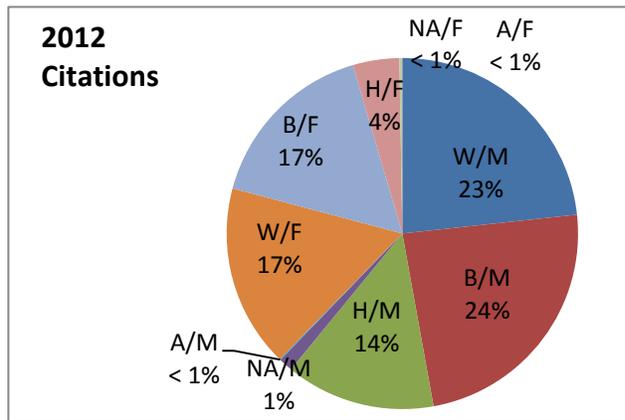
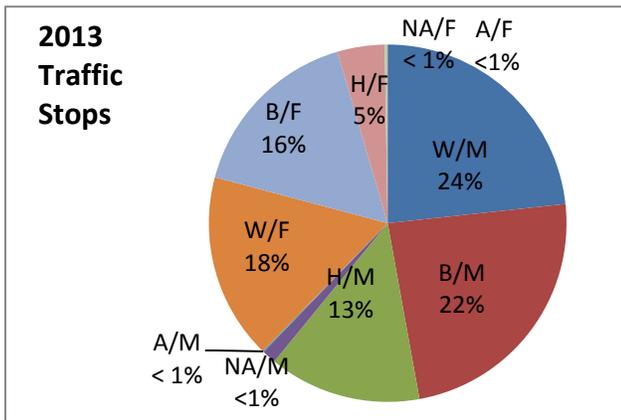
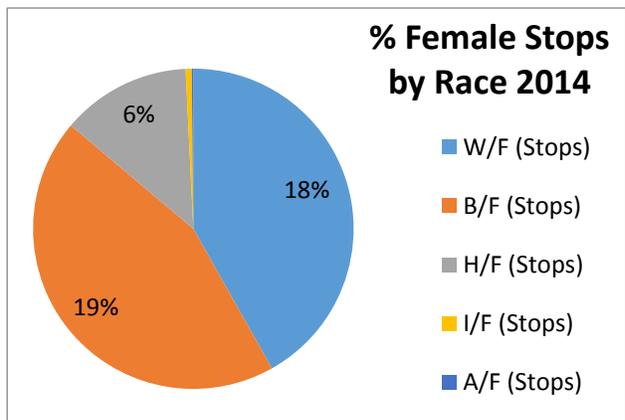
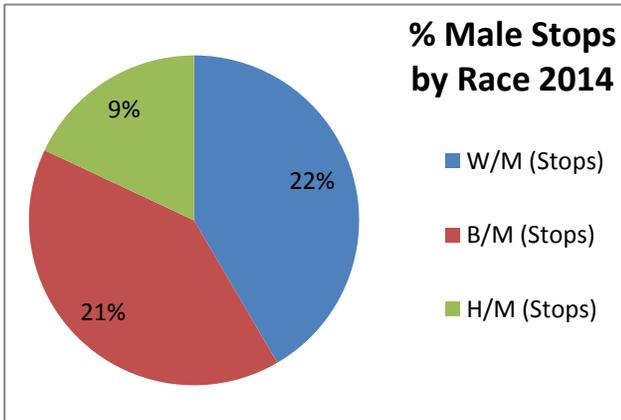
In 2015, citations were the highest enforcement action taken, totaling 47%. Warnings, both verbal and written, combine to make up 46%. Reviewing the traffic stops compared to enforcement action, Hispanics are cited more often than other individuals based on the stop/citation ratio. Both males and females receive citations in over 70% of the stops. The figures might vary slightly, but this fact is similar to the previous year's data. The agency found that regulatory offenses are the reason for the percent cited being higher among Hispanic drivers.

These violations may be detected during routine patrol through simple observation, using the in car computers, or through check points. Checkpoints tend to show more violations charged to African American and Hispanic drivers. This is in part the reason the agency made revisions to our check point policy and the associated check point authorization form. Charges from a checkpoint are also required to be reported for bias base data, like all other self-initiated traffic/pedestrian stops.



The data available for the previous years' traffic stops and/or citations are listed in the graphs below. Looking at 2014 data compared to 2015, the percent of African Americans stopped has gone down slightly, Hispanic males increase by 3%, while that of white females and Hispanic females remained the same percentage, and overall percent of white males stopped increased. As mentioned before, 2013 and earlier is for illustration and cannot be used accurately for comparison or analysis.





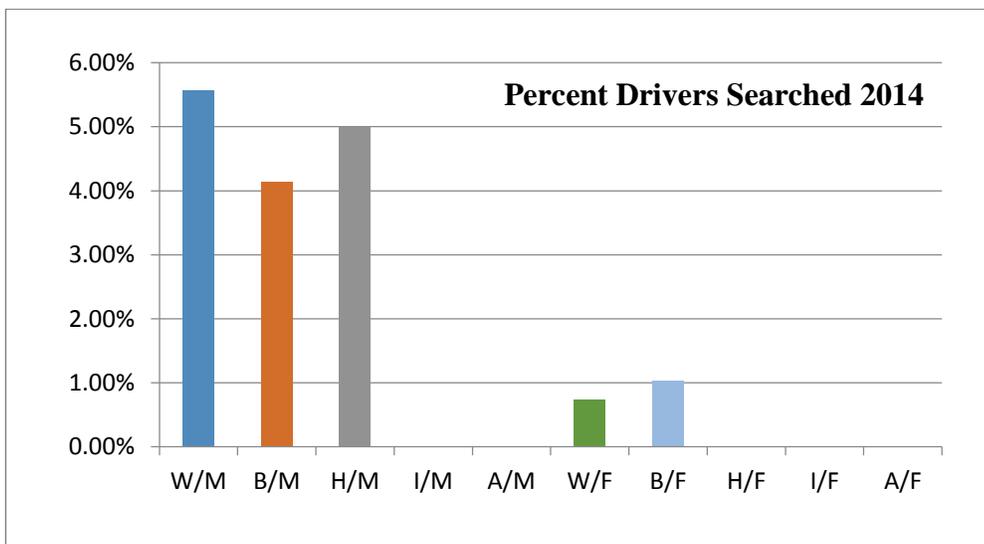
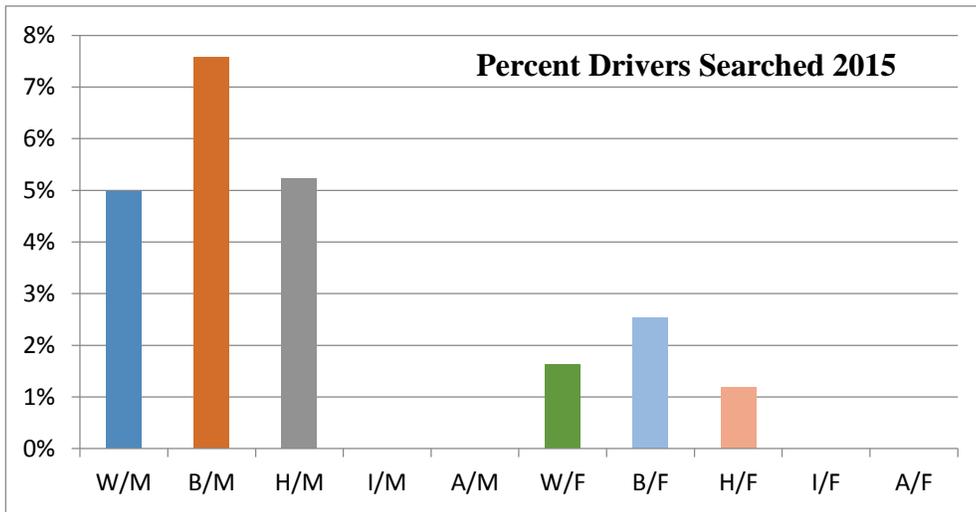
Driver Search Review

The agency continues to collect data on the number of persons searched during a stop, in addition to the actual traffic stop data. This has only been collected for two years. In 2014, white males were the highest group of individuals searched during traffic stops. This year that percent is lower and African American males are the highest group searched.

W/M	B/M	H/M	I/M	A/M	W/F	B/F	H/F	I/F	A/F
17	21	9	0	0	4	6	1	0	0

Race/Sex Total for 2015

Probable cause and search incident to arrest are the highest reasons for driver searches, averaging 67%. One third of this 67% are those persons searched at the time of their arrest, where a search is mandated. The percent ranges from 5 to about 7.5% for all males stopped and 1 to about 2.5% for all females stopped. The percentages are graphed in the charts below which reflect 2015 and 2014 search data.



Bias Base Profiling Analysis:

The agency chose to collect and report bias base data consistent with the General Statutes of North Carolina even when it is not required of our department. The agency prides itself on the relationship it has with the community we serve. Providing this information allows the department to maintain openness and transparency with the community and is one step to ensure the efficient operation and management of the Clinton Police Department. In addition to the annual report, internally the Command staff provides monthly summaries to all personnel so that each individual can evaluate their own performance as well as that of the entire agency.

Training on bias base reporting and profiling is conducted with every new employee and then annually for the entire agency. This training is supplemented with Ethics training and Juvenile Minority Sensitivity Training. The use of in car video systems and body worn cameras also allows supervisors and commanders to monitor the traffic and pedestrian stops conducted by officers, to assure that they are in compliance with policy and protect against profiling.

In the internal affairs summary, the complaint regarding racial profiling was discussed. Again, the entire incident was captured on an in car video camera and this video allowed the agency to find the allegation unfounded. However, during the review of the complaint Command personnel also looked for records pertaining to the stop, which should have included a bias base stop report. Collecting and reviewing all relevant material is the standard practice during any internal investigation. This officer failed to complete the required report and an internal investigation was initiated for failing to comply with bias base reporting policies.

The investigation initially focused on this officer, but this review led to the examination of the entire department's traffic stop data. The intent was to determine if the failure to report was an isolated case with this officer or becoming part of the culture of the department's personnel. The systems used by the department allow for collection of traffic stops "called-in" to E911 and then they can be compared to traffic stop data entered for bias base reporting. The period used in this investigation was from January 1 through June 15, 2015.

The officer causing this investigation was found to have called in 1/3 of the traffic stops of the agency for the period. The number of bias base reports completed was 43% of his total. The investigation included an analysis of the traffic stop data, similar to that reported above in the yearly traffic stop graphs. This employee had similar percentages, and the data did not indicate the employee was attempting to conceal the race or sex information of the drivers. This officer accepted a position at another agency during the investigation, but the investigation was concluded before the employee's last day of service with our agency. The conclusion was that the officer failed to enter every stop, and while it was sometimes one or two a shift, this quickly accumulated over a period of just over five months.

Not including this officers reporting rate, the Clinton Police Department was found to have a reporting rate of about 80%. The rest of the agency, at all levels and divisions, accounted for 2/3 of the traffic stop total for the period. There were no other employees with actual numbers of stops comparable to this single employee. Those with low reporting percentages stopped a significantly fewer amount of vehicles. Some were as few as 4 or 5 stops in the 5 ½ month period. These are personnel who are not assigned or tasked with daily traffic enforcement, like detectives and supervisors. Some of these employees made the entries after learning the reporting error, which didn't affect the investigation, but does help the accuracy of the annual bias base report.

Another issue was that the traffic stops were not always recorded in E911 Communications system properly. Some of the traffic stops were found to be stops based upon investigational information or responding to a call for service where a suspect vehicle was given. These stops are not required to be reported in the bias base system by policy. Self-initiated activity is what the department is attempting to track. The agency was found to be out of policy and command personnel counseled all those in violation. No other issues have been found in bias base reporting.

It is possible to argue the accuracy of the information given the discrepancies described above, but it is the goal of this agency to be transparent in all its activities, which is why we self-report. While it is clear the department's reporting is not at 100%, based upon the best available data, the agency feels this bias base report is consistent with actual percentages conducted and reported in the traffic data charts above. This fairly represents the ratio of drivers stopped based on sex, race, and ethnicity, as well as the percentages of those drivers searched.

Supervisors and Division Commanders are being held accountable for insuring their personnel comply with the agency's bias base reporting policies. The supervisor who was overseeing this employee during the time of this investigation has also resigned from the department. The Clinton Police Department will continue to collect data for analysis and monitor the activities of our personnel. The department will continue to compile and publish reports as fairly and accurately as possible, and will address any issues or concerns we have detected. Appropriate corrective action will be taken if this type violation occurs in the future.

2015 Annual Report Summary

The Clinton Police Department is an accredited agency with the Commission on Accreditation for Law Enforcement Agencies (CALEA). The main goal of accreditation is to insure that the department adheres to the best internationally recognized standards and policies for a Law Enforcement organization. In addition to on-site inspections by CALEA representatives, the department must conduct self-assessments.

By conducting self-assessments and openly reporting the activities of the department, the agency is working to be more transparent with the community we serve. During self-assessment, the department collects, analyzes, and reports information pertaining to operations of our personnel. By being transparent the Clinton Police Department is able to build upon the respect and trust we have with the citizens of Clinton.

The Police Department continues to have a strong administrative review program which is overseen by the Internal Affairs commander. The authority and power that is granted to the police, by the law, and entrusted to us by our citizenry is not taken for granted. Over the past several years, we have been successful in expanding the partnerships and collaborative teams throughout our service area that help improve the quality of life for our communities, as well as addressing neighborhood concerns. In addition, we have systems in place to ensure we are providing services with professionalism and integrity.

As mentioned earlier, all citizen complaints are investigated, including anonymous complaints. Other misconduct allegations are also thoroughly investigated by the Internal Affairs section. The early warning system allows the department to review individual performance and to take non-disciplinary corrective action to best benefit the employee and the agency. A supervisor is required to perform an investigation for all Use of Force and Vehicle Pursuit incidents, which is then reviewed by Command personnel. This multilayered review helps ensure accurate and consistent application of policy and procedure. This data is made available for public inspection and is provided through the City of Clinton's website.

The department has expanded its use of in-car and body worn camera systems. In 2016, the entire patrol division will have access to both systems. Every Taser in use is equipped with a camera. These video systems help provide greater transparency for the department and for more efficient management of police operations. There is also a sense of shared accountability within the agency, where supervisors are

responsible for the work performance of their teams. It will be the policy of the Clinton Police Department that supervisors and commanders review officer-citizen contacts through these systems on a regular basis, in effort to make sure our citizens are receiving the highest level of customer service.

Crime analysis is another tool the police department uses to direct its daily operations. Monthly statistical data on crime and our response to crime is provided to all employees. Supervisors use the information to direct teams to target particular problems. Hot Spots are used in conjunction with directed patrols to concentrate on an area of interest, not just a particular type of crime. The statistical information may be used along with citizen feedback to best address neighborhood concerns.

Traffic and collision data is also reported. The speed trailer the Police Department purchased last year has been an invaluable tool for traffic analysis that provides information to our personnel and is shared with concerned citizens. Bias base data is collected and shared throughout the department monthly, and is made public annually, even though the agency is not required to collect the information by law. All of this information is essential for an effective traffic enforcement program within the City, while helping prevent illegal profiling.

Law enforcement practices have been the topic of many national debates over the past year. We continue to participate in community and district meetings, meetings with City school officials, churches, and other civic organizations. It is through this type of teamwork that the Police Department is able to build upon the respect and trust we have with the community. Feedback received during these meetings is used to develop policy and determine potential training needs so that we can model the best national standards for law enforcement for the City of Clinton and ensure we are meeting the needs of our community.

The Police Department is committed to training our personnel in effort to provide the highest quality of service. Individually officers receive approximately 120 hours of training. Annually, the agency establishes a training calendar for all personnel. Some of the topics include ethics, juvenile and minority sensitivity, bias based profiling, legal updates, and for sworn personnel, firearms and non-lethal weapons. Formerly, sworn officers received weapons and use of force training that focused on policy, legal considerations, proficiency, and decision making. Beginning in 2015 and continuing in 2016, de-escalation and crisis intervention has been added.

In many training areas, instructors are on staff so that we can provide in-service training more easily and efficiently. Specialized instructors, in areas of Firearms, Taser, Subject Control, OC Spray, Hazardous Materials, and Active Threat/Rapid Response, are a part of the training staff that is able to provide training and assist in the development of policy. The department also uses many resources outside the agency to obtain the most professional level of training in all aspects of police operations and management. This includes community colleges, universities, government organizations, private industry training, in addition to the North Carolina Justice Academy.

As of 2015, every command officer is a graduate of some of the most renowned police management programs recognized at the State and National level. These include the FBI National Academy (FBI), the Administrative Officers Management Program (NC State University), and the Management Development Program (NC Justice Academy). The Clinton Police Department hopes to provide this level of training, where feasible, to its supervisory staff in the future.

To continue to meet the needs of the City of Clinton, the Police Department must also continue to evaluate its recruitment and retention plans to attract and retain the most professional employees. The recruitment team is supervised by the Operations Commander and has provided this agency with a diverse applicant pool, from which we have hired an outstanding field of officers and civilian staff. In 2016, the team and those who volunteer should continue promoting the department and looking opportunities to expand our recruitment reach. In addition to recruitment, the agency is working with Human Resources and the City Manager to develop a sustainable career development plan that would benefit current and future employees who wish to make a successful and lasting career with the City of Clinton.

The Clinton Police Department will continue to develop its personnel through training and on-the-job opportunities that benefit staff development and enhance the level of service to the community. The self-reporting, assessment, and analysis described are critical for our agency to help improve the quality of life of our citizenry and to efficiently address the community needs. In addition, acquiring and improving equipment, technologies, and training will insure the department maintains a sound infrastructure and meets the best standards for law enforcement. By being accessible and transparent with citizens and using community input, the Clinton Police Department can continue to provide citizens service through integrity, professionalism, respect, and teamwork.