

2016 Annual Report

# Clinton Police Department



**Small Town  
Proud**

**Clinton, North Carolina**

**Clinton Police Department**  
**2016 Annual Report**

<b>Use of Force</b>	
Reason for Force .....	2
Types of Force Used	3
Injuries During Force	4
Use of Force by Race, Sex, and Age	5
Use of Force Analysis	6
<b>Internal Affairs</b>	
Types of Internal Affairs .....	7
Type of Complaint	8
Internal Affairs Dispositions	9
Race/Sex of Complainants	9
Internal Affairs Analysis	10
<b>Early Warning System</b>	
Early Warning System Review .....	11
Early Warning System Analysis	13
<b>Grievance Procedure</b>	
Grievance Analysis .....	13
<b>Vehicle Pursuit</b>	
Vehicle Pursuit Review .....	14
Vehicle Pursuit Analysis	15
<b>Recruitment</b>	
Recruitment Review .....	16
Recruitment Analysis	17
Recruitment Goals	19
<b>Bias Based Profiling</b>	
Bias Base Review .....	19
Driver Search Review	22
Bias Based Profiling Analysis	23
<b>Annual Report Summary</b>	
Summary .....	25

The Clinton Police Department collects and analyzes essential data throughout the year and monitors its performance through internal monthly and quarterly reporting. At the end of the year, this data is compiled and analyzed for an annual analysis. Since 2014, the agency has been able to conduct five year comparisons on most key operational police functions. Where five year data is not available, the best available data is reported and analyzed.

The key areas of focus in this annual report include statistics and analysis on use of force, internal affairs, early warnings, grievance procedures, vehicle pursuits, recruitment, and bias based profiling. The five year average reported is the average based on the most recent five year period- 2012 through 2016. Last year’s five year average may be referenced for discussion and comparison, but the current average is applicable for this reporting period.

**USE OF FORCE:** (CALEA 1.3.13)

In 2016, the agency again had a reduction in its number of use of force cases. There were 8 total uses of force incidents. Thirteen officers were involved in these eight cases, with some of these officers being involved in more than one case. There were eight individuals and one animal upon who force was used. In one assault incident two people were involved in a physical attack against an officer. The three listed as ‘other’ included the vicious animal, on which a Taser was deployed. The other two in that category were officers pointing a weapon at a person. One was a man with a gun, and the other was a warrantless search of an apartment after a foot pursuit of a suspect from a residential breaking and entering.

<b>Reason for Force</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 year average*</b>
Physically Resisting Arrest	4	4	0	1	1	2
Failure to comply with Commands during arrest	4	2	3	0	1	2
Fleeing from Arrest	3	2	1	2	0	2
Fleeing with Weapon	1	0	0	0	0	0
Assault of Officer	4	1	0	2	2	2
Fighting/Assault of other	5	3	1	1	0	2
High Risk Search Warrant/Felony Vehicle Stops	2	3	5	2	1	3
Other	0	2	2	3	3	2
<b>TOTAL UOF INCIDENTS</b>	<b>23</b>	<b>17</b>	<b>12</b>	<b>11</b>	<b>8</b>	<b>14</b>

*\*all averages are rounded*

Pointing a weapon was the reason “other” was the highest category in 2015. The ‘other’ category is again the highest for this year, but includes the animal control incident. If that incident is removed, the agency would be at or below the five year average for each category. With eight use of force cases in 2016, the department is again below the five-year average of fourteen. The five year average also reduced from 15 total incidents to 14. Twenty-two of the 71 incidents over the past five years have been high risk encounters and assault on officers. Last year that reflected roughly 27% of the use of force cases, and is slightly higher this year at 31%.

Proactive law enforcement can impact the “reason for force” category by increasing the opportunities where force is necessary, however, the ‘reason for force’ is primarily created by the situation or subject encountered and is beyond the control of the police. However, the Clinton Police Department will continue to train in areas pertaining to citizen encounters, such as de-escalation and mental illness training that is intended to help reduce the potential for use of force. In most of these cases there was more than one officer involved. At the time animal control used the Taser on the canine, the officer was issued and certified on OC spray and Taser for animal control. The agency made a change in animal control force reporting protocols in 2016, which is described more in the internal affairs section.

<b>Types of Force Used</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Soft hand	11	9	2	4	6	<b>32</b>	<b>6</b>
Hard Hand	3	4	0	2	4	<b>13</b>	<b>3</b>
OC Spray	1	1	0	0	0	<b>2</b>	<b>0</b>
ASP Baton	0	0	0	0	0	<b>0</b>	<b>0</b>
Taser	10	6	3	1	2	<b>22</b>	<b>4</b>
Pointing Firearm	4	5	8	6	7	<b>30</b>	<b>6</b>
Discharging Firearm*	0	0	0	0	7	<b>7</b>	<b>1</b>

\*Euthanizing animal(s) was removed for this year’s reporting, but animal control activity may be seen in other types of force.

With several officers, more than one subject, and/or officers employing various tools or techniques, the types of force categories will vary. An example seen in 2016, was one in which three officers encountered a person physically resisting arrest. They each attempted soft hand and hard hand techniques with no success, so one of the officers deployed a Taser. The subject finally complied, and fortunately no one sustained any injuries. This accounts for three soft hand applications and one Taser use.

In 2016, there was only one incident of discharging a firearm that sadly ended in the death of an individual. This is the first shooting by officers in Clinton in over forty years. In the most recent event, there were eight Clinton Police officers present, with seven using force. To maintain uniform reporting and transparency in this annual report, the category will show a total of seven, making it one of the highest categories. Consistent with our policy and procedure and applying the best police practices, this case, as is all others, was investigated at the time of occurrence. Usually use of force cases can be investigated internally, but this type case also requires an independent outside investigation. At the department’s request, the State Bureau of Investigation conducted an investigation separate and apart from the agency’s internal investigation. All use of force cases were found within policy.

The highest categories again this year are soft hand and pointing a weapon. They remain the highest in both the yearly total and the five year average. The most notable changes are in the five year totals, especially in pointing a firearm, which increased by four. This is because of the difference created by removing 2011 data and the addition of 2016. The five year averages only saw minor changes from 2015, with soft hand, OC, and Taser going down one, while pointing and discharging a firearm increased by one. While the change seems small, it is still important to look back at the reason for force to understand this change. In those cases, officers were either threatened or assaulted by subjects with a weapon, or were facing other high risk stops/searches.

In the injury types listed below, the known injury was actually a fatality from a shooting. The officer injury was during an attempted tackling of a burglary suspect who was fleeing on foot. The officer was injured falling, not from the struggle. The “complaint of injury” by the subject was an incident involving a hard hand and Taser drive stun use. Typically, Taser use results in Taser prong injury, but his complaint was from being placed tactically onto the ground. While he had no visible injury, he was allowed to be evaluated by EMS and Sampson Regional before telling medical staff he was not hurt and was then taken to the jail. These actions are within the policy of the Clinton Police Department, and any visible injury or complaint of injury will be checked by medical personnel.

<b>Injuries During Use of Force</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Officer-Minor Injury/No medical	0	0	0	2	0	2	0
Officer-Minor Injury/EMS	0	1	0	0	0	1	0
Officer-Serious Received Medical	0	1	0	0	1	2	0
Subject-Apparent Injury	3	2	0	0	1	6	1
Subject-Complaint of Injury	3	2	0	1	1	7	1
Taser Prong/No other injury*	0*	0	3	1	0	4	2

\*Taser Prong injury was not collected in 2012.

In all injury categories, the five year totals are below the five year average. Taser prong and minor officer injuries dropped from 2015. The 2016 figures are relatively consistent with the five year average. But by having one incident with an officer requiring medical treatment, it exceeded the five year average of 0.

The change in policy and case law are incorporated throughout the department’s training programs. Use of force is an area that continues to be a key topic for training with a specific focus on proficiency, judgement, policy, and legal considerations.

There were nine subjects whom force was used against. In two cases, there were two subjects involved. In one of those two cases, one employee was involved; while three officers were in the other. These reflect the assault on an officer and a high risk traffic stop, respectively.

<b>Use of Force by Race/Sex</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	12	13	14	7	4	50	10
B/F	3	1	2	2	2	10	2
W/M	1	2	2	1	2	8	2
W/F	0	1	0	2	0	3	1
H/M	4	3	0	1	0	8	2
H/F	1	0	0	0	1	2	0
NA/M	1	1	0	0	0	2	0
NA/F	0	0	0	0	0	0	0
<b>Use of Force by Age</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Under 18 years of age	0	1	0	5	1	7	1
18-29 years of age	14	13	10	4	5	46	9
30-39 years of age	5	3	3	2	1	14	3
40-50 years of age	2	2	2	1	1	8	2
51 years of age	1	0	2	1	1	5	1

The use of force on African American males saw a reduction of 50% from 2014 to 2015. The agency had nearly the same reduction this year. However, it is still the highest category based on the five year total and five year average. Having one incident with a Hispanic female caused this category to exceed the five year average of zero. In all other categories, both race/ethnicity and age, the 2016 totals are at or below the five year average.

The use of force involving persons under 18 significantly dropped for our agency from 2015 to 2016. Also, the five year total increased by one over last year for use of force cases involving the 18-29 year old age group. This did not change the five year average. In fact, the five year average remained the same for each age group.

The calls for service have experienced a decrease since 2013, similar to our crime data for the most recent years. This naturally caused a decrease in the five year average for the category by over 1,000 calls for service. In part, removing 2011, which had nearly 20,000 calls for service, affected that average. The use of force percentages continues to be well below a tenth of a percent based on citizen contacts and use of force cases. The arrest data discussed in the annual reports are retrieved from the report management system for the annual report, but is not reflected in graphs. Comparing the use of force figures against the overall arrest data, the department was at 2.3% in 2015. This means that 2.3% of the time an arrest is made, some type

of force is involved. This year that rate was reduced to 1.8%. Reviewing this same data for the entire five year period, the average is 2.7%.

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Calls for Service	14,852	15,568	14,233	14,059	14,020
	<b>Five Year Average: 14,546</b>				
Use of Force	23	17	12	11	8
	<b>Five Year Average: 14</b>				
UOF/CFS	0.001548	0.001091	0.000843	0.000782	0.000570
<b>% UOF/CFS</b>	<b>.154%</b>	<b>.134%</b>	<b>.084%</b>	<b>.078%</b>	<b>0.057%</b>

**Use of Force Analysis:**

In 2016, the Clinton Police Department had the lowest number of use of force cases since 2010. Every case is investigated and reviewed at multiple levels by supervisors and command personnel at the time of occurrence. When necessary, outside agencies are requested to conduct independent investigations. Training on verbal conflict resolution and de-escalation has and continues to be a big component of the agency’s training. In 2016, new officers are allowed to attend Crisis Intervention Training during their field training program. In response to mental health crisis and its relation to use of force on the national level, the department set a goal to have 25% of its officers trained in crisis intervention within two years. During 2016, the Clinton Police Department actually reached 46% of its staff trained. Our relationship with our community and this commitment to use of force training on legal updates, policy, proficiency, and decision making should help keep use of force cases down and limit the liability to the department and City.

In 2015, juveniles caught during breaking and entering incidents and an assault on an officer made the “under-18” group increase notably. Fortunately, that use of force category did not trend in to 2016; but it is worth noting that the one subject listed this year was one involved in a similar assault on an officer last year. By continuing to build on the relations our agency has with the community, through partnerships and educational activities, we hope to continue reducing the crime and use of force figures. Due to turnover (one through retirement), new school resource officers are expected to be in place during the 2017 calendar year. In addition to police services, the agency will use these employees to develop programs or participate in events to build on police and juvenile relations. Partnerships we have and/or plan with the Fire Department and Recreation and Parks Department will also target youth in the community.

In the previous two annual reports, the arrest data indicated a significant number of arrests for violent crimes/high risk warrants involved African Americans. This year the arrest data is similar, with nearly 54% of the arrests for violent crimes involving African American males. Reviewing this further, the four incidents involving use of force do not fall in that category, suggesting that the Police Department personnel were able to make arrests of violent offenders without force. The agency believes our commitment to building community trust and mutual respect, training on communication skills like de-escalation, and continual training on use of force options has helped in this area.

The change in policy and case law are incorporated throughout the department’s training programs. Use of force is an area that continues to be a key topic for training with a specific focus on proficiency, judgement, policy, and legal considerations.

The Police Department reviews its policies, to include use of force at least annually, as legal concerns are addressed through court cases or professional law enforcement related organizations. Having staff be active members in professional law enforcement associations and our involvement in accreditation, the agency is abreast of developing trends, legal concerns, and liability issues. The use of force policy was revised in January 2016, and every incident reported occurred after the revision. The revision provided more direction to officers on the use of electronic control devices (Taser). Policy revisions and legal considerations established by the Courts have and will likely cause Taser use to remain low. This is also expected to cause the soft hand and hard hand applications to increase. The department hopes the increased physical encounters do not correlate into increased injuries, but will continue to train on defensive tactics skills and decision making to effectively employ our use of force continuum while considering officer and subject safety as priority.

**Internal Affairs : (CALEA 52.1.5)**

In 2016, the Police Department had eleven internal affairs complaints filed. This is the third year that the number of these investigations has been reduced. Similar to 2015 data, citizen complaints and supervisory investigations were the highest for the year, but below their five-year average, which also went from ten to eight. There were six citizen complaints, four supervisory investigations, and one critical incident review. There was a reduction in the individual categories, but removing 2011 data also had an impact on the decrease in the data and helped bring the five year total and the five year average down. 2011 had 34 cases.

<b>Type of Investigation</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs	3	2	1	2	0	8	<b>2</b>
Citizen Complaints	2	13	12	9	6	42	<b>8</b>
Critical Incident Review	0	1	2	1	1*	5	<b>1</b>
Employee Grievance	0	2	0	0	0	2	<b>0</b>
Supervisor Investigations	5	19	9	5	4	42	<b>8</b>
Civil Complaint	1	0	0	0	0	1	<b>0</b>
<b>TOTAL INVESTIGATIONS</b>	<b>11</b>	<b>37</b>	<b>24</b>	<b>17</b>	<b>11</b>	<b>100</b>	<b>20</b>

*\*A revision to reporting guidelines for Animal Control created the critical incident review.*

In 2016, the Clinton Police Department changed its reporting protocols for animal control use of a Taser. The previous method of reporting actions by animal control had the potential of skewing real use of force numbers, so the practice was modified so that the incident is reported and investigated, but not counted within the use of force. The best alternative to maintain integrity and transparency was determined to be the use of the critical incident field in the Administrative Investigation Management system. For this year’s report, one was captured as a

use of force, but a second that occurred later in the year is shown in the critical incident review. This is also reflected in the types of complaints under use of force.

The two most common investigations continue to be supervisory investigations and citizen complaints. As mentioned in last year’s annual report, a goal was set at the end of 2014 to reduce citizen complaints. In 2015 the department reduced the number by 25%, and this year there was another 33% reduction. Community involvement, training, mentoring, and use of body worn and dash cameras seem to be helping this trend.

<b>Complaint Type</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Use of Force	2	3	2	0	3	10	2
Racial Profiling	0	0	0	1	0	1	0
Rules of Conduct	4	10	12	13	6	45	9
Unsatisfactory Job Performance	2	11	6	1	4	24	5
Reporting Violations	1	5	4	4	2	16	3
Extra Duty Employment Violation	1	1	2	0	0	4	1

Use of force investigations increased from zero to two, which is equal to the five year average. The department has rules on when a use of force is reported and the manner it is to be investigated. For the purpose of this annual report, an allegation pertaining to either of those policies will appear in the use of force category.

Consistent with previous years’ reporting, a single incident may have multiple allegations or involve multiple officers. Therefore the number of allegations listed under the “complaint type” section may not equal the “types of investigations” section. In eleven different cases, there were 15 complaint types. If the animal control’s use of force critical incident was removed, the 2016 data would be at or below the five year average in every category.

While the overall number of internal affairs cases has reduced for this year, the types of complaints have reduced in some categories, with the exception of the use of force category and unsatisfactory job performance. In the 2015 annual report, unsatisfactory job performance was specifically tied to the City of Clinton personnel policy and there was one investigation. However, for this year’s reporting, the violations are agency policies and there are four placed in that category. There were three unlawful stop/arrest allegations and one complaint regarding the rotation wrecker service call out guidelines that have all been included in that category. These were all investigated and the allegations were unfounded. Three of the employees were cleared through body/dash camera reviews.

Rules of conduct allegations cover a wide area of policy concerns, to include discourtesy and policy violations that should be considered less serious than those that have been placed in unsatisfactory job performance. Similar to last year's data, discourtesy is 33% of the total rules of conduct complaints, but the number of these complaints did reduce by 50%. Reporting violations also vary and may include reporting to work or other assignment as directed, completing proper reports in accordance with policy, or notifying supervisor/command as required by policy. This year the allegations both were reporting to an assignment as directed by a superior.

During an investigation a violation may be found that is not part of the original complaint. In some cases, they are completely unrelated, but must be addressed through the investigative process. In those cases, as is seen this year in the citizen complaints, the sustained violations may not accurately reflect the actual complaints filed. This year only one original citizen complaint was sustained and two other violations were found through investigation. There were six cases- one involved two employees.

<b>Type of Disposition</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs Sustained	3	2	0	2	0	7	1
Internal Affairs Not Sustained	0	0	1	0	0	1	0
Citizen Complaint Sustained	1	0	4	3	3	11	2
Citizen Complaint Not Sustained	1	13	8	6	6	34	7
Supervisor Investigation Sustained	3	14	7	5	5	34	7
Supervisor Investigation Not Sustained	2	5	2	0	0	9	2

There were four supervisory investigations that involved five employees. Consistent with last year, each of these cases were sustained. Also, this year's data for each category is below the five year average with a slight reduction in the 5 year average for each category.

In 2015, white males exceeded all others for complaints filed; however, African American females were highest this year at three. There were seven citizens who filed

<b>Complainant Race/Sex</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	1	1	2	1	2	7	1
B/F	1	5	3	3	3	15	3
W/M	0	4	2	5	1	11	2
W/F	1	4	4	3	1	14	3
H/M	0	1	0	0	0	1	0
H/F	0	0	0	0	0	0	0
NA/M	0	0	0	0	0	0	0
NA/F	0	0	0	0	0	0	0

complaints on seven officers, but two people complained on the same officer for the same incident. This year's data is at or below the five year average, which did change very slightly. This is the third year neither Hispanics nor Native Americans were among the complainants.

Much like many of the categories collected and analyzed, the calls for service have also gone down. In relation to the internal affairs cases and complaints, the agency saw a decrease in the overall percentages.

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Calls for Service	14,852	15,568	14,233	14,059	14,020
	<b>Five Year Average: 14,564</b>				
Internal Affairs	11	37	24	17	11
	<b>Five Year Average: 20</b>				
IA/CFS	0.000740	0.002376	0.001686	0.001209	.00075
<b>% IA/CFS</b>	<b>.074%</b>	<b>.237%</b>	<b>.168%</b>	<b>.120%</b>	<b>.075%</b>
Citizen Complaint	2	13	12	9	6
	Five Year Average: 8				
CC/CFS	0.000134	0.000835	0.000843	0.000640	.00041
<b>% CC/CFS</b>	<b>.013%</b>	<b>.083%</b>	<b>.084%</b>	<b>.064%</b>	<b>.041%</b>

### **Internal Affairs Analysis:**

The Clinton Police Department is proud of the mutual trust and respect it has with the community. That is not taken lightly when the agency develops and applies policies and procedures for conducting internal affairs cases, especially regarding citizen complaints. The department has taken steps to strengthen an already sound infrastructure for addressing employee performance. In addition to practices to insure uniform application of performance evaluations, the use of the internal affairs system helps identify issues and reinforce protocols that insure the agency achieves service excellence with fairness, integrity, and respect.

Due to the turnover the Clinton Police Department has a young and inexperienced workforce. That creates two factors that can impact the number of incidents reported and the calls for service. Calls for service include those self-initiated activities of proactive law enforcement. Other factors are man power shortages and the presence of senior officers during training periods. As an officer is trained, they are learning legal and policy application. Therefore, it is reasonable for a supervisor not to initiate an internal affairs case that might be documented for an officer with more experience. The officer in training's performance is documented in the training evaluations and consistently acceptable performance in all categories is required before they are released from training. In addition, officers are required to show proficiency in activities like field interviewing, conducting traffic stops, and service of criminal papers. These actions could increase the calls for service and potentially result in complaints or use of force.

In 2016, to more efficiently use the body and dash camera systems, the agency implemented a practice of reviewing body worn and dash camera videos, when reasonable, to help prevent officers from going through a complaint process unnecessarily. The department continues to accept complaints, even anonymous complaints, and publicizes this through the City's website and during many community meetings. This allows the agency to maintain the balance and integrity of the internal affairs processes. If indicated, a complete and thorough investigation is

conducted. In either case, the complaint is registered in the internal affairs system, but special handling and dispositions allows for quicker clearance of the complaint. Additionally, the department put into place a practice that mandates supervisors to review a minimum of five body camera or dash camera recordings from each of their personnel to insure we are providing the highest quality service, reinforce policy compliance, identify training/safety needs, and address equipment concerns at the earliest moment possible. This has helped supervisors and commanders, especially on officer safety concerns with some newer employees.

While calls for service numbers are trending downward, it is difficult to truly predict what level they may reach in 2017. The data shows that the five year average is closer to a normal rate, with an overall difference of just over 1,500 between the highest year (2013) and last year. However, the department feels like internal affairs cases should remain at or below the five year average, with some variability accepted, such as those cases with 0 incidents. The animal control use of force will likely cause that category to make a notable increase. The respective percentage change, if applied, might appear drastic considering the small range within the data sets the agency is currently reporting.

The command staff and supervisors will need to insure they continue to model the behavior the agency expects of its personnel and remain active in developing and mentoring the younger members of our team. The anticipation of a new department head will likely bring new challenges and opportunities, but is not expected to change the core values that are so closely tied to that of the City and the community we serve. Improving retention of personnel will help solidify those values in the culture of the department.

In applying the best national standards and working with such a young department, it is imperative that the agency continue to develop and instill community policing practices to its staff. Maintaining our relationship of mutual trust and respect with all stakeholders is required for the agency to provide service excellence. In addition, the agency must continue to develop personnel through training. This begins with the initial field training program, but includes other career development courses and advanced training. The command staff should seek further training through management development programs or professional associations that provide current and relevant training for 21<sup>st</sup> Century Policing. Where available, these training programs should be offered to supervisors.

**Early Warning:** (CALEA 35.1.9c)

There were eight automatic early warnings generated through the Administrative Investigation Management system. Five employees were involved in these eight warnings. To understand the early warning system, it is important to understand that this system does not look at calendar years. It automatically tracks incidents and investigations across calendar years, so a single incident in 2016 that meets the criteria can generate an early warning by recognizing one or more events in 2015. This system has and continues to prove beneficial in that it requires command staff to review employee performance beyond the individual cases that are documented and

investigated at the time of the incident. Those cases are the ones listed in the internal affairs and use of force sections of this report.

<b>Early Warning Intervention Type</b>	2012	2013	2014	2015	2016	<b>5 Year Total</b>	<b>5 Year Average</b>
3 Incidents in 120 Days	9	35	13	4	2	<b>63</b>	<b>13</b>
Command Intervention	0	0	1	0	0	<b>1</b>	<b>0</b>
Complaints or Disciplinary Actions- 2 within 120 days	0	0	0	0	0	<b>0</b>	<b>0</b>
Complaints/Policy Violations – 4 in 365 days	0	1	0	0	0	<b>1</b>	<b>0</b>
Firearms/ 3 Failures to Qualify within 2 Years	0	0	0	0	0	<b>0</b>	<b>0</b>
Missed Firearms Practice	0	0	0	0	0	<b>0</b>	<b>0</b>
Use of Force – 5 in 365 days	0	3	1	0	1	<b>5</b>	<b>1</b>
Use of Force - Three in 120 days	4	5	5	1	3	<b>18</b>	<b>4</b>
Vehicle Accidents- 3 in 365 days	0	0	0	1	0	<b>1</b>	<b>0</b>
Vehicle Accidents- 2 in 120 days	1	0	0	1	1	<b>3</b>	<b>1</b>
Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	<b>0</b>	<b>0</b>
Vehicle Pursuits– 2 in 120 days	1	0	0	0	1	<b>2</b>	<b>0</b>
<b>Annual EWS Total</b>	<b>15</b>	<b>44</b>	<b>20</b>	<b>7</b>	<b>8</b>	<b>94</b>	<b>19</b>
<b>Number of Employees Involved</b>	<b>6</b>	<b>12</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>37</b>	<b>7</b>

At the time of the warning and during the at-incident review, command personnel must determine and document what level of early warning has occurred. The general rule applied is that a first warning is primary. As explained in previous reports, if the combination of cases meets more than one early warning criterion, it generates two or more early warnings. In those cases, secondary warning(s) is marked as integrated and linked in the internal affairs system. Secondary, Third and subsequent warnings indicates that for a particular category an employee has had two or more early warnings within the period. For 2016, five cases were marked as

primary, with two integrated, and one secondary. This shows how five employees were subject to eight early warning cases.

<b>Action Taken</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
No Further Action	13	34	13	7	8	<b>75</b>	<b>15</b>
Suspension	0	0	0	0	0	<b>0</b>	<b>0</b>
Termination/Resignation	0	0	0	0	0	<b>0</b>	<b>0</b>
Counseling	1	2	0	0	0	<b>3</b>	<b>1</b>
Training	2	0	0	0	0	<b>2</b>	<b>0</b>
Transfer/Reassignment	0	2	0	0	0	<b>2</b>	<b>0</b>
Work Plan	0	0	1	0	0	<b>1</b>	<b>0</b>
EAP	0	0	0	0	0	<b>0</b>	<b>0</b>
No Action listed	0	7	0	0	0	<b>7</b>	<b>1</b>

### **Early Warning System Analysis:**

More often than not, our employees have not demonstrated a pattern of conduct that warrants an early warning intervention. For the past two years, and consistent with the five year average “no further action” has been recommended above all other actions. For the five year period that represents over 83% of the early warnings, while about 9% resulted in some action. This is in part due to the fair, complete, and timely investigations that are conducted at the time of original incident, such as those listed in other sections of this report. Other causes include the commitment to quality training the agency conducts and the supervisors’ timely review of performance with their employees. Early warning is not intended as disciplinary action, which is evident by levels of corrective action used over the past five years. However, the systems are designed so that if another internal affairs system does not catch a behavior, it can be discovered in early warning. The corrective actions available provide for efficient policing of employee behavior without restricting the agency to a degree that it compromises public trust. There are no

### **Grievance Analysis 2016: (CALEA 25.1.3)**

There were no grievances filed this year through our system. Command personnel were made aware of a discussion an employee had with HR regarding the levels of review during performance evaluations, but have no other documentation showing it as a grievance. The concern presented by the employee stated that an employee should only be evaluated by their immediate supervisor without having it returned by a commander. The purpose of the commander review is to insure that supervisors are being consistent in their evaluation of the employees across all teams and that the ratings of “above” or “below standard” are properly supported and documented. There was no change to our practice, but a recommendation to

insure supervisors receive adequate training on evaluating employees was accepted and implemented. New supervisors still participate in the “new supervisors” training conducted by Human Resources, in addition to a mentoring phase during their probationary periods.

There were two grievances in the five year data, both occurring in 2013. Those were reviewed during that annual report. The policies are sound and no recommendation is made to this system. All entry level staff is made aware of the grievance process and their right and privilege to use that process and to speak with the Human Resource Director. That information is reiterated through various internal processes, to include disciplinary actions and performance reviews. The current year, given that pay and scheduling has been a key topic, command has made extra steps to remind personnel through email and bulletin postings of their rights, and encourage individuals to speak with HR and Finance personnel at any time they have concerns. By continuing to review our policies and applying the best practices, maintaining and improving technology, and working with Human Resources to improve information sharing and guidelines on work behavior, employee grievance is expected to remain low.

**Vehicle Pursuit Review:** (CALEA 41.2.2 j)

There were two pursuits in 2016, both for traffic violation/public threat. The speeds in both cases remained below 45 MPH and the pursuit risk was classified as low risk. The total for the five year period reduced from 10 to 9. There was one employee who initiated both pursuits while in a marked patrol vehicle with all emergency equipment operable. One was for a trespasser in Royal Lane Park who attempted to flee through the park causing minor property damage. The other was a reckless driver, but this pursuit was terminated when the officer determined the violator created greater risk by continuing to pursue. However, in both incidents the drivers were identified and arrested. There were no injuries in either case.

<b>Year</b>	<b>Risk Condition</b>	<b>Pursuit Reason</b>	<b>Maximum Speed (MPH)</b>
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
<b>2016</b>	<b>Low</b>	<b>Traffic Violation/Public Threat</b>	<b>45 and below</b>
<b>2016</b>	<b>Low</b>	<b>Traffic Violation/Public Threat</b>	<b>45 and below</b>

The high risk pursuit was explained in previous reports. To reflect the actions initiated by the Clinton Police Department, that will not be included in the following discussion. For the agency, the primary risk condition is low, at 75%. At eighty-eight percent, the most common reason for pursuit is traffic violations/public threat. Fifty percent of the pursuits over the past five years have been at or below 45 MPH, while 25% exceeded 86 MPH. Whether a person will flee from police is beyond the control of the officers, but every officer is trained on a sound policy that

gives guidance on when to pursue and what factors to be considered in deciding to terminate or continue a pursuit.

**Vehicle Pursuit Analysis:**

Again this year, pursuits continue to be low. The five year average is currently two. At the time of a pursuit, the pursuing officer and supervisor have specific obligations to monitor safety concerns and the crime committed to determine if a pursuit should be discontinued. This has remained a standard operating procedure for the Clinton Police Department. At the conclusion of a pursuit, even those terminated, an incident investigation is required to insure policy compliance and to identify any policy revisions or training needs for the agency. This system is also linked to the early warning system; and can generate an early warning if combined with another incident such as a use of force, complaint, or other internal affairs case.

<b>Policy Compliance</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
In Policy	2	2	0	1	2	7	2
Out of Policy	2	0	0	0	0	2	0

Seven incidents, or over 77%, have been found in-policy within the past five years. The five year average for risk factor and speeds has changed slightly. This is a reflection of one less pursuit in the five year period that was a low risk pursuit. There were 3 low risk pursuits in 2011, and two in 2016. As a reminder from previous annual reports, the high risk incident was classified as high risk because of the actions of another agency. The Clinton Police Department reported this incident because of our involvement using stop sticks to assist the other agency.

<b>2015 Yearly Average</b>			<b>2015 Speeds Involved Percentages</b>			
<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>	<b>45 MPH and below</b>	<b>46-70 MPH</b>	<b>71-85 MPH</b>	<b>86+</b>
<b>10%</b>	<b>20%</b>	<b>70%</b>	<b>50%</b>	<b>20%</b>	<b>0%</b>	<b>30%</b>

<b>2016 Yearly Average</b>			<b>2016 Speeds Involved Percentages</b>			
<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>	<b>45 MPH and below</b>	<b>46-70 MPH</b>	<b>71-85 MPH</b>	<b>86+</b>
<b>11%</b>	<b>22%</b>	<b>67%</b>	<b>56%</b>	<b>22%</b>	<b>0%</b>	<b>22%</b>

The agency continues to review it’s policies on pursuits and incorporated driver training as part of in-service during 2016. Currently the Clinton Police Department has two state certified driver instructors on staff to provide that training at the NC Justice Academy’s driving course. One of the instructors has also attended training hosted by the NC League of Municipalities. When possible, this training is then incorporated into departmental training. By seeking training on high liability issues like pursuits and working with the City Clerk to identify training

opportunities, such as those offered by the League, the agency can implement the best practices in both policy and training to further guide officers in the field.

**Recruitment Review:** (CALEA 31.2.2)

The Clinton Police Department hired six sworn personnel during 2016 out of 15 applicants. The applicant pool was down slightly during the year, but this may help illustrate the agency’s dependence upon the local basic law enforcement program at Sampson Community College for recruitment. By recruiting within the local BLET program, the agency tends to attract local talent. This has traditionally been of great benefit to the department. However, if conditional offers are made to current students, it requires them to successfully complete the course, the state exam, and then a thorough background investigation. The Latino male listed is just one example- someone who applied, was interviewed, but was not able to meet the full obligations of the conditional offer. Also, as mentioned in last year’s report, if openings are available at periods the classes are not graduating, we have to search other avenues to recruit or work short for extended periods of time.

<b>2016</b>			
<b>Officers</b>	<b>Applied</b>	<b>Interviewed</b>	<b>Hired</b>
White/Male	8	7	3
Black/Male	3	2	0
Black/Female	1	1	1
Latino/Male	1	1	0
Latino/Female	2	2	2
<b>Civilians</b>	<i>34 total applicants (24 were not interviewed, unknown race/sex)</i>		
White/Female	4	4	0
Black/Female	1	1	0
Latino/Female	4	4	0
Asian/Female	1	1	1

The community college had one class graduating around June of 2016, which is part of the reason our summer hiring was the highest period. It is worth noting though that discussions with other agencies throughout the state have indicated that recruitment processes are not as fruitful currently as they have been in previous years across the board. Also, just for discussion, the screening of applicants begins before the interview process. Issues discovered in the commission

mandated background (F3) can eliminate otherwise qualified candidates. Concerns may be criminal charges or previous drug use. The standards for attending BLET are somewhat different than those for hiring. The agency has not been presented with this, but an example would be that driver's license is not required to attend BLET, but is a hiring requirement.

Fifty-three percent of the applicants in 2016 were white males and those interviewed reflect 54%, and 50% of the 2016 new hires. African American males and females represented about 27% of the applicants and three of the four were interviewed. Hispanics made up 20% of the applicant pool, and all three were interviewed. Two were hired, representing 33% of the 2016 new hires.

Four of the applicants, to include all the African American males and females interviewed, were actually from BLET programs outside our county. At least two were identified through a cooperative system between BLET programs where remedial training is needed in such areas as driving or firearms qualification. Consistent with previous years, in 2016 the majority of the applicants hired (approximately 83%) were from Sampson Community College.

As the agency typically experiences, interest in a civilian Administrative Specialist position was high. There were 34 applicants for one position. A team within the department reviewed the applicants, without receiving any data pertaining to race, age, sex, or other protected biographical data. The applicant pool was narrowed to ten, all of which were interviewed. There were no male applicants interviewed for the Administrative Specialist position. One African American female and one Asian female were interviewed. Four Hispanic and four white females were interviewed. This represents 10%, 10%, 40%, and 40% of those interviewed, respectively. The person selected was an Asian female who is able to speak four different languages fluently.

### **Recruitment Analysis:**

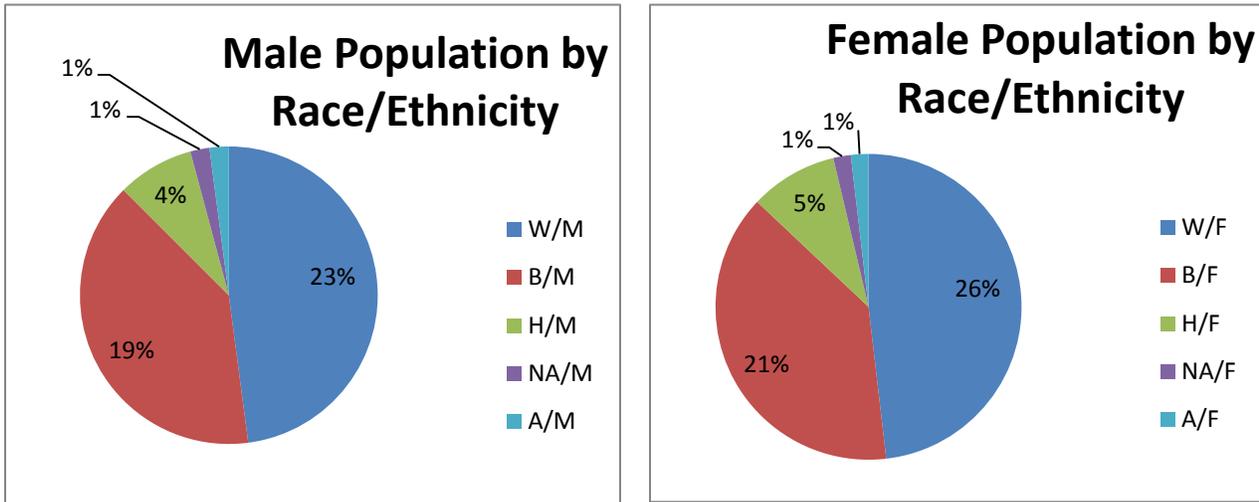
The US Census indicated that the estimated population of Clinton was roughly 8,767 in 2015. The race and ethnicity figures dated 2010 stated that nearly 49% are white, 41% are African American, and Hispanics are 9%. Other census reporting sites vary in the numbers with slight differences in the percentages. The diversity of our service area is not truly reflected in the census, given that Clinton is the county seat and Sampson County is rich in agricultural resources.

The applicant availability continues to be unpredictable and beyond the agency's control. As mentioned above, discussions with other agency leaders throughout the state reveal that recruitment and retention is a key challenge for law enforcement.

The interest in the local BLET is promising, and Sampson Community College is scheduling another day class in early 2017. This may provide potential local applicants graduating in summer, with a night class ending around June as well. Our partnership with SCC and the BLET program will likely help the agency continue generating interest in the Clinton Police

Department, but the agency still has to extend its recruitment reach. Another alternative, about which the agency is optimistic, is the work we are accomplishing with Human Resources and the City Manager to address recruitment and retention, we will be able to satisfy the department’s needs for personnel by retaining existing staff and improving the number of local and diverse candidates.

*The demographics for the City based on the 2010 census are listed in the charts below*



To deal with some of the issues, in 2016, the Clinton Police Department revised its recruitment plan to make the recruitment video and pay a priority. The video is near completion and should be available for 2017 recruitment efforts. The police department has worked with HR and the City Manager on pay studies in 2016 to address the concerns of pay and its impact on recruitment and retention. One of which was a career development plan. The second was a city wide analysis of job functions and pay. When the best of those options are put into place in 2017, it is expected to rejuvenate the recruitment and retention of the agency. Often discussions on recruitment and retention focus on sworn positions, but this pay study plan is broader and is intended to help career development steps for civilian staff as well.

The agency continues to work with HR to advertise and promote vacant positions. Staff also seek out and attend career fairs at different venues. The recruitment information has been sent to other BLET programs in surrounding counties. This direct contact with the other BLET programs has not yet shown a good response. However, advertising does generate inquiries from outside the county. In the latter part of the year, we had two applicants that were reached through advertising, not actively in a BLET program, and one of which was hired. One goal that did not show any response during 2016 was to promote the sponsorship program beyond Sampson Community College. This is possibly due to other agency’s being able to easily match student sponsorship needs. It will remain one of our objectives for the upcoming year, but may be deleted as a “goal” for future revisions to the recruitment plan.

Our recruitment pamphlets will be updated to mirror the message from our recruitment video. The recruitment slogan of “Men and Women of Action” is being replaced with “Small Town Proud,” to promote the benefits and rewards of working in a close knit community like Clinton, North Carolina.

For veterans, the State of North Carolina, through the Criminal Justice Education and Training Standards, has made provisions to allow certain military personnel to transfer training and experience so they can more easily enter civilian law enforcement. As a strong supporter of our military and our partnership with Sampson Community College, the Clinton Police Department should promote this program and assist veterans as much as reasonable in pursuing state certification. About 22% of our staff has some military experience, and these employees have demonstrated themselves as leaders in the agency and community.

### **Recruitment Goals:**

At the core of our recruitment goals is to make efforts to target a diverse field of potential applicants that are representative of the available work force within our service area. This will continue to be a key focus that envelopes all other recruitment goals. Many of the goals entering 2017 remain the same:

- Update recruitment pamphlets and use the recruitment video and brochures through various outlets, to include job fairs, to promote the agency.
- The Commander over recruitment will seek opportunities to promote the agency at Colleges and Universities to solicit applicants with higher levels of education.
- The Department will work to increase student awareness at Sampson Community College about the agency and our ride-a-long program
- Target job fairs in communities that historically serve veterans, such as Cumberland and/or Wayne County and promote the State’s recent military incentive program.
- The recruitment team will promote BLET sponsorships and promote the ride-a-long program, with the goal of mentoring for employment through Sampson Community College and surrounding areas
- Use community meetings to promote the agency and recruit within our service area

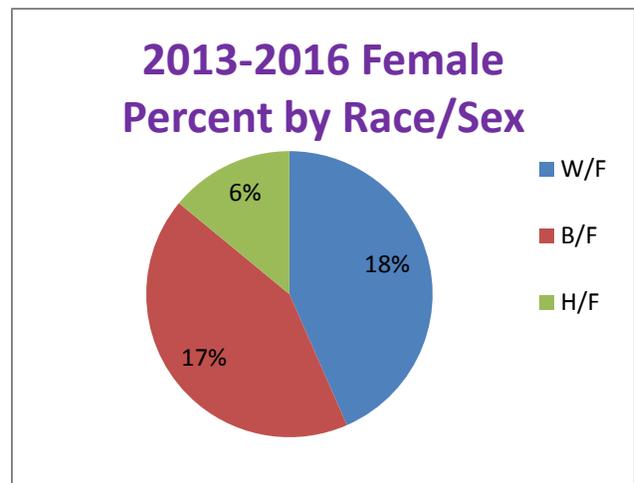
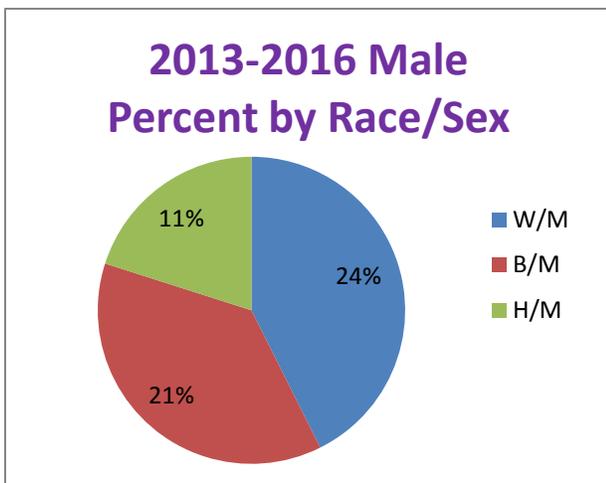
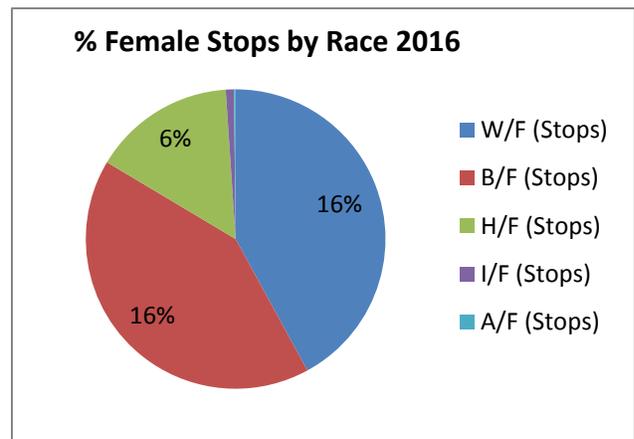
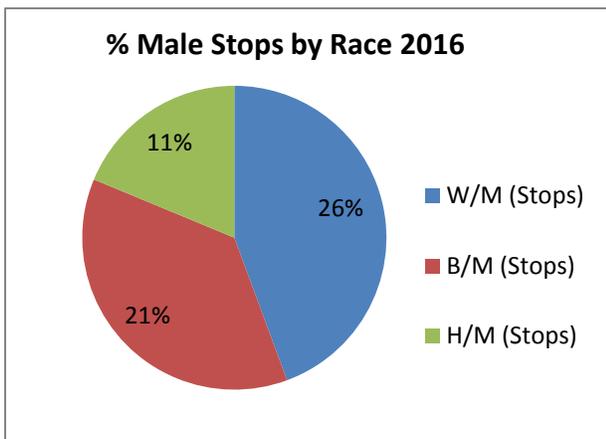
### **BIAS BASE REVIEW: (CALEA 1.2.9)**

The Clinton Police Department has collected bias base data for three consecutive years. This data is collected and disseminated more frequently throughout the year to all departmental staff so that they can monitor their own performance, while giving supervisors and command a snap shot of current trends, if any. Five year data is not expected until 2019.

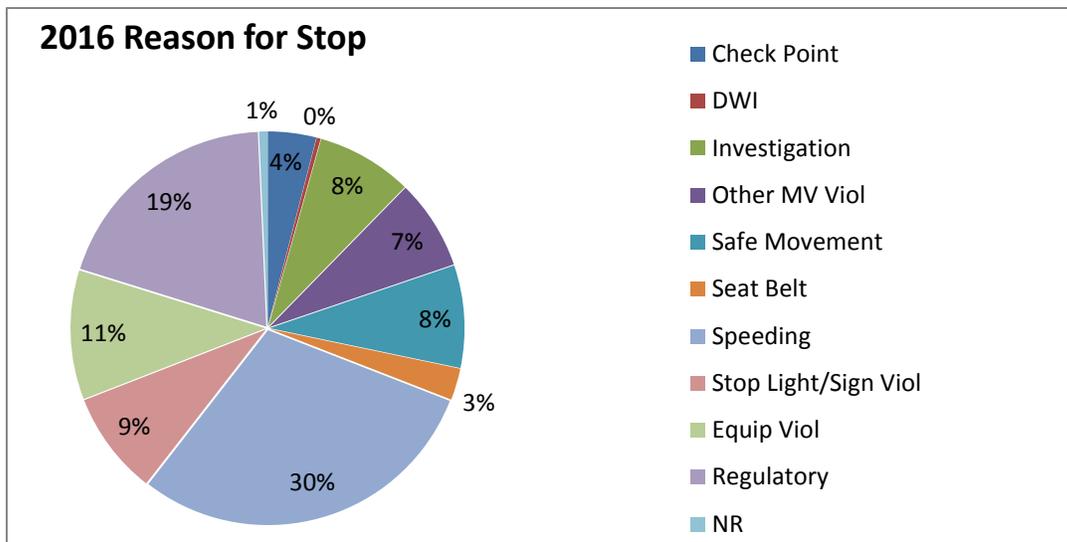
In 2016, there were 1,450 traffic stops reported. As explained in the 2015 report, it was discovered that an employee conducted stops without accurately reporting that information through the bias base system. That issue was effectively handled and the periodic checks of reporting systems and the review of in car and body camera video the agency mandates has not

revealed any officers stopping drivers without reporting the bias base data. The dash camera systems are automatic when lights are activated and cannot be altered in any way by the officer. While the discrepancy with one employee the previous year did not reflect any trends toward bias, the agency is much more confident in the data.

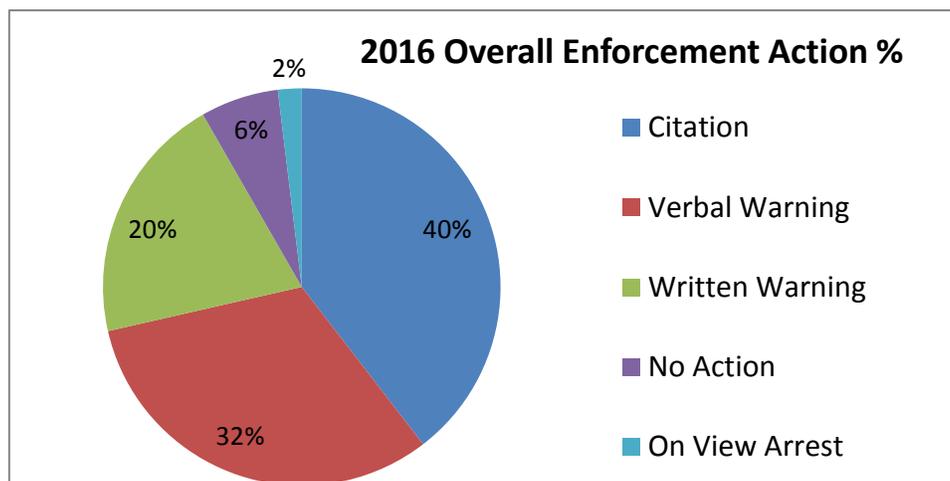
There was only a slight increase for White and African American males stopped, while females saw a very slight reduction. Hispanic males also had a small reduction, but females increased from 84 to 87 stops helping the percentage remain the same. While the data is only in its third year, it indicates that the data on traffic stops is relatively consistent from year to year. There are no biased trends or other areas of concern noted during this review. Data available from 2013 to the present shows that Native Americans and Asians are at or below 1% of all traffic stops.



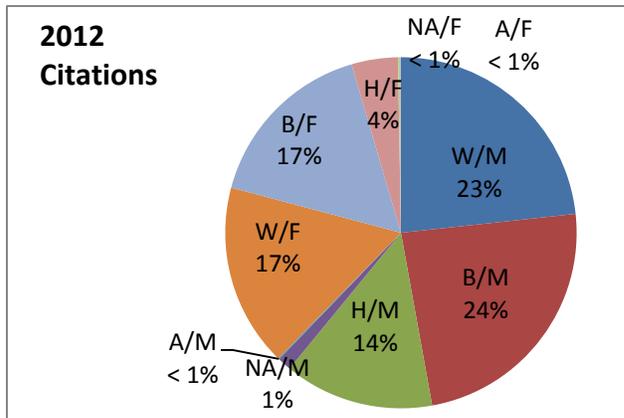
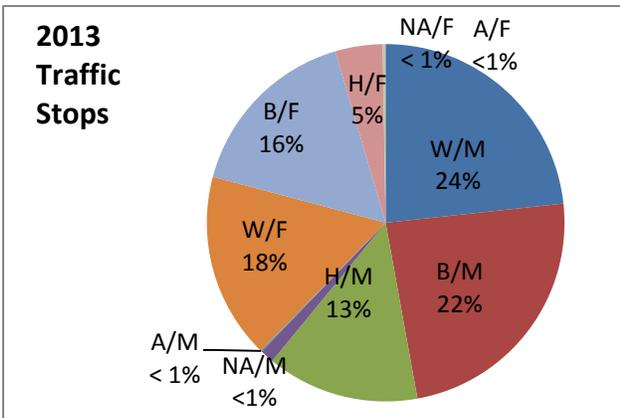
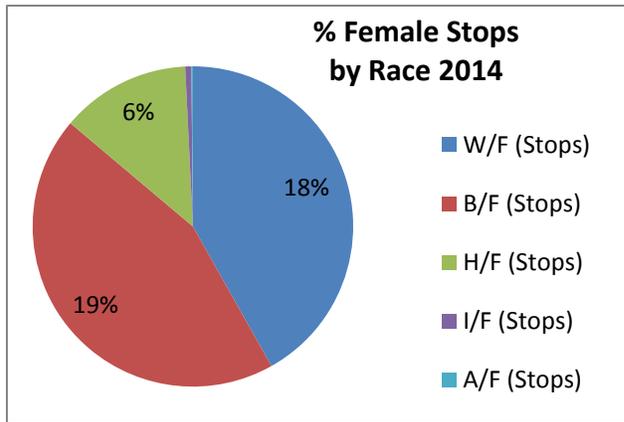
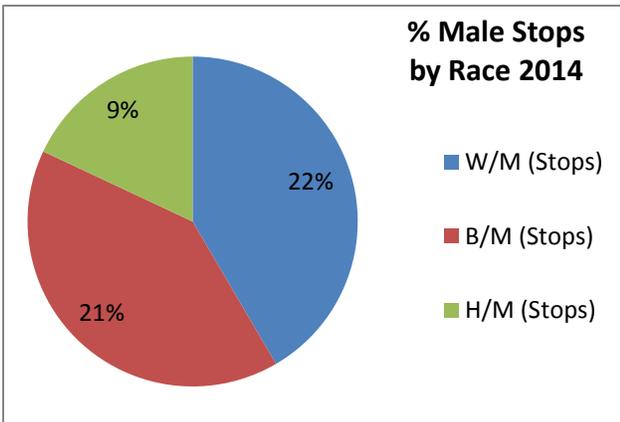
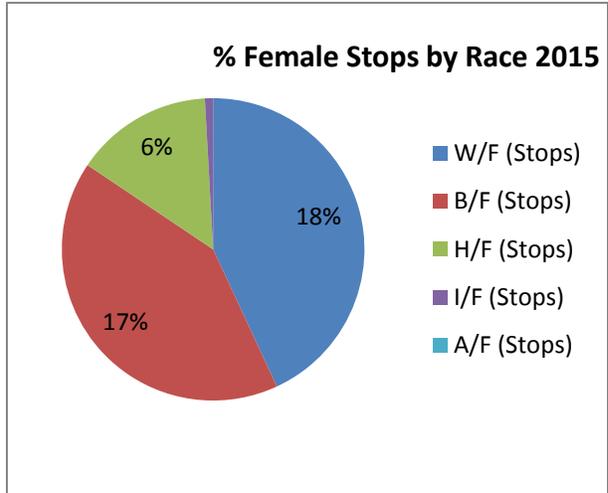
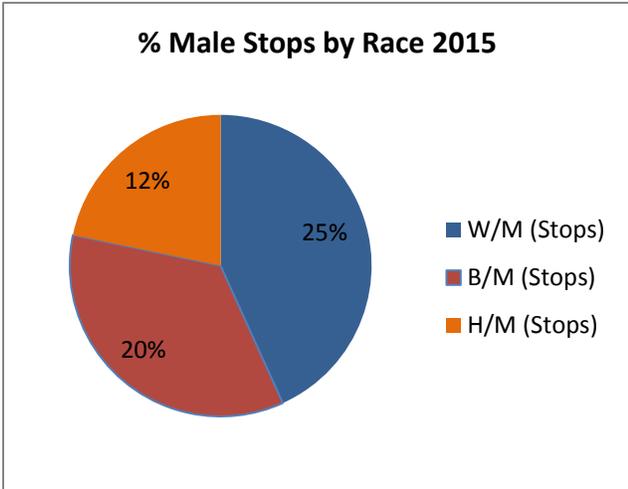
The highest reason for a stop in 2016 was speeding at nearly 30%. This is the same for the data collected since 2013. At nearly 20%, the second highest category for violator stops was regulatory, which includes license and registration violations. All other driver contacts make up the remaining 50%, and this includes equipment violations, stop sign/light violations, safe movement, etc. DWI, seatbelt violations, and check points make up the lowest three categories, collectively totaling only about 7% of the total driver contacts.



Citations continue to be the highest single action taken of the enforcement actions. Warnings and no further action make up nearly 60% of the enforcement actions taken, with arrest and citation making up the difference. All races and ethnicities are cited at about the same percent, except Hispanics. This is not inconsistent with previous years' data. The data shows that equipment and regulatory violations are the most common reasons for Hispanic traffic stops in 2016, followed by speed.

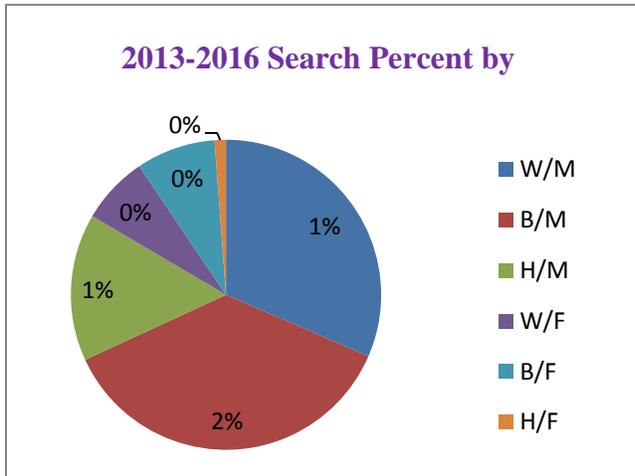


Below are charts that reflect the driver stop data from previous years. As mentioned, the agency has only been able to collect this data for a few years and five year analysis is unavailable. The details that are available to supervisory and command staff through our reporting systems allow the department to look further into police-citizen contacts than what can be easily illustrated in these graphs. However, these graphs accurately reflect the hard data the department collects and analyzes, and it shows no trends or patterns were found.



**Driver Search Review**

This data, like the traffic stop data, has only been available for a few years. Yearly comparisons can be made for that period, but five year averages are not available. In 2014, white males were the highest group searched. That changed in 2015, with African American males being the highest and again in 2016 African American males are searched about 5% more frequently than



white males. However, when the search data is compared to the stop data, the frequency of search/race is roughly equal. The percentages are 6%, 8%, and 6%, for white males, African American males, and Hispanic males respectively. When male and female data is combined with race/ethnicity the search/stop rates are within 3% difference- with African Americans being the highest.

Because of the small number of stops, Native American females would appear to be the highest category in search/stop rate at 20% (1 search in five stops). Native American search to stop for male and females combined is 5%.

	W/M	B/M	H/M	I/M	A/M	W/F	B/F	H/F	I/F	A/F
<b>2015</b>	17	21	9	0	0	4	6	1	0	0
<b>2016</b>	22	26	10	0	0	2	10	1	1	0

*Race/Sex Total for 2015-2016*

In looking at the past two years only (2016 and 2015), the percentages of males and females are very close from one year to the other. Reflecting back on last year's analysis, there was only slight changes from 2014 to 2015. 2012 and 2013 are again provided for illustration, but cannot be used accurately for comparison or analysis.

Type Search	Total Count
Consent	22
Probable Cause	25
Frisk	5
Incident to Arrest	20
SW	0

In 2016, the reason for search is fairly close, with consent, probable cause, and incident to arrest actually within five. The use of percentages would make it appear to be greater, showing nearly a seven percent difference. Data on race/search type shows white males are most often searched for probable cause. Consent searches show white and African American males equal with eight each. The highest category for Hispanic males and females combined is incident to arrest.

### **Bias Base Profiling Analysis:**

The near regularity of the bias base data and the absence of evidence suggesting bias in stops and searches have been discussed during the review, but should be summarized in this analysis. Training, community trust, and a commitment to the values the agency holds and shares with our citizens are reflected in the consistency of high level service the department provides. The Clinton Police Department strongly prohibits traffic and pedestrian stops and enforcement action

based on race, religion, national origin, sex, or other personal characteristic. In addition, policies and reporting requirements, to include checking stations, help direct officers and allow supervisors and managers to more closely monitor individual performance. The consistency of the data reflects that the values and beliefs these programs were built upon are respected within the agency. The culture within the department is one that reflects the values of teamwork, respect, integrity, and professionalism.

Based on the current census projections, the agency is still far below the required population base to mandate bias base reporting. However, this practice will continue to insure we are self-monitoring while being open and transparent with the citizens we serve. Monthly reviews allow supervisors and command personnel to monitor for trends and more quickly address any concerns. As mentioned, the agency incorporated monthly reviews of in-car and body camera video to insure policy compliance, that includes traffic stop and searches.

Supervisors are tasked with using data and other intelligence in directing patrols, to include traffic enforcement efforts. One tool mentioned in the 2015 annual report that is available and provides information internally and externally is the speed trailer. The speed trailer has been deployed over 25 times at various locations through the year. Citizen traffic complaints and requests for a study or review account for only about 20% of those deployments, but the trailer does help in addressing the community's concerns. The trailer is recognized as a tool that collects valuable data, without dedicating increased man-hours. Whether it is an agency decision or at a citizen's request, the department should look to deploy the speed trailer more often. Reports collected through the year, indicate it was used about 50% of the actual days it could have been used. That number does not reflect the hours required to charge the unit, or days it is offline for cleaning or other maintenance. While this data is provided throughout the department, it has not been incorporated in other traffic analysis reports. In the upcoming year, this data will be combined with the crash data already provided to the staff to allow for more comprehensive analysis and efficient intelligence based traffic enforcement efforts.

In addition to the reviews and reporting requirements, the Clinton Police Department also conducts Bias Base Training with every new employee and at least annually with all personnel. The bias base training may be supplemented with Ethics, Juvenile Minority Sensitivity training, or other training programs as appropriate.

In the past five years there has only been one complaint of racial profiling, which was discussed with as much detail as reasonable in last year's report. The response of the department to the bias base reporting violation was direct and appropriate. The various reviews and reports the agency conducts has been successful in preventing that behavior from reoccurring. Supervisors and command personnel are held accountable for the actions of their teams, and this is considered during their individual performance reviews. The traffic and search data shows the agency does an exceptional job in being fair and balanced in its service. Bias in any application of law enforcement service, especially enforcement action, is not acceptable and if discovered will be handled appropriately.

## **2016 Annual Report Summary:**

The Clinton Police Department earned reaccreditation during 2016 with the Commission on Accreditation for Law Enforcement Agencies (CALEA). The award was received in November in Charleston, South Carolina. The year itself has been full of unique challenges and opportunities and the agency has worked diligently to insure we adhere to the best internationally recognized standards and policies for a law enforcement organization. Part of the success, with CALEA and within our community, is the practice of conducting internal self-assessments and working as a team to evaluate our policies and practices.

Teamwork and the staff's commitment to service were successfully tested in 2016. The department experienced an officer involved shooting, which was the first for the agency in over forty years. Already facing manpower shortages because we were in the process of hiring new employees, the police department was down nearly ¼ of its staff, as quickly as this incident happened. This all occurred through the summer months, when vacation and training are typically planned. This is also a period that calls for service is expected to increase. At one point the shortage reached about 33% of our workforce. Every employee at the Clinton Police Department worked well together making sure the citizens did not lose the quality of service it had been receiving. Areas of service like traffic enforcement and possibly code enforcement may have been given less priority, but during this period the members of the police department attended community meetings and events, covered shifts for others, and took extra calls to insure the citizens' concerns were addressed.

Near the time the agency was nearing full staff, Hurricane Matthew had a direct and significant impact on the City and surrounding communities. For Sampson County, Clinton became the center of the response and travel for the area. Police Department staff, working closely with all other departments in the City, responded with the level of professionalism, teamwork, and integrity the agency prides itself on. Some of the staff did not see their own homes or families until hours and even days after the storm hit. Many of those working were newly hired and this was their first introduction to the care and concern the agency has for its community.

Being full staff was not the case for much of the year, especially during the summer months when the department had to go through the process of hiring new employees. The hiring processes can take time, because the agency is looking for the most qualified candidate that is the best fit for the City of Clinton during a period when the applicant pool is weak. The benefits of working closely with Sampson Community College have helped the agency, but should not be limiting for the agency in its recruitment efforts. Likewise, programs to include pay plans are being considered that is expected to help both recruitment and retention. Retention should not be overlooked because of the desire to improve recruitment. The agency understands the importance of experienced staff and well-equipped staff and its relation to consistent high levels of service.

The Clinton Police Department recognizes its staff as one of its most valuable resources and remains committed to employee development. As mentioned in last years report, individual officers receive approximately 120 hours of training. The agency continues to provide the best and most current training opportunities for its staff. To assist in reducing loss of work time due to training and/or having an increase in overtime, some of the in-service will be conducted online. Where reasonable, training may be conducted through roll call. The department continues to use a training calendar that is posted for all personnel, and training should be reviewed with every employee during performance evaluations. Some of the topics the agency has made part of its annual training include ethics, juvenile and minority sensitivity, bias based profiling, legal updates, and for sworn personnel, firearms and non-lethal weapons, while incorporating de-escalation, mental illness, and crisis intervention where suitable. Additionally, we still have instructors on staff to conduct nearly all the in-service training, to include specialized training.

Technology and training has and will continue to be an important focus area for the agency. Each year, in-car and body worn camera systems are being replaced. The goal is to have these on a more regular replacement and warranted to insure consistency and dependability. The areas of liability are closely monitored through a strong system of administrative reviews. It is the policy of this department to review these incidents thoroughly, carefully, and without bias at the time of incident. The program also provides for multiple levels of review to insure the integrity of the program and the agency. This data is made available for public inspection and is provided through the City of Clinton's website. There were no revisions recommended to the policies or practices pertaining to the administrative investigation management programs.

The police department has started using a new program (PowerDMS) primarily for accreditation management, but this program will expand in 2017 to incorporate training and document management. The department feels this will streamline processes, provide a single repository for key departmental forms, and improve training management. The use of the system will help develop more staff on accreditation processes and should help broaden both understanding and collaboration within the agency. The agency currently records and tracks key inventory items, but will be seeking alternatives for equipment tracking systems that meet the highest standards of the department.

To more efficiently provide information to departmental personnel, there are several internal reports created. An example is crime analysis, which is conducted on at least a monthly basis. The report management system currently used is exceptional in its accessibility and the reliability of data. The crime analysis programs are being reviewed for potential upgrades and improved training. Supervisors have been using this information to direct their teams, and proactive officers are also examining these reports more closely. Commanders establish hot spots and directed patrols that help target key crime locations and times. The agency also continues to conduct reviews, analyses, and inspections in all major components of the police department. This information has and will continue to be essential for police operations, but effective police service requires input from citizens. The statistical information may be used along with citizen feedback to best address neighborhood concerns.

In addition to technology and training, the Clinton Police Department continues to build upon our partnerships that make the police-community team stronger and help improve the quality of life for all citizens. Every employee is more engaged with the community and this allows the department to work collaboratively to address neighborhood concerns. Members throughout the agency are involved in programs and professional organizations that improve the agency's resources and information sharing so we are able to continue providing services at the highest possible level.

To improve upon community input, the department participates in community meetings as often as possible. The staff always remains open to the public by making command staff personnel available to speak with residents about any police concern. The department has provided the public with key phone numbers to help direct calls more efficiently and continues to expand its anonymous text line (Tip411). Information on complaint processes, bias base data, and crime information is made available to the public to insure we build upon the respect and trust we have with the community. The use of social media was also expanded to highlight the work of the agency's staff, crime information and tips, and to update citizens on areas of interest or concern. One example is our partnership with Public Works to help keep citizens updated on projects, to include road closures and issues with Hwy 24 construction traffic.

The Clinton Police Department will work to insure the quality of employee development is a key focus to make sure we are providing the best level of service to the community. The self-assessments and internal reporting that drives intelligence based policing will continue, with the agency looking at areas it can improve. This commitment to excellence will require input from all stakeholders, so the department will remain open to all feedback. Hosting and participating in community activities will keep the department in touch with the citizens and provide opportunities for one on one exchange of ideas. Staff will continue developing through training, equipment, and technologies that help us maintain a sound infrastructure and insure we are meeting the best standards for law enforcement. By being accessible and transparent with citizens, using community input, and regularly evaluating our own performance, the Clinton Police Department can continue to provide citizens service with integrity, professionalism, respect, and teamwork.