

2017 Annual Report

# Clinton Police Department



**Small Town  
Proud**

**Clinton, North Carolina**

Clinton Police Department

# 2017 Annual Report

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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- 2013 through 2017. 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 2017, the agency again had a small rise in its number of use of force cases. There were 12 total uses of force incidents. There were sixteen officers involved in these twelve cases, with some of these officers being involved in more than one case. There were fourteen individuals that force was used upon in the twelve cases. In three incidents the subjects attempted to flee the officers armed with handguns. These incidents stemmed from a breaking and entering, felony larceny of a firearm, and an armed robbery of a person. The three listed as ‘other’ include physical restraint of a subject assisting EMS and two incidents of force by pointing issued firearm. One was a bomb threat, and the other was an emergency response to a breaking and entering in progress.

<b>Reason for Force</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 year average*</b>
Physically Resisting Arrest	4	0	1	1	2	<b>2</b>
Failure to comply with Commands during arrest	2	3	0	1	1	<b>1</b>
Fleeing from Arrest	2	1	2	0	0	<b>1</b>
Fleeing with Weapon	0	0	0	0	3	<b>1</b>
Assault of Officer	1	0	2	2	0	<b>1</b>
Fighting/Assault of other	3	1	1	0	0	<b>1</b>
High Risk Search Warrant/Felony Vehicle Stops	3	5	2	1	3	<b>3</b>
Other	2	2	3	3	3	<b>3</b>
<b>TOTAL UOF INCIDENTS</b>	<b>17</b>	<b>12</b>	<b>11</b>	<b>8</b>	<b>12</b>	<b>12</b>

*\*all averages are rounded*

Pointing a weapon was the reason “other” was the highest category in 2016. Three categories share the highest number of incidents for 2017. All the categories are equal or less than their five year average except, Fleeing with a Weapon. With twelve uses of force cases in 2017, the department is on track with the five year average. The five year average also reduced from 14 total incidents to 12. Fourteen of the 60 incidents over the past five years have been high risk

encounters and incidents where subjects were armed. Last year that reflected roughly 31% of the use of force cases, and for 2017 it has dropped to 23%.

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 continues 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.

<b>Types of Force Used</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Soft hand	9	2	4	6	8	<b>29</b>	<b>6</b>
Hard Hand	4	0	2	4	0	<b>10</b>	<b>2</b>
OC Spray	1	0	0	0	0	<b>1</b>	<b>0</b>
ASP Baton	0	0	0	0	0	<b>0</b>	<b>0</b>
Taser	6	3	1	2	1	<b>13</b>	<b>3</b>
Pointing Firearm	5	8	6	7	11	<b>37</b>	<b>7</b>
Discharging Firearm*	0	0	0	7	0	<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 2017, was one in which two officers encountered a person physically resisting arrest. They each attempted soft 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 two soft hand applications and one Taser use.

In 2017, there were no incidents where officers had to discharge their duty weapon. 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 seven. This is because of the difference created by removing 2012 data and the addition of 2017. We also saw a reduction of nine in the five year total for Taser. This reduction coincides with the way new case law governs the application of the Taser. The five year averages only saw minor changes from 2016, with hard hand and Taser going down one, while pointing 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.

Similar to 2016, one of the officer injuries was during an attempted tackling of a trespassing suspect who had assaulted officers and was attempting to flee on foot. The officer was injured falling to the ground from the struggle with the suspect. The “complaint of injury” by the subject was an incident involving a Taser drive stun use. Typically, Taser use results in Taser prong injury and EMS responds to check on the subject Tased. While the suspect had no visible injury, he was allowed to be evaluated by EMS 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. Two other officers received minor injuries from falling during a second incident involving a subject attempting to flee on foot.

<b>Injuries During Use of Force</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Officer-Minor Injury/No medical	0	0	2	0	3	5	1
Officer-Minor Injury/EMS	1	0	0	0	0	1	0
Officer-Serious Received Medical	1	0	0	1	0	2	0
Subject-Apparent Injury	2	0	0	1	0	3	1
Subject-Complaint of Injury	2	0	1	1	0	4	1
Taser Prong/No other injury*	0	3	1	0	1	5	1

In all injury categories the yearly totals are below the five year totals. Two minor officer injuries resulted from one incident. The 2017 figures are relatively consistent with the five year average. But by having one incident where two officers got injured, it exceeded the five year average of 1.

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 fourteen subjects whom force was used against. In two cases, there were two subjects involved. In three of those cases two officers were involved. In a fourth case three officers were involved in the use of force. These reflect the two assaults on an officer cases and high risk traffic stops, respectively.

<b>Use of Force by Race/Sex</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	13	14	7	4	8	46	10
B/F	1	2	2	2	1	8	2
W/M	2	2	1	2	1	8	2
W/F	1	0	2	0	1	4	1
H/M	3	0	1	0	3	7	2
H/F	0	0	0	1	0	1	0
NA/M	1	0	0	0	0	1	0
NA/F	0	0	0	0	0	0	0
<b>Use of Force by Age</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Under 18 years of age	1	0	5	1	3	10	2
18-29 years of age	13	10	4	5	6	38	8
30-39 years of age	3	3	2	1	2	11	2
40-50 years of age	2	2	1	1	1	7	1
51 years of age	0	2	1	1	2	6	1

The use of force on African American males saw a reduction of 50% for the past two years, but did see a return to near the five year average this year. It is still the highest category based on the five year total and five year average but we did see a reduction in the five year total by four. Having one incident with a Hispanic male passenger involved in a Felony\high risk vehicle stop caused this category to exceed the five year average of two. In the age category, 51 year olds exceeded the five year average of one, both of these cases involved Felony\High risk stops. In all other categories, both race/ethnicity and age, the 2017 totals are at or below the five year average.

The use of force involving persons under 18 rose slightly for our agency from 2016 to 2017 but remains well below the five year total. Also, the five year total decreased by eight over last year for use of force cases involving the 18-29 year old age group. We saw a drop in every category for the five year average except for the under 18 category, which rose by one. We must work in partnership with community groups and leaders to get our youth more involved in community outreach programs.

The calls for service have experienced the largest increase in five years. This naturally caused an increase in the five year average for the category by over 500 calls for service. We believe that improved community trust in the police department, community projects, and proactive police work directly affected this increase.

The use of force percentages continue 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 1.8% in 2016. This means that 1.8% of the time an arrest is made, some type of force is involved. This year that rate was reduced to 1.6%. Reviewing this same data for the entire five year period, the average is 2.1% which is slightly lower than last year's five year average of 2.7%.

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Calls for Service	15,568	14,233	14,059	14,020	17,248
	<b>Five Year Average: 15,025</b>				
Use of Force	17	12	11	8	12
	<b>Five Year Average: 12</b>				
UOF/CFS	0.001091	0.000843	0.000782	0.000570	0.000696
<b>% UOF/CFS</b>	<b>.109%</b>	<b>.084%</b>	<b>.078%</b>	<b>.057%</b>	<b>0.069%</b>

**Use of Force Analysis:**

In 2017, the Clinton Police Department saw a slight rise in use of force cases. However, the department had 275 more arrests in 2017 than 2016. With the rise in arrests the use of force cases, 1.6%, was still below the five year average of 2.1%. 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. Clinton Police Department has continued training on verbal conflict resolution and de-escalation and it continues to be a big component of the agency's training every year. In 2017, the department set a goal to complete the One Mind Campaign aimed at mental health response. There are four components for an agency to be successful: Adopt a model mental health response policy, Train 20% of sworn staff on CIT (we are at 65% and growing), Train 100% of sworn staff on Mental Health First Aid (Complete), and Establish sustainable partnerships with mental health providers in our community. We have finished the One Mind Campaign and are among the first ten agencies in the World to complete the campaign. 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 2017, the majority of use of force cases came from high-risk vehicle stops stemming from a variety of calls for service; bomb threat, domestic assault, aggravated assault, and wanted armed robbery suspect. De-escalation played a vital role in the officer's ability to take these subjects into custody without further incident. 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 cases. Juvenile involvement continues to be a goal of the police department to reduce juvenile crime. We have continued to coordinate many community programs to involve juveniles to develop those one on one relationships. In addition to police services, the agency will use School Resource Officers to develop programs and participate in events to build on police and juvenile relations.

In the previous three annual reports, the arrest data indicated a significant number of arrests for violent crimes/high risk warrants involving African American males. In 2016 nearly 54% of the arrests for violent crimes involved African American males. For 2017 the percentage is 45% showing a reduction in this category. Reviewing this further, the three 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 February 2017 and continues to be updated to stay relevant with all case law updates. The 2016 revision provided more direction to officers on the use of electronic control devices (Taser). Policy revisions and legal considerations established by the Courts have caused Taser use to remain low as expected. This also caused the soft hand applications to increase. We did see a rise in officer injuries due to the increased physical encounters. The department 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 2017, the Police Department had thirteen internal affairs complaints filed. The number increased slightly this year compared to last year. 2017 data is very similar to 2016, supervisory investigations and citizen complaints continued to be the highest category with a drop in citizen complaints and rise in supervisory investigations. There were five citizen complaints, six supervisory investigations, and one critical incident review. There were no major changes to the five year average or five year total.

<b>Type of Investigation</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs	2	1	2	0	1	6	1
Citizen Complaints	13	12	9	6	5	45	9
Critical Incident Review	1	2	1	1	1	6	1
Employee Grievance	2	0	0	0	0	2	0
Supervisor Investigations	19	9	5	4	6	43	9
Civil Complaint	0	0	0	0	0	0	0
<b>TOTAL INVESTIGATIONS</b>	<b>37</b>	<b>24</b>	<b>17</b>	<b>11</b>	<b>13</b>	<b>102</b>	<b>20</b>

In 2017, the Clinton Police Department continued the reporting procedures for all internal affairs with no changes to internal affairs policies.

The two most common investigations continue to be supervisory investigations and citizen complaints. The last two annual reports, 2015 and 2016, showed a reduction in citizen complaints. We have continued that trend again this year with another reduction in citizen complaints. This was a culmination to some goal setting and direction provided by the department in 2014. Continued involvement in the Community, specialized training, mentoring of younger officers, and use of body worn and dash cameras assist with providing quality customer service and the reduction in complaints.

<b>Complaint Type</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Use of Force	3	2	0	3	1	9	2
Racial Profiling	0	0	1	0	0	1	0
Rules of Conduct	10	12	13	6	9	50	10
Unsatisfactory Job Performance	11	6	1	4	5	27	5
Reporting Violations	5	4	4	2	1	16	3
Extra Duty Employment Violation	1	2	0	0	0	3	1

Use of force investigations decreased from three to one, which is lower than 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. All categories reduced by over ½ in five years, except rules of conduct which remains comparable to its five year average. We will continue to strive to maintain this reduction across all categories.

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 thirteen different types of case, there were 16 complaint types filed. Every complaint category is equal to or below the five year average.

There was a slight increase in the overall internal affairs cases this year with a total of thirteen, up two from the previous year. However, the total number is well below the five year average of twenty. There was a slight increase in supervisor investigations and administrative inquiries for the year while we saw a reduction in citizen complaints. In the 2016 annual report, there were four violations documented for unsatisfactory job performance that were tied to City of Clinton personnel policy. We saw a similar trend this year with five in the same category. There was one reckless driving complaint, three speeding complaints, and one complaint regarding an officer’s job performances that were placed in this category. These complaints were all investigated and four out of the five cases were sustained.

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. Identical to last year's data, discourtesy is 33% of the total rules of conduct complaints. 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. The one reporting violation was an improper filing of paperwork allegation that was caught during an internal audit.

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 three original citizen complaints were sustained and four other violations were found through investigation. There were five cases.

<b>Type of Disposition</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs Sustained	2	0	2	0	1	5	1
Internal Affairs Not Sustained	0	1	0	0	0	1	0
Citizen Complaint Sustained	0	4	3	3	3	13	3
Citizen Complaint Not Sustained	13	8	6	6	4	37	7
Supervisor Investigation Sustained	14	7	5	5	7	38	8
Supervisor Investigation Not Sustained	5	2	0	0	0	7	1

There were six supervisory investigations that involved six employees. Consistent with last year, each of these cases were sustained. Also, this year's data for each category is equal to or below the five year average.

Consistent with last year's data African American females exceeded all others for complaints filed with a slight decrease.

<b>Complainant Race/Sex</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	1	2	1	2	1	7	1
B/F	5	3	3	3	2	16	3
W/M	4	2	5	1	1	13	3
W/F	4	4	3	1	1	13	3
H/M	1	0	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

There were five citizens who filed complaints on five officers. There was a reduction in overall complaints this year from seven to five. This year's data is at or below the five year average, which did change very slightly. This is the fourth year neither Hispanics nor Native Americans were among the complainants.

The department saw a drastic increase in calls for service by over 3,200 calls for 2017. In relation to the internal affairs cases the percentages were the same. Citizen complaints percentage had a decrease and is the lowest it has been in five years.

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Calls for Service	15,568	14,233	14,059	14,020	17,248
	<b>Five Year Average: 15,025</b>				
Internal Affairs	37	24	17	11	13
	<b>Five Year Average: 20</b>				
IA/CFS	0.002376	0.001686	0.001209	0.00075	.00075
<b>% IA/CFS</b>	<b>.237%</b>	<b>.168%</b>	<b>.120%</b>	<b>.075%</b>	<b>.075%</b>
Citizen Complaint	13	12	9	6	5
	Five Year Average: 9				
CC/CFS	0.000835	0.000843	0.000640	0.00041	.000289
<b>% CC/CFS</b>	<b>.083%</b>	<b>.084%</b>	<b>.064%</b>	<b>.041%</b>	<b>.028%</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. We will continue to train and promote career development for our officers so that we can continue to build upon our success.

This year we had 17,248 calls for service which increased from 14,020 the previous year. This is also above the five year average of 15,025. Over the past two years we have saw a considerable drop in Internal Affairs cases. Data shows that out of 17,248 calls for service there was less than 1/10<sup>th</sup> of a percent chance that an Internal Affairs case would be initiated from Citizen Contact. Citizen Complaints remain well below a tenth of a percent at .028%. There has been a considerable drop in Internal Cases since 2013. The total number of cases has dropped by 24 and the category remains well below the five year average of 20.

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 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 2015, 33% in 2016, and 10% in 2017. In car video, body worn cameras, and GPS technology continue to be a vital tool, 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 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.

With a young patrol division 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. A new department head was implemented in 2017 along with a new command staff. This implementation has brought on new challenges; however, the core values that are so closely tied to that of the City and the community we serve have not changed. Improving retention of personnel will help solidify teamwork, respect, integrity, and professionalism in the culture of the department thus reducing Internal Affairs investigations.

The department must continue to apply the best national standards through research and training. The agency needs to continue to develop and instill community policing practices to its staff to build upon relationships in the community. We must instill confidence in our first-line supervisors so they have the confidence to make informative decisions that coincide with departmental policy. Officers should be employing the problem oriented policing philosophy. This philosophy helps to identify problems in different areas with intelligence led policing and we are able to proactively make a difference in those areas. In addition, the agency must continue to develop personnel through relative training and career development. Supervisors need to identify areas that the officers need improvement and develop them in those specific areas to assist in their professional growth as a law enforcement officer. We must also develop staff so they are responsive to community needs through a dynamic team approach.

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

There were four automatic early warnings generated through the Administrative Investigation Management system. Three employees were involved in these four 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 2017 that meets the criteria can generate an early warning by recognizing one or more events in 2016. 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>	2013	2014	2015	2016	2017	<b>5 Year Total</b>	<b>5 Year Average</b>
3 Incidents in 120 Days	35	13	4	2	2	<b>56</b>	<b>11</b>
Command Intervention	0	1	0	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	1	0	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	3	1	0	1	0	<b>5</b>	<b>1</b>
Use of Force - Three in 120 days	5	5	1	3	1	<b>15</b>	<b>3</b>
Vehicle Accidents- 3 in 365 days	0	0	1	0	0	<b>1</b>	<b>0</b>
Vehicle Accidents- 2 in 120 days	0	0	1	1	0	<b>2</b>	<b>0</b>
Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	<b>0</b>	<b>0</b>
Vehicle Pursuits– 2 in 120 days	0	0	0	1	1	<b>2</b>	<b>0</b>
<b>Annual EWS Total</b>	<b>44</b>	<b>20</b>	<b>7</b>	<b>8</b>	<b>4</b>	<b>83</b>	<b>17</b>
<b>Number of Employees Involved</b>	<b>12</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>34</b>	<b>7</b>

The current five year average is 17, which is down from the 2016 average of 19. 2017 was well below the five year average at four. The averages are rounded, so the five year average data may not appear to match the total listed. For the four cases listed, three 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 3 incidents in 120 days and 3 use of force incidents in 120 days. All categories continue to remain below their five year average.

<b>Action Taken</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
No Further Action	34	13	7	8	4	<b>66</b>	<b>13</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	2	0	0	0	0	<b>2</b>	<b>0</b>
Training	0	0	0	0	0	<b>0</b>	<b>0</b>
Transfer/Reassignment	2	0	0	0	0	<b>2</b>	<b>0</b>
Work Plan	0	1	0	0	0	<b>1</b>	<b>0</b>
EAP	0	0	0	0	0	<b>0</b>	<b>0</b>
No Action listed	7	0	0	0	0	<b>7</b>	<b>1</b>

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

Consistent with the five year trend there was another decrease in the overall early warnings issued from eight in 2016 to four in 2017. The four early warnings generated in 2017 resulted in “no further action needed”. The incidents that generated the early warnings were investigated independently as seen previously in this report. The early warning system continues to be a vital portion of internal affairs for quality control. 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. The early warning system catches behaviors that the other parts of the internal affairs system may overlook. This allows command staff to evaluate the early warning and decide if it warrants some type of corrective action for the officer to correct the behavior.

The reduction in early warnings has a direct correlation with the continued commitment and practices of the department. Each incident is reviewed in a timely manner and on a fair/unbiased basis so not to compromise public trust. The department trains officers in best practices for policing and conducts performance evaluations on an annual basis to assist the officer in identifying areas that they can improve. Vested interest of accountability to the officers and First line supervisors allows for quality control on many levels and not just at the command level.

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

There were no grievances filed in our system for 2017. Employees of the department are routinely advised of the ability to file a grievance for matters they feel need to be reviewed by higher levels of management. All newly hired personnel go through training on the grievance procedure and have access to the entire City’s Personnel Policies on the department’s computer system. Personnel that are promoted to supervisor level go through the City’s supervision

training conducted through Human Resources. This training gives them the knowledge of the different policies and programs that are available to all employees should the need arise.

During all disciplinary actions and evaluations, information on the grievance procedure is given to the employee. Employees are encouraged to use all the available programs offered at any time if they have concerns. Employees of the Clinton Police Department continue to hold themselves accountable for their actions and model themselves after the principles of the department; Teamwork, Respect, Integrity, and Professionalism. This allows for self-growth and improved effectiveness of the department as a whole. 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 four pursuits in 2017, initiated from a traffic violation, a felony property crime, an aggravated misdemeanor, and a violent forcible felony. The speeds in two of the cases were 86 and above with the other two with speeds 45 and below. All four vehicle pursuits fell into the medium and low risk categories. The total for the five year period remained the same as 2016 at 9. All four pursuits were initiated by an officer in a marked patrol car with all emergency equipment activated. The first pursuit was initiated from a call of a stolen vehicle on East Morisey Blvd-driver was arrested. The second pursuit was initiated for a traffic violation (possible stolen vehicle) on Northeast Blvd by a patrol officer-driver arrested. The third pursuit was initiated by a call to 911 about an assault by pointing a gun. The pursuit was initiated on MLK Blvd and the pursuit was terminated by the Supervisor on duty. The fourth pursuit was initiated from a call for assistance from Sampson County Sheriff’s Office reference a subject wanted for a vehicle assault with injuries. The subject was located on Weeks Street and failed to stop for officers-driver was arrested. There were no injuries reported in the pursuits.

<b>Year</b>	<b>Risk Condition</b>	<b>Pursuit Reason</b>	<b>Maximum Speed (MPH)</b>
<b>2013</b>	<b>Medium</b>	<b>Property Crimes</b>	<b>86 and above</b>
<b>2013</b>	<b>Low</b>	<b>Traffic Violation/Public Threat</b>	<b>46 to 70</b>
<b>2015</b>	<b>Medium</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>
<b>2016</b>	<b>Low</b>	<b>Traffic Violation/Public Threat</b>	<b>45 and below</b>
<b>2017</b>	<b>Medium</b>	<b>Felony Property Crime</b>	<b>86 and above</b>
<b>2017</b>	<b>Low</b>	<b>Traffic Violation/Non-Public Threat</b>	<b>86 and above</b>
<b>2017</b>	<b>Medium</b>	<b>Aggravated Misdemeanor</b>	<b>45 and below</b>
<b>2017</b>	<b>Low</b>	<b>Violent Forcible Felony</b>	<b>45 and below</b>

For the agency, the primary risk condition continues to be low, at 56%. The most common reason for initiated pursuit remains Traffic Violation/Public Threat at 44%. The five year average for speeds in the pursuits dropped from 2016: 56% - at or below 45mph and 22% - at or above 86mph. Officers can’t predict the actions of offenders however they are continually trained on pursuits and are given guidance by policy so that they can make sound judgements when considering continuing a pursuit or terminating.

**Vehicle Pursuit Analysis:**

Pursuits for 2017 remain low with a total of four for the year. The five year average remained the same as 2016 at two. When a pursuit is initiated the officer initiating the pursuit has specific information that must be relayed over the radio to communications and the on-duty supervisor. The on-duty supervisor must continually monitor the vehicle pursuit for all safety concerns, reason for the pursuit, and the condition of the officer pursuing the offender. This remains 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>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
In Policy	2	0	1	2	3	<b>8</b>	<b>2</b>
Out of Policy	0	0	0	0	1	<b>1</b>	<b>0</b>

The majority of the vehicle pursuits remain in-policy at 89% which has increased from last year (77%). With dropping the pursuit data from 2012 the five year average for high risk category percentage dropped significantly from 11% to 0%. This is a reflection of one less pursuit in the five year period that was a high risk pursuit. There were 4 total pursuits dropped from the five year average for 2012, however the average stayed the same.

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

<b>2017 Yearly Average</b>			<b>2017 Speeds Involved Percentages</b>			
<b>High Risk</b>	<b>Medium Risk</b>	<b>Low Risk</b>	45 MPH and below	46-70 MPH	71-85 MPH	86+
<b>0%</b>	<b>44%</b>	<b>56%</b>	<b>56%</b>	<b>11%</b>	<b>0%</b>	<b>33%</b>

One of the pursuits this year initiated a policy review for the type of crime (Felony property crimes) that an officer would be allowed to pursue an offender. The policy was amended to reflect the change and officers were trained on the new policy. 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.

Policy review is done on a yearly basis to be sure that we are meeting best practices and any changes in law to assist in guiding officers to make the best decision when a pursuit is initiated. The agency will continue to provide drivers training to all personnel by certified driving instructors that are on staff at the police department. Instructors will incorporate new practices and review of policy during these training sessions. By seeking up to date training on vehicle chases, quality control review of each vehicle pursuit, and reviewing the departmental policy on a yearly basis the agency can continue to maintain a high level of accountability for vehicle pursuits.

### **Recruitment Review: (CALEA 31.2.2)**

The Clinton Police Department hired two sworn personnel during 2017 out of 4 applicants. The positions hired were a Patrol Officer and a Detective Sergeant. The Detective Sergeant position had special requirements due to the supervisory and skillset needed for the position. There were only 2 applicants that applied for the position of Detective Sergeant. We believe this is because of the special requirements that were needed for this position. The applicant pool was down slightly again this year due to the retiring of the Chief of Police and changes within the organizational structure. The open officer positions could not be posted or filled until a new Chief of Police was appointed and internal positions assigned. Depending on officers internally who were to be promoted by the assessments, the qualifications for new hires could possibly have needed changing to address the needs of the department.

Promotional boards and assessments are used for supervisory positions and require time to make sure the most qualified person is appointed. This is not a short process and requires applicants that meet the qualifications to participate in interview boards, role play exercises, and written tests. After a Chiefs interview and the results of the assessment the most qualified officer would receive the appointment. If the qualifications for the specific position could not be met internally then the position would be posted for outside interest.

The police department continues to have a good relationship with the Sampson Community College BLET for recruitment efforts. This past year (2017) the BLET classes were a bit smaller than normal. The interest in the law enforcement profession seemed to be down across the entire state. This obviously affected the number of applicants that applied for a police officer position with the City of Clinton. We have expanded our recruitment efforts to surrounding counties and BLET programs. We hope to draw a more diverse applicant pool to participate in our hiring boards.

Compared to last year the applicant pool is down as we discussed above. This was expected with all the changes internally at the department. Looking forward to 2018 we expect the applicant pool to be much higher due to the expansion in recruiting and the new pay scale that the City has implemented. The new pay scale will give us the ability to be competitive with other departments for recruitment and also assist in keeping those highly trained officers that are currently employed.

<b>2017</b>			
<b>Officers</b>	<b>Applied</b>	<b>Interviewed</b>	<b>Hired</b>
White/Male	3	2	2
Black/Male	0	0	0
Black/Female	1	1	0
Latino/Male	0	0	0
Latino/Female	0	0	0
<b>Civilians</b>			
White/Female	0	0	0
Black/Female	0	0	0
Latino/Female	0	0	0
Asian/Female	0	0	0

For 2017 there were no non-sworn openings. All non-sworn personnel continue to provide the needed services to the department and are vital to the success of the department's mission.

Two applicants applied for the position of police officer, a black female and a white male. The white male was identified through the local BLET program at Sampson Community College. The black female was identified through the use of the City of Clinton's webpage. Two applicants applied for position of Detective Sergeant. Both applicants had years of experience and were identified through the City of Clinton's webpage and social media. All the applicants were interviewed except for one applicant from the Detective Sergeants position, he rescinded his application. The application details for the Chief's assessment are not available for this review/analysis.

Going forward the department must look for ways to expand our recruitment efforts and improve the number of local and diverse candidates. By reaching out to other BLET programs we hope to increase the number of qualified applicants that apply with our organization.

### **Recruitment Analysis:**

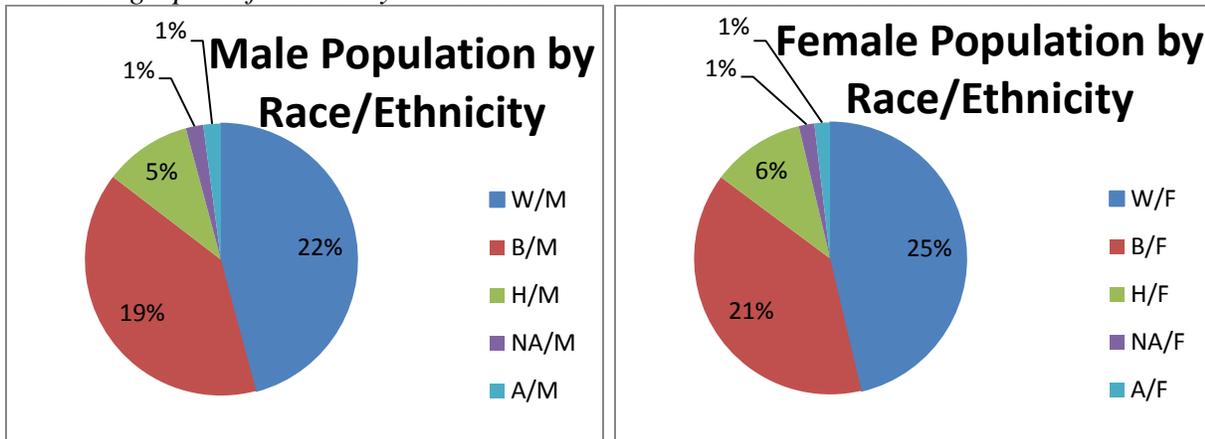
Data collected from the US Census shows that the estimated population of Clinton was 8,674 in 2016. The race and ethnicity figures dated 2015 stated that nearly 46% are white, 40% are African American, and Hispanics are 10%. If you factor in a margin of error of 10% of the total with these figures, then there will be some slight differences. You can see that the diversity of our jurisdictional area is not truly reflected in the census, given that Clinton is the county seat and Sampson County is rich in agricultural resources.

Recruitment and retention continue to be a challenge for law enforcement. The applicant pool and diversity is unpredictable and faces shortages throughout the year. We expanded recruitment to several surrounding counties to attempt to draw a diverse pool of candidates however many of the agencies in those counties are facing the same issues with recruitment.

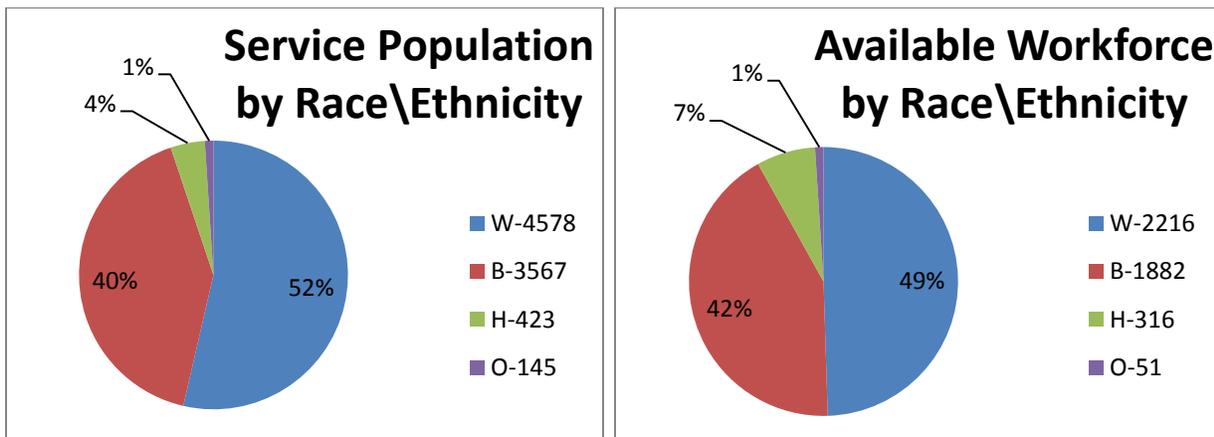
The local BLET program at Sampson Community College has been helpful in the past with assisting in recruitment however the last two classes have been small and the majority of the students already had jobs lined up before graduating. This is not just a local issue; the shortage of recruits has been seen throughout the state. The law enforcement profession has seen a decline as a whole in the amount of interest.

We must continue our partnership with SCC and the BLET program. This is a great way to generate interest in the Clinton Police Department and get those needed recruits, but the agency still has to extend its recruitment reach to surrounding areas. With many changes in our department this year we had to organize a new recruitment team. The recruitment team was given direction on the department's goals and vision. With the new team eager to go out to the surrounding areas we hope to see a bigger applicant pool. By working with Human Resources and the City Manager in addressing recruitment and retention, we believe that we will be able 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 2015 census are listed in the charts below



The male/female population by race/ethnicity changed slightly from the 2015 data that was collected. The graph on the left (below) is the population combined to give the total service population for male and female. From this population we get our applicant pool which is shown on the right with the specific number of citizens and percentages. The available workforce is compiled using criteria that are needed to become a sworn law enforcement officer in the State of North Carolina.



The police department worked with Human Resources and the City Manager on pay studies to address issues with pay and how it was effecting recruiting and retention. We believe with the implementation of the new pay scale we will be able to recruit more diverse personnel and retain those highly trained officers that are now employed. The department released a recruitment video this past year that was posted on the City of Clinton’s website and numerous social media sites to assist in recruiting efforts. With a new Chief of Police we will need to update.

The agency continues to work with HR to advertise and promote vacant positions. Staff also have attended career fairs at different venues and continue to visit with surrounding BLET programs. The Website has been able to reach people and continues to be a great tool for the department to get information to those people outside of our jurisdiction.

One issue that we are facing is the partnerships that other departments have with BLET programs when it comes to sponsorships. Many agencies are hiring recruits then paying them a salary while they complete basic law enforcement training. This locks that recruit into the sponsoring agency for a period of time thus reducing the applicant pool for other departments. We will continue to monitor this and see how it affects recruiting efforts in the coming year.

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. This was an initiative that we didn't get to advertise as much as we had hoped for but with the new recruitment team appointed this will be at the top of the agenda for this year. About 22% of our staff has some military experience, and these employees have demonstrated themselves as leaders in the agency and community.

One area that we haven't looked at is a lateral entry program. The majority of our surrounding agencies have a program that pays lateral entry officers for their years of experience. Without a program implemented that assists in hiring experienced officers we continue to have a young workforce when it comes to the patrol division. However, we do believe that the implementation of the new pay scale will promote longevity for those that are currently employed. We will continue working with HR and the City Manager on a career development/lateral entry program for the department.

### **Recruitment Goals:**

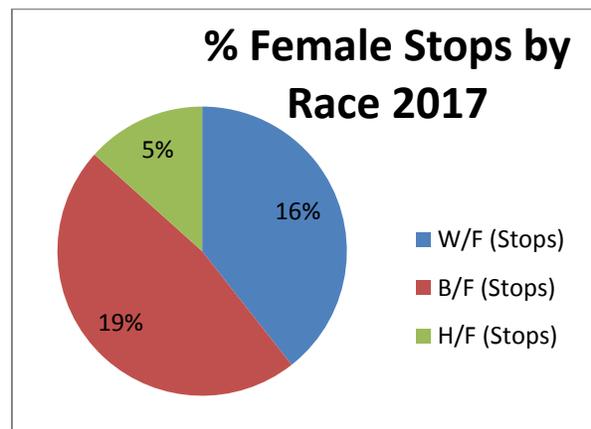
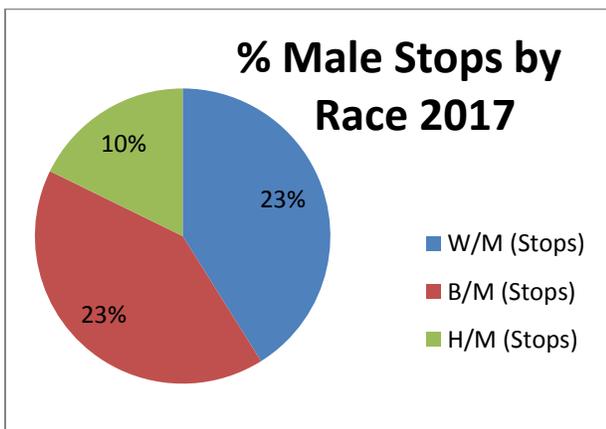
At the core of our recruitment goals is to make efforts to target a diverse field of potential applicants that are representative of the available work force within our service area. This will continue to be a key focus that envelopes all other recruitment goals. Many of the goals entering 2018 remain the same:

- Update recruitment pamphlets and the recruitment video then use them in 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

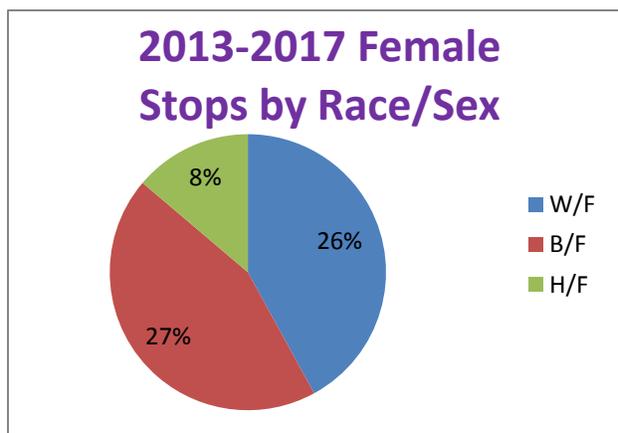
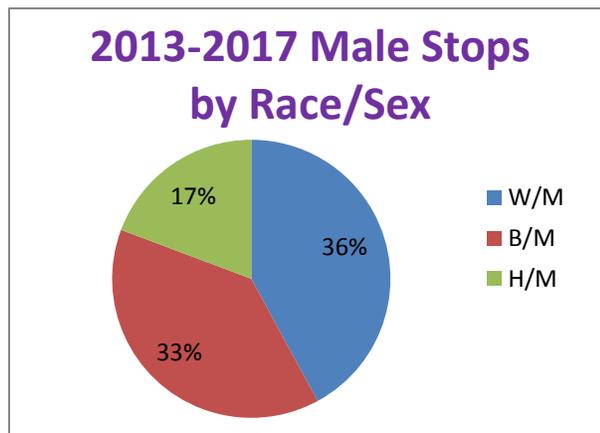
**BIAS BASE REVIEW:** (CALEA 1.2.9)

This is Clinton Police Department’s fourth consecutive year that we have collected bias base data for traffic stops. This data is collected and disseminated on a monthly basis to all departmental staff so that they can monitor their own performance, while giving supervisors and command staff a snap shot of current trends, if any. Five year data is not expected until 2019.

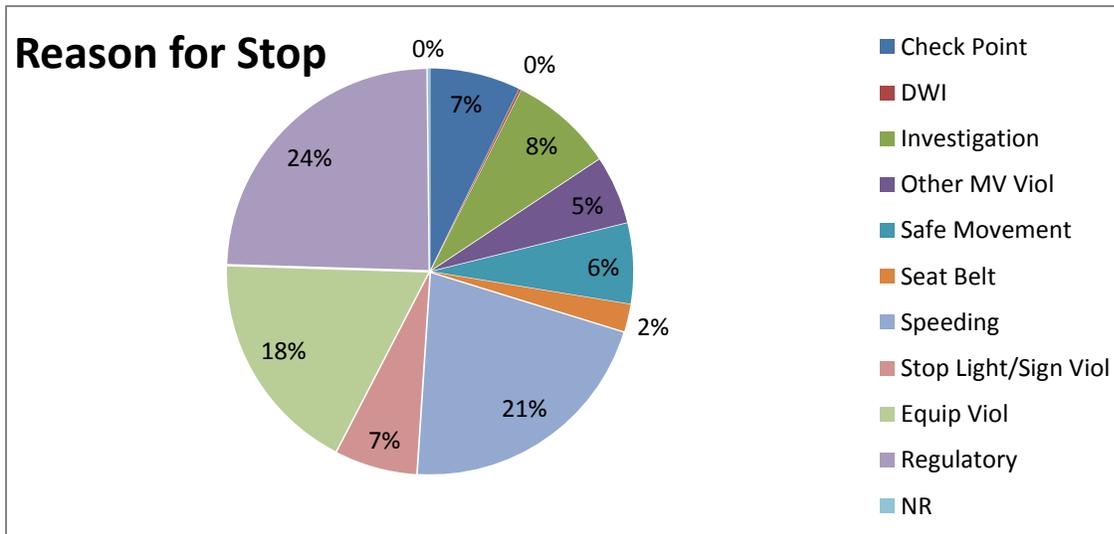
In 2017, there were 2,872 traffic stops reported which is up significantly from 1,450 traffic stops in 2016. Bias based data is queried from these traffic stops every month then compared with video from in car/body camera systems and information from the 911 data to be sure that all vehicle stops are being properly documented by officers. With the new integrated camera systems this allows for simultaneous activation of the in car system and the body worn camera system with the activation of the blue lights. The video is uploaded automatically from the patrol vehicles and stored in a virtual server for review. This data can’t be altered or changed in anyway by the officers.



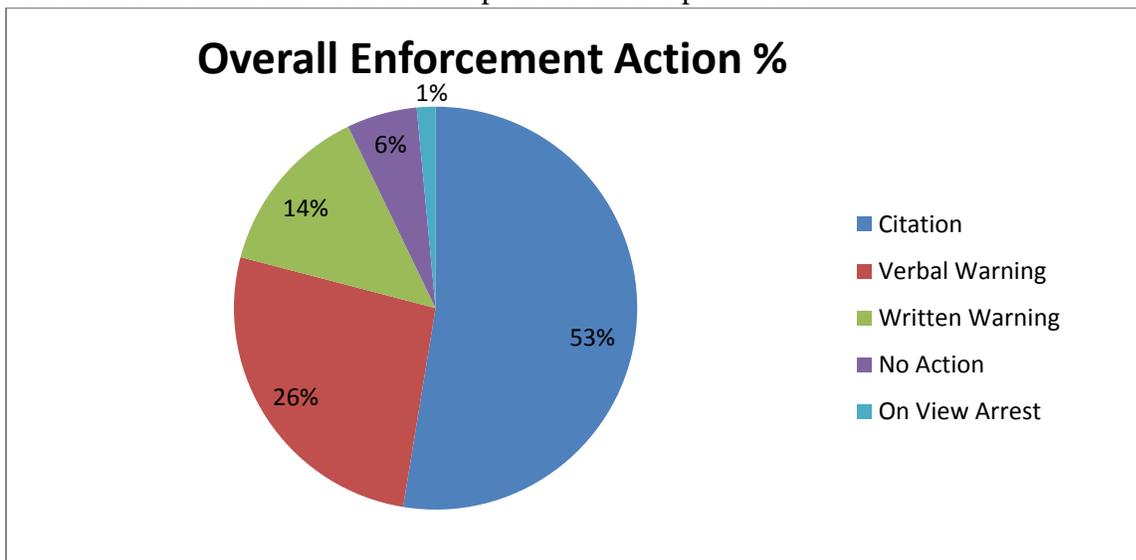
There were some slight changes in the 2017 vehicle stop data for all categories. Every Race category saw nearly a double increase for total vehicle stops. The yearly analysis continues to show that the data on traffic stops is relatively consistent from year to year. There are no biased trends or other areas of concern noted during this review. Data available from 2013 to the present shows that Native Americans, Asians, and other races are at or below 1% of all traffic stops. This is why they aren’t included in the graphs.



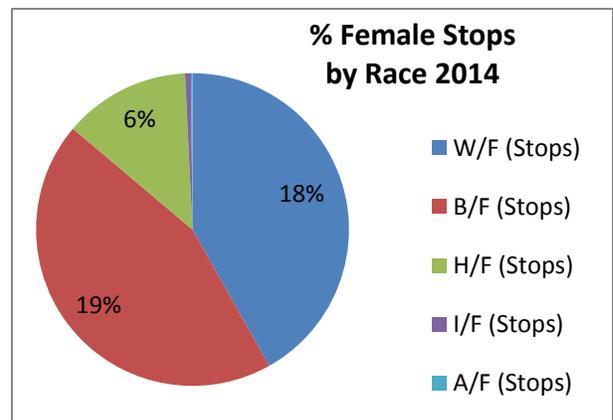
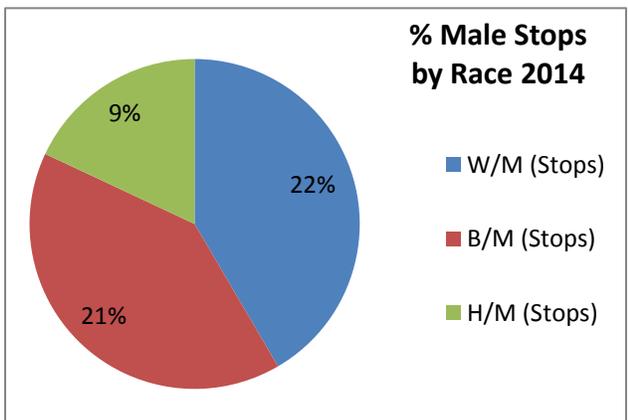
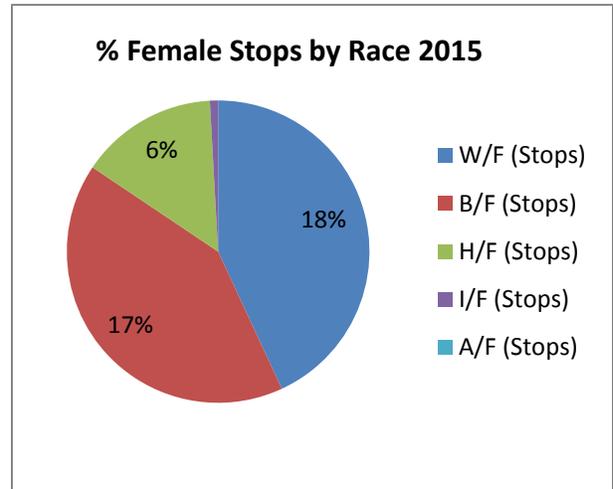
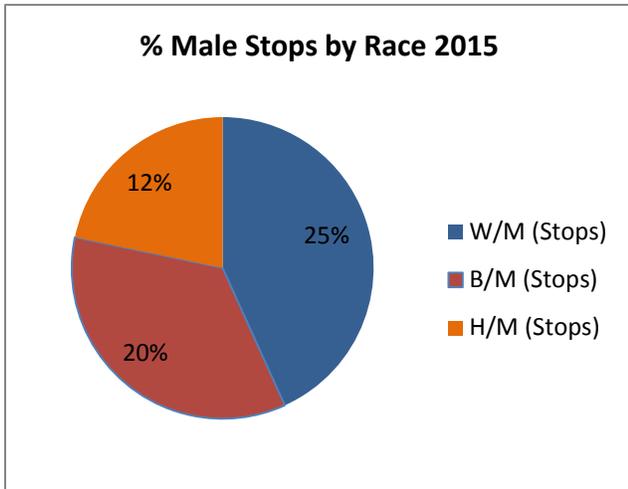
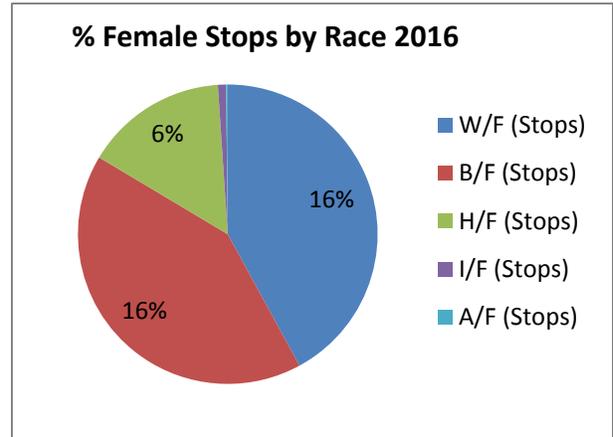
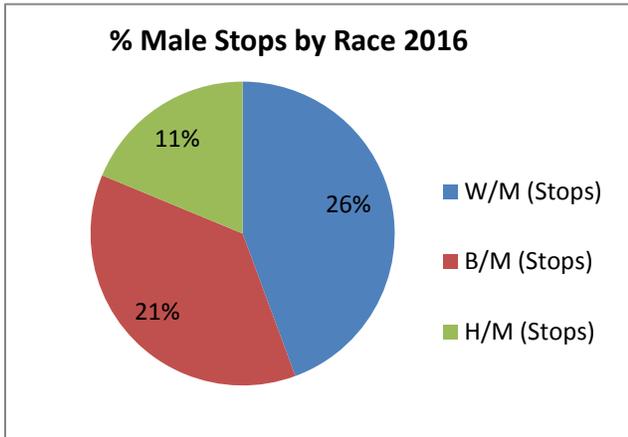
Since 2013 the highest reason for a vehicle stop has been speeding. For 2017 that changed with speeding, (21%), dropping to second behind regulatory stops, (24%). Regulatory includes violations dealing with vehicle registration and driver's license. Investigative stops remained the same at 8%. All other driver contacts make up the remaining 47%, and this includes equipment violations, stop sign/light violations, safe movement, etc. DWI, seatbelt violations, and all other violations not listed make up the lowest three categories, collectively totaling only about 7% of the total driver contacts.

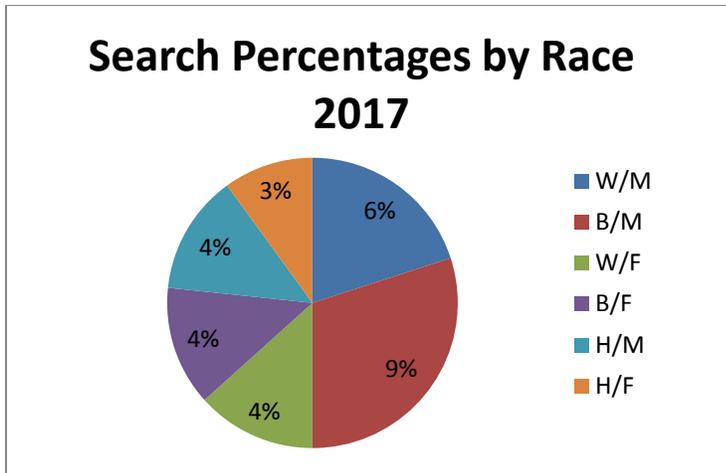


Consistent with previous years citations continue to be the highest single action taken of the enforcement actions (53%). Verbal and written warnings make up 40% of the overall enforcement action. No action and on view arrest are the lowest categories making up 7%. All races and ethnicities are cited 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 2017.



The following charts are from previous year's traffic stop data. We do not have enough data collected to compare five year averages until 2019. Command staff is able to look into this data in the reporting system and analyze it further than what is depicted in these graphs. However, these graphs do accurately reflect the data the department collects in the reporting system and analyzes, and it shows no trends or patterns were found.





### Driver Search Review

We are able to compare yearly data but a five year average will not be available until 2019. 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. That frequency percentage difference was only 4% in 2017. Comparing the search data to the vehicle stop data, 50% of the total searches came from probable cause searches. These searches include K9 alerts, the odor of marijuana, and visual indicators of the presence of narcotics. 25% of the searches came from the driver being arrested and officers conducting a search incident to that arrest. These searches are conducted to find evidence of the crime the individual is arrested for and also to be sure that they do not have any contraband on their person before being transported to the detention center.

Consistent with last year's data, when compared with the frequency of search ratio to race, the percentages were about the same. The percentages are 6%, 9%, and 4%, for white males, African American males, and Hispanic males respectively. Hispanic males did drop from 6% to 4% overall. The female search/race ratio is within 1%, with White and African-American being the highest. When male and female data is combined with race/ethnicity the search/stop rates are within 3% difference- with African Americans being the highest and Hispanics being the lowest.

For 2015 and 2016 the percentages were fairly close. For 2017 there was an increase in every category. This increase is consistent with the rise in totals for traffic stops due to a more proactive enforcement approach from intelligence led policing. This assists in identifying particular areas in the City that may need proactive enforcement such as high crime area, speed issues, drug complaints, nuisance properties, etc.

	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
<b>2017</b>	41	63	13	2	0	20	21	4	1	0

*Race/Sex Total for Searches 2015-2016-2017*

Type Search	Total Count
Consent	39
Probable Cause	83
Frisk	1
Incident to Arrest	42
SW	0

With a rise in the total number of traffic stops and arrests the search type data mirror those increases. Probable cause searches make up 50% of the search type for 2017. Consent, Probable Cause, and Incident to Arrest searches rose by 50% or more for 2017. Data on race/search type shows White males and African-American males are searched most often for consent searches. African-American males were searched the most for Probable Cause and Incident to Arrest categories. The highest category for Hispanic males and females combined is incident to arrest.

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

The Bias Base data continues to reflect the commitment that the Clinton Department has to all the citizens of Clinton for fair and impartial policing. The department continues to demand a high level of professionalism from its officers and strongly prohibits traffic/pedestrian stops and enforcement actions based on race, religion, national origin, sex, or any other personal characteristic or belief. Officers are given direction by the departments Supervisors on departmental policy and programs that assist in the proper documentation of bias based data. These programs allow supervisors to review and compare data to monitor any irregularities that may need to be addressed. The consistency of the data year to year reflects the respect that they are given from within the department.

All new hires are trained on bias based reporting and procedures before completing and being released to solo status from Field Training. All officers receive bias based training, at least, on a bi-annual basis. Officers also receive ethics training and Juvenile Minority Sensitivity Training on a yearly basis during in-service training. If any changes are made to policy officers are trained on the revision and how to accurately reflect those changes in their reporting. This data will continue to be analyzed monthly to meet all procedures and practices set out within the Clinton Police Department policy.

Although the population of Clinton has grown over the past years, the agency still does not meet the required population size that mandates bias based reporting. However, we will continue to be transparent in our practices by collecting bias based data and reviewing the data for any trends that may need to be addressed. In car and body camera systems have become a substantial part on self-monitoring when it comes to bias based reporting. Immediate supervisors review their officer's camera footage monthly and send a monthly report of their findings to the respective Division Commander. This allows for quality control and assures that officers are in compliance with policy and protects against profiling.

In the 2016 report the traffic trailers utilization was reported to be used at a minimal 50% of the days it could have been used throughout the year. For the 2017 year the speed trailer became an important tool in supplementing traffic crash data for more intelligence led traffic enforcement. The traffic trailer was used to review areas of concern from concerned citizens about speed related issues in different areas of the city. Although the number of requests from citizens was

minimal, the trailer was used 20% more than last year's deployments. Incorporated with the use of the traffic trailer was the Lidar. Lidar is a handheld speed measuring device that can be used in areas that have high traffic due to its ability to zero in on specific vehicles that are identified by the certified officer. After using data from the speed trailer, Lidar's have been very effective in enforcement efforts in School Zones and other areas with high traffic volume. With these tools we are now able to compare and analyze data by performing pre and post enforcement studies of these areas of concerns. For the upcoming year the department is planning to implement another tool that will assist in collecting vehicle data. This device would be pole mounted and there would be no indication to the driver that it was present. This will allow for better collection of data when dealing with speed issues in smaller neighborhoods where the traffic trailer would be too large to deploy. These specific proactive measures are included in the bias based analysis because of the impact they can have on the comparison on numbers. When these tools are used it is because a speeding issue has been identified and the data shows that proactive enforcement is needed to fix the speeding problem. This is taken into consideration when comparing and analyzing bias based data.

Although there were no complaints of bias based profiling last year the department will continue monitoring data for accountability and transparency. Each and every complaint, regardless in nature, will be reviewed for the appropriate response. The practices and policies of the department are displayed in the stop data from the bias based reporting. This data shows that officers are practicing fair and impartial policing and are striving to provide the best customer service to the citizens of Clinton. The Clinton Police Department will continue to monitor all data for any irregularities and address any issues with the appropriate action. We will strive to instill a culture within the agency that reflects the core principles of the department; Teamwork, Respect, Integrity, and Professionalism.

### **2017 Annual Report Summary:**

The Clinton Police Department continues to strive for excellence through the use of best practices when it comes to policing. Last year was the first year of our new Accreditation cycle with the four year renewal process. It came with some challenges and new learning experiences for Accreditation reporting however our staff worked diligently to insure we adhere to the best internationally recognized standards and policies for a law enforcement organization. With internal structural changes we also had a change in Accreditation manager. We finished year one of our Accreditation cycle with 100% reporting and no file maintenance requests from our accessor. This was possible because of the commitment our staff has to conducting internal self-assessments and working as a team to evaluate our policies and practices.

The department faced another challenge this year with the retiring of the Chief and restructuring of some positions from the MAPS study. With the assessments and interviews for a new Chief of Police, officers were not sure what direction the department may go. The professionalism of the officers kept the department on track and the service to the citizens of Clinton did not waiver. This showed the true character of the officers of Clinton Police Department. As discussed earlier in several sections of this annual report, not only did the officers exemplify the core values of the department but they exceeded expectations especially in proactive enforcement.

With many changes within our organization, due to retiring officers, we have not been fully staffed for several months. With a couple of promotional boards that took place after the Chief retired, this left a couple positions open until the boards could be completed. With any process these can take a lot of time and effort to find the most qualified person to fill the position. Just like many other departments we have seen the applicant pool dwindle. We have benefited from a partnership from Sampson Community College BLET over the years however they are also seeing a decline in qualified applicants. We must broaden our recruitment efforts by going to surrounding counties and other BLET programs so that we can get a more diverse pool of applicants. With the implementation of the new pay scale we are optimistic that it will assist in drawing applicants from out of our service area. Also with the implementation of the MAPS study we will be able to retain those highly trained and experienced officer that are now employed by the agency. We must continue working toward the implementation of a career development plan for department staff. This will allow the agency to provide the best customer service possible to the citizens of Clinton.

Echoing last year's report, we continue to provide the best and most up to date training to our officers. Even though officers are only mandated to receive 24 hours of in-service training by the Commission we provide them with an average of 120 hours of training per year. We have found that supplementing online training for those classes that don't have practical application holds our overtime costs to a minimum. One area of training in particular that we routinely exercise in application drills is active shooter training. With the current issue across the nation being active shooter related, we feel that we are ahead of the problems debated on social media. We currently have three instructors on staff that specializes in active shooter instruction. We have conducted this training in different schools within the city using different scenarios and are scheduled for active shooter training again this year. A part of the training is using the information that comes from the City's All Hazard Plan and the Clinton City School's Crisis Plan. The School Resource Officers continue to be involved with the updates to the City School's crisis plans every year. This information is updated annually on our central server so that every officer has access to it on their in car computer if needed. Officers are also involved in practice lock down drills at the request of the respective school's Principal. Partnering with the school system is important to providing and implementing the best safety practices possible for our students.

The department has also been involved in multiple training classes that teach officers de-escalation techniques and responding to subjects with mental health issues. The Clinton Police Department wanted to go a step further so we made a pledge to the One Mind Campaign. The One Mind Campaign initiative focuses on united local communities, public safety organizations, and mental health organizations so that the three become "of one mind. It seeks to ensure successful interactions between police officers and persons affected by mental illness. The campaign was also in line with what we were doing at the Police Department with implementation of De-escalation Techniques and mental health crisis intervention training. There are four components to the campaign that the department was required to complete; establish a clearly defined and sustainable partnership with a community mental health organization, develop a model policy to implement police response to persons affected by mental illness, training and certifying 100% sworn officers and selected non-sworn staff in mental health first aid training, and provide crisis intervention team training to at least 20% of sworn staff. The

department completed this program on January 25<sup>th</sup>, 2018. All staff is trained in mental health first aid and de-escalation techniques, and 65% staff trained in Crisis Intervention (only 20% required). We were able to model policies and practices that we feel provide the highest quality of service for the entire community. This is a great accomplishment for the Clinton Police Department; we are the first agency in North Carolina to complete the One Mind Campaign and 1 of only 10 departments in the entire World.

Technology has become synonymous with police work. It continues to be vital to our department's success. The new integrated camera systems are cutting edge technology and give Commanders the ability to review incidents at the click of a button. These systems are on a rotation for replacement and we hope to have all patrol vehicles updated this year to the new systems. The goal is to have integrated systems throughout the patrol division and have them on a rotation for replacement so that we can continue monitoring areas of liability. The agency continues to review all complaints thoroughly and without bias. With the ability to capture data using up to date technology complaints are able to be handled in a timely manner. Programs that are in place, such as the Administrative Investigations Management System (AIMS), provide the complaint/incident with multiple levels of review for quality control and integrity. All data is published for public review to gain public trust through transparency. The AIMS policies and practices need no revisions and will continue to be vital for tracking internal affairs investigations and commendations for the department.

In 2017 we expanded the PowerDMS program to the entire department. In the past PowerDMS was used primarily for Accreditation, however with the implementation of the documents and training module officers have a central management system where they can get all the departmental forms and policies. Officers also have access to our current CALEA Accreditation assessment. This provides the officers with the best police practices and assists with understanding the Accreditation process. This program also allows Command staff to update policies and distribute those policies agency wide. Officers are required to digitally sign the updated policy, and then the program will give a comparison of the policies for the officer. Having this program in place, officers have the ability to search the policies and procedures especially in those areas of high liability such as use of force, vehicle pursuits, and vice/narcotics using any internet source. Consistent with this program, Clinton Police is participating in a risk assessment program through the North Carolina League of Municipalities (NCLM). This gives our officers the ability to access NCLM training in areas of liability. The risk assessment is currently an ongoing process and the finished report will be in next year's report.

For 2018 we will consider expanding our RMS reporting system to house Narcotics/Intelligence files. This will allow for confidentiality of cases or information that should not be accessible by everyone. It will also streamline the case preparation process for narcotic cases throughout the entire investigation.

The Clinton Police Department continues to use intelligence to lead our police enforcement operations. Crime analysis is conducted monthly and provided to officers for review. Based on the analysis Division Commanders will give direction to police personnel on those areas identified in the report. We are currently expanding our crime analysis program with the

implementation of a new piece of software called Lexis Nexis. This program incorporates crime mapping by pulling data directly from our reporting system. We get a live depiction on the crime map of where crime is occurring. Field interviews and suspect data will also be available on the map to help identify potential suspects to crimes. With the ability to plot officers hot spotting and directed patrols it will give a true analysis of the overall effectiveness. Although this software is a great addition to deterring crime it does not take the place of citizen involvement. Citizen involvement will remain crucial to the overall effectiveness to combatting crime in neighborhoods of the citizens we serve.

Information from citizens continues to be vital to the overall effectiveness of the department. We expanded our TIP411 program to give citizens several options to submitting information when wanting to remain anonymous. The messaging system for TIP411 continues to be popular for submitting tips. Phone Apps for iPhone and Android users are available on their respective app stores. These applications give the tipster the option to submit photographs with the tip they submit. These programs give officers the ability to text back with the tipster without the fear of the tipster being identified. All Command staff personnel remain available to speak with citizens about any police concerns they may have. Going forward the agency will continue building upon the mutual respect and trust we have with the citizens in which we serve.

The community aspect of policing is very important to the Clinton Police Department. In 2017 we expanded our community partnerships and involvement with the public. Many officers throughout the department are involved in professional organizations that assist in information sharing and networking. In 2017 the Clinton Police Department was involved in more than 60 community events. Some of these events are bike safety talks, coaching basketball through the recreation department, head start community helpers, right path club, Special Olympics, and numerous school visits. We held our first annual police camp which turned out to be a huge success. This was possible by partnering with a local Church and several citizens within the community. We also partnered with the Newkirk Park Advisory Committee and held the Police Departments first annual National Night Out. This gives the citizens the opportunity to engage officers one on one and get to know them on a personal level.

The Clinton Police Department will continue to provide the best customer service to the citizens of Clinton by ensuring the staff receives the highest quality of development. The self-reporting, assessment, and analysis described are critical for our agency to help improve the quality of life of our citizens and to efficiently address the community needs. Our City's excellence demands that we, the Police Department and Community, maintain partnerships that will host activities, keep us in contact, and provide opportunities for collaborative ideas. Staff will continue to be trained on best police practices and provided the highest level of training possible. Technology will continue to be an integral part of the department's success by providing tools for self-assessment and officer safety. By being accessible and transparent with citizens and using community input, the Clinton Police Department can continue to provide citizens service through the core principles of the department; integrity, professionalism, respect, and teamwork.