

2018 Annual Report

# Clinton Police Department



**Small Town  
Proud**

**Clinton, North Carolina**

Clinton Police Department

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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- 2014 through 2018. 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 2018, the agency had a rise in its number of use of force cases. There were 21 total uses of force incidents. There were thirteen officers involved in these twenty one cases, with some of these officers being involved in more than one case. There were twenty three individuals that force was used upon in the twenty one cases. In seven incidents the subjects attempted to resist and flee the officers. These incidents stemmed from felony vehicle stops, felony firearm possession, felony narcotic violations, and a disturbance call involving subjects fighting. The four listed as ‘other’ include two breaking and entering calls where subjects were apprehended inside the residence, an armed robbery call, and a homicide scene where a subject was armed with a knife. In six of the use of force incidents, firearms were recovered from the subjects force was used on.

<b>Reason for Force</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 year average*</b>
Physically Resisting Arrest	0	1	1	2	2	<b>1</b>
Failure to comply with Commands during arrest	3	0	1	1	1	<b>1</b>
Fleeing from Arrest	1	2	0	0	3	<b>1</b>
Fleeing with Weapon	0	0	0	3	1	<b>1</b>
Assault of Officer	0	2	2	0	4	<b>2</b>
Fighting/Assault of other	1	1	0	0	0	<b>1</b>
Search Warrant/Felony Vehicle Stops	5	2	1	3	6	<b>3</b>
Other	2	3	3	3	4	<b>3</b>
<b>TOTAL UOF INCIDENTS</b>	<b>12</b>	<b>11</b>	<b>8</b>	<b>12</b>	<b>21</b>	<b>13</b>

*\*all averages are rounded*

Pointing a weapon was the reason “search warrant” category was the highest for 2018. This category was also the highest for the year given the increase in narcotic investigations. As predicted with an increase in proactive policing, the total UOF cases went up from 12 in 2017 to 21 in 2018. The five year average also increased from 12 to 13.

Twenty four of the 64 incidents over the past five years have been high risk encounters, incidents where subjects were armed, and subjects that assaulted an Officer. Last year that reflected roughly 23% of the use of force cases, and for 2018 it has increased to 26%, reflecting an increase in dealing with more violent offenders.

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 continued training in 2018, 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>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Soft hand	2	4	6	8	<b>11</b>	<b>31</b>	<b>6</b>
Hard Hand	0	2	4	0	<b>5</b>	<b>11</b>	<b>2</b>
OC Spray	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>
ASP Baton	0	0	0	0	<b>0</b>	<b>0</b>	<b>0</b>
Taser	3	1	2	1	<b>3</b>	<b>10</b>	<b>2</b>
Pointing Firearm	8	6	7	11	<b>12</b>	<b>44</b>	<b>9</b>
Discharging Firearm*	0	0	7	0	<b>0</b>	<b>7</b>	<b>1</b>

\*Euthanizing animal(s) was removed from this 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 2018, was one in which two officers encountered a person physically resisting arrest by attempting to flee on foot. 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 two Taser applications.

In 2018, 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 increased amount of narcotic search warrants that were executed for 2018. We saw a reduction of three in the five year total for Taser. The five year averages only saw minor changes from 2018, OC Spray and Taser decreased, pointing a firearm and hard hand increased. This reduction in Taser average and rise in Hard hand average coincides with the way new case law governs the application of the Taser. While these changes seem 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.

Two of the officer injuries were during an arrest of a felon in possession of a firearm who had physically resisted officers and was attempting to flee on foot. The officers were injured falling to the ground from the struggle with the suspect. Three officers had to receive medical treatment, one officer was attempting to apprehend a wanted person when the suspect physically resisted then bit the officer on the arm. The second officer was chasing a fleeing suspect from a vehicle pursuit and received several scratches from going through briars after the suspect. The third officer was chasing a fleeing felon on foot and lacerated his hand on a fence after the suspect jumped over the fence. In the other two injuries; one officer was slapped across the face during a DWI arrest and the other officer fell during a foot pursuit of a wanted person injuring his abdomen.

The “Apparent Injury” was an incident involving the subject being tackled to the ground after fleeing on foot causing some scratches and bruising. The subject was allowed to be evaluated by EMS and received medical treatment before being transported 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 prior to processing.

<b>Injuries During Use of Force</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Officer-Minor Injury/No medical	0	2	0	3	4	9	2
Officer-Minor Injury/EMS	0	0	0	0	0	0	0
Officer-Serious Received Medical	0	0	1	0	3	3	1
Subject-Apparent Injury	0	0	1	0	1	2	0
Subject-Complaint of Injury	0	1	1	0	0	2	0
Taser Prong/No other injury*	3	1	0	1	1	6	1

In all injury categories the five year average stayed the same or dropped except for Officer-Minor/Serious categories which went up by one. Two minor officer injuries resulted from one incident. The 2018 figures for officer injuries went up 23% compared to 2017 with three of those officers having to receive medical attention.

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 twenty three subjects whom force was used against. In two cases, there were two subjects involved. In six of those cases two officers were involved. In one case three officers were involved in the use of force. In one case four officers were involved. In one case five officers were involved. These reflect the four assaults on an officer cases, high risk traffic stops, and narcotic search warrant executions, respectively.

<b>Use of Force by Race/Sex</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	14	7	4	8	15	48	10
B/F	2	2	2	1	7	14	3
W/M	2	1	2	1	1	7	1
W/F	0	2	0	1	0	3	1
H/M	0	1	0	3	0	4	1
H/F	0	0	1	0	0	1	0
NA/M	0	0	0	0	0	0	0
NA/F	0	0	0	0	0	0	0
<b>Use of Force by Age</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Under 18 years of age	0	5	1	3	1	10	2
18-29 years of age	10	4	5	6	10	35	7
30-39 years of age	3	2	1	2	7	15	3
40-50 years of age	2	1	1	1	3	8	2
51 years of age	2	1	1	2	2	8	2

The use of force on African American males saw an increase from last year. It is still the highest category based on the five year total and 5 year average with the yearly total increasing by 2 and the 5 year average staying the same. African American females also saw a rise this year with the five year total increasing by six and 5 year average by one. In the age category, 18-29 year olds, 30-39, and 40-50 year olds exceeded the five year average. In all other categories, both race/ethnicity and age, the 2018 totals are at or below the five year average.

The use of force involving persons less than 18 years of age decreased for our agency for 2018 and remains well below the five year total/average. Also, the five year total decreased by three over last year for use of force cases involving the 18-29 year old age group. We must continue to work in partnership with community groups and leaders to get our youth more involved in community outreach programs.

The calls for service dropped slightly coming off the largest increase in five years (2017). However the yearly total exceeds the five year average by 1,400 calls for service. The decline in calls can actually be related to the way some police related actions are recorded. MDIS, mobile Cadd, gives officers the ability to do security and zone checks in the portion of the system that would not generate a call for service. This gives officers the ability to do non-emergency actions without compromising air time on the radio with communications. Although the calls for service number reduced by 600 for 2018, it would be realistic to estimate the same number as 2017 after reviewing the actions noted in MDIS. We believe that improved community trust in the police

department, community projects, and proactive police work will continue to increase the calls for service.

The use of force percentages rose just above a tenth of a percent this year 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 1.6% in 2017. This means that 1.6% of the time an arrest is made, some type of force is involved. This year that rate increased to 2.2%. Reviewing this same data for the entire five year period, the average is 2% which is slightly lower than last year's five year average of 2.1%. Arrest data has drastically increased over the past five years; proactive police actions have driven this number from 514 in 2014 to over 950 in 2018.

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Calls for Service	14,233	14,059	14,020	17,248	16,604
	<b>Five Year Average: 15,233</b>				
Use of Force	12	11	8	12	21
	<b>Five Year Average: 13</b>				
UOF/CFS	0.000843	0.000782	0.000570	0.000696	0.00126
<b>% UOF/CFS</b>	<b>.084%</b>	<b>.078%</b>	<b>.057%</b>	<b>.069%</b>	<b>0.13%</b>

### **Use of Force Analysis:**

In 2018, the Clinton Police Department saw a rise in use of force cases. However, the department had 234 more arrests in 2018 than 2017. With the rise in arrests, the use of force cases, 2.2%, were slightly above the five year average of 2%. 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. There was no use of force complaints filed for 2018.

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. The agency has continued its pledge to the One Mind Campaign by sending officers through the 40 hour Crisis Intervention Training. 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 2018, the majority of use of force cases came from narcotic search warrant executions, high-risk vehicle stops stemming from a domestic assault, armed robbery suspects and armed felons. De-escalation and conflict resolution training 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 has directly assisted in reducing juvenile arrests and use of force incidents for 2018. We have continued to coordinate many community programs to involve juveniles to develop those relationships that are imperative to reducing juvenile delinquency. In addition to police services, the agency has used

School Resource Officers to develop programs and participate in different 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 2017 nearly 45% of the arrests for violent crimes involved African American males. For 2018 the percentage is 70% showing an increase in this category. Comparing percentages, this increase was a result of the increase in narcotic arrests and the way criminal offenses are reported to the State. For violent criminal offenses reporting data shows a 30% reduction in crime for 2018.

Reviewing this further, the FBI made changes to the way that crimes are reported. In the USA the two main sources for accessing criminal data are the Uniform Crime Reporting (UCR) and the National Incident-Based Reporting System (NIBRS). The UCR was the old and outdated system for keeping criminal records which was replaced by the revised and updated NIBRS in our agency June of 2018.

There are a number of differences between the UCR and the NIBRS yet the most important difference is that UCR is basically a summary based reporting system while NIBRS reports criminal offenses at the incident level. The UCR collects data in a summary format also known as the aggregate or sum total methodology. The summary format for data collection meant that individual characteristics and circumstances of every criminal offense were lost. This problem was solved with the introduction of the NIBRS system. The NIBRS not only collects aggregate data but also provides an effective methodology for maintaining the significance of each discrete unit of information. The computerized databases used by NIBRS greatly assist criminal analysts and researchers in making specific crime related queries.

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 use of force applications. The department trains officers in legal updates every year to assure that we are following the latest law changes. The changes in policy, created by these changes in law, are incorporated throughout the departments continuous training programs and policing strategies. Use of force is an important area of policing that will continue to be a yearly 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 staffed specialized instructors in areas dealing with use of force is important in providing the best training for our officers in the developing trends, legal concerns, and liability issues. Our continued involvement in accreditation assists the agency in modeling our policies after the best policing practices seen throughout the Nation. The use of force policy was revised in June 2018 and continues to be updated to stay relevant with all case law updates and best practices. As seen in 2016 and 2017 the Taser usage remained minimal due to the direction provided by the courts on the usage of the electronic controlled devices (Taser). Policy revisions and legal considerations established by the Courts have caused Taser use to remain low

as expected. As predicted in 2017 we saw a rise in officer injuries due to the “hands on requirement” placed on officers dealing with the Taser case law update and increased physical encounters. This was the key factor in the increase in soft-hand and hard-hand applications used in use of force incidents this year.

The department will continue working on relations with the community and training officers in subject control, de-escalation techniques, arrest techniques, defensive tactics skills and effective decision making skills to effectively employ our use of force continuum while considering officer and subject safety as priority.

**Internal Affairs : (CALEA 52.1.5)**

In 2018, the Police Department had eighteen internal affairs complaints filed. The number increased again slightly this year compared to last year. 2018 data is very similar to 2017, supervisory investigations and citizen complaints continued to be the highest category with a drop in citizen complaints and rise in supervisory investigations. There were three citizen complaints, thirteen supervisory investigations, and two internal affairs investigations. There were some notable changes in the five year totals and averages; Citizen Complaints five year total decreased by 10 reducing the five year average by 2. Supervisor investigations five year total decreased by 6 also reducing the five year average by 2.

In 2018, 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 three annual reports, 2015, 2016, and 2017 showed a reduction in citizen complaints. We have continued that trend again this year with another reduction in citizen complaints. This was a culmination of some goal setting, direction provided by the department, and continued use of our state of the art camera systems. 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. We have continued to upgrade our camera systems to the latest technology to assist with officer safety and internal officer review.

<b>Type of Investigation</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs	1	2	0	1	2	6	1
Citizen Complaints	12	9	6	5	3	35	7
Critical Incident Review	2	1	1	1	0	5	1
Employee Grievance	0	0	0	0	0	0	0
Supervisor Investigations	9	5	4	6	13	37	7
Civil Complaint	0	0	0	0	0	0	0
<b>TOTAL INVESTIGATIONS</b>	<b>24</b>	<b>17</b>	<b>11</b>	<b>13</b>	<b>18</b>	<b>83</b>	<b>17</b>

<b>Complaint Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Use of Force	2	0	3	1	0	6	1
Racial Profiling	0	1	0	0	0	1	0
Rules of Conduct	12	13	6	9	15	55	11
Unsatisfactory Job Performance	6	1	4	5	3	19	4
Reporting Violations	4	4	2	1	3	14	3
Extra Duty Employment Violation	2	0	0	0	0	2	0

Use of force complaints decreased from 1 to none for 2018, 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. The Clinton Police Department has worked diligently to reduce all category totals and will continue to review areas that need improvement.

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 eighteen different types of case, there were 21 complaint types filed. All categories are equal or below their respective five year average except Rules of Conduct.

There was an increase in the overall internal affairs cases this year with a total of eighteen, up five from the previous year. The total number is slightly above the five year average of seventeen. There was an increase in supervisor investigations for the year while we saw a reduction in citizen complaints. In the 2017 annual report, there were five violations documented for unsatisfactory job performance that were tied to City of Clinton personnel policy. We saw a reduction this year with three in the same category. There was one vehicle accident and two investigations regarding an officer's job performances that were placed in this category. These complaints were all investigated and all three cases were sustained.

Rules of conduct allegations cover a wide area of policy concerns, to include discourtesy, proper camera usage, and policy violations that should be considered less serious than those that have been placed in unsatisfactory job performance. Camera usage can include failing to activate the camera when required and failing to wear the camera properly; these allegations made up 20% of the rules of conduct category. Compared to last year's data of 33%, discourtesy was reduced to 13% 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 three reporting violations were; failing to complete required paperwork and an improper filing of paperwork allegation that was caught during a case review. The other rules of conduct allegations included police response, speeding, and unprofessional behavior. Internal review is important to the overall success of the police department; 80% of the rules of conduct allegations came from internal review.

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 supervisory investigations, the sustained violations may not accurately reflect the actual complaints filed. This year, nine supervisory investigations were sustained and four other violations were found through those investigations. Four out of the thirteen supervisor investigations were not-sustained.

<b>Type of Disposition</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
Internal Affairs Sustained	0	2	0	1	2	5	1
Internal Affairs Not Sustained	1	0	0	0	0	1	0
Citizen Complaint Sustained	4	3	3	3	0	13	3
Citizen Complaint Not Sustained	8	6	6	4	3	27	5
Supervisor Investigation Sustained	7	5	5	7	9	33	7
Supervisor Investigation Not Sustained	2	0	0	0	4	6	1

Consistent with the last two years we have seen reductions in the amount of citizen complaints

<b>Complainant Race/Sex</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
B/M	2	1	2	1	0	6	1
B/F	3	3	3	2	1	12	2
W/M	2	5	1	1	0	9	2
W/F	4	3	1	1	1	10	2
H/M	0	0	0	0	1	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

filed. There were three citizens who filed complaints on three officers. This year's data is below the five year average, except for Hispanic males which did change very slightly due to no complaints filed the previous four years. This is the fifth year neither Hispanic females nor Native Americans were among the complainants and the first year no complaints were filed from White and African American males.

The department saw a decrease in calls for service for 2018 however service calls remain well above the five year average. In relation to the internal affairs cases the percentages increased

slightly due to internal reviews. Citizen complaints percentage had a decrease and is the lowest it has been in five years and remains below the five year average.

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Calls for Service	14,233	14,059	14,020	17,248	16,604
	<b>Five Year Average: 15,233</b>				
Internal Affairs	24	17	11	13	18
	<b>Five Year Average: 17</b>				
IA/CFS	0.001686	0.001209	0.00075	0.00075	.00108
<b>% IA/CFS</b>	<b>.168%</b>	<b>.120%</b>	<b>.075%</b>	<b>.075%</b>	<b>.10%</b>
Citizen Complaint	12	9	6	5	3
	<b>Five Year Average: 7</b>				
CC/CFS	0.000843	0.000640	0.000041	0.00289	.000180
<b>% CC/CFS</b>	<b>.084%</b>	<b>.064%</b>	<b>.041%</b>	<b>.028%</b>	<b>.018%</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 16,604 calls for service which decreased from 17,248 the previous year due to the way some police actions are documented which would not create a call number. Even though this number decreased it remains well above the five year average by 1,300 calls for service. Over the past five years we have seen a dramatic decrease in citizen complaints. Citizen Complaints remain well below a tenth of a percent at .018%. Data shows that out of 16,604 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. There has been a decrease in Internal Affairs cases compared to year 2014. The total number of cases has dropped by 6 and the category is slightly above the five year average of 17 due to internal reviews (Supervisory investigations).

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 a majority of the supervisory investigations are 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, 17% in 2017, and another 40% in 2018. 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. The new systems have integration technology which allows the body camera and in car systems to be

reviewed simultaneously. This also gives officers the ability to activate the system from either device without compromising officer safety. 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 process. 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, per month, 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 assisted supervisors and commanders, especially on officer safety concerns with police encounters. This also gives officers the ability to review their own citizen encounters to identify any areas that they may need to be more proficient in performing their duties.

The Operations Division continues to be young and command staff along with line 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. 2018 was the first full year with an entirely new command staff. The Command staff has faced many challenges throughout the year and continues to strive to build upon the core principles of the department. Improving retention of personnel will help solidify our core principles; 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 and City 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 implementing a career development plan to assist in retaining officers. 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. Using a dynamic team approach we must develop staff that is responsive to the needs of the community.

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

There were twenty eight automatic early warnings generated through the Administrative Investigation Management system. Seven employees were involved in these twenty 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 2018 that meets the criteria can generate an early warning by recognizing one or more events in 2017. 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, pursuit, and use of force sections of this report.

<b>Early Warning Intervention Type</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
3 Incidents in 120 Days	13	4	2	2	11	32	6
Command Intervention	1	0	0	0	1	2	0
Complaints or Disciplinary Actions- 2 within 120 days	0	0	0	0	0	0	0
Complaints/Policy Violations – 4 in 365 days	0	0	0	0	0	0	0
Firearms/ 3 Failures to Qualify within 2 Years	0	0	0	0	0	0	0
Missed Firearms Practice	0	0	0	0	0	0	0
Use of Force – 5 in 365 days	1	0	1	0	10	12	2
Use of Force - Three in 120 days	5	1	3	1	6	16	3
Vehicle Accidents- 3 in 365 days	0	1	0	0	0	1	0
Vehicle Accidents- 2 in 120 days	0	1	1	0	0	2	0
Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	0	0
Vehicle Pursuits– 2 in 120 days	0	0	1	1	0	2	0
<b>Annual EWS Total</b>	<b>20</b>	<b>7</b>	<b>8</b>	<b>4</b>	<b>28</b>	<b>67</b>	<b>13</b>
<b>Number of Employees Involved</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>7</b>	<b>29</b>	<b>6</b>

The current five year average is 13, which is down from the 2017 average of 17. 2018 was well above the five year average at twenty eight. The averages are rounded, so the five year average data may not appear to match the total listed. For the twenty eight cases listed, seven 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. With the drop of 2013 data, the five year average for 3

incidents in 120 days category went down 46% for 2018. The total EWS average also went down 24%. Use of force categories were up in both totals and averages, this would be due to the increase in narcotic search warrants that were conducted for 2018.

<b>Action Taken</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
No Further Action	13	7	8	4	26	<b>58</b>	<b>12</b>
Suspension	0	0	0	0	0	<b>0</b>	<b>0</b>
Termination/Resignation	0	0	0	0	1	<b>1</b>	<b>0</b>
Counseling	0	0	0	0	0	<b>0</b>	<b>0</b>
Training	0	0	0	0	1	<b>1</b>	<b>0</b>
Transfer/Reassignment	0	0	0	0	0	<b>0</b>	<b>0</b>
Work Plan	1	0	0	0	0	<b>1</b>	<b>0</b>
EAP	0	0	0	0	0	<b>0</b>	<b>0</b>
No Action listed	0	0	0	0	0	<b>0</b>	<b>0</b>

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

Unlike the past four year trend of decreases in the overall early warnings issued we saw a drastic rise from four in 2017 to twenty eight in 2018. The twenty eight early warnings generated in 2018 resulted in 26-“no further action needed”, 1-“Resignation”, and 1-”Training”. 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 pattern of conduct 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.

Twenty six of the early warnings required no further action. The majority of these cases were directly related to the increase in narcotic search warrants, where guns are pointed, that were executed in 2018. One case identified an officer that was below satisfactory performance and another case identified an area that an officer needed training. The continued review of early warnings shows that Command staff is committed to the 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. Sergeants are continually motivated to seek supervisory training that will assist them in leading their respective team members in the best police practices. Command officers receive command level training provided within the state and from the FBI.

**Grievance Analysis : (CALEA 25.1.3)**

There were no grievances filed in our system for 2018. 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. In 2018 all CPD policies were reviewed and provided to the officers in PowerDMS. 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 three pursuits in 2018, 2-initiated from a traffic violation and one from a misdemeanor property crime. The speeds in two of the cases were 46 to 70mph with the other case, 86 and above. The three vehicle pursuits fell into each of the high, medium, and low risk categories. The total for the five year period increased to 10 in 2018 from 9 in 2017. Two of the pursuits were initiated by uniformed officers in marked patrol cars and one was initiated by a detective in an unmarked patrol car with emergency equipment activated. The first pursuit was initiated from an attempted traffic stop for a suspected impaired driver. The driver was arrested for DWI and Felony Flee to Elude. The second pursuit was initiated for a misdemeanor property crime called into communications. The driver and passenger were arrested for misdemeanor larceny and Flee to Elude. The third pursuit was initiated from an attempted traffic stop for suspected impaired driver-pursuit terminated. This pursuit was initiated on MLK Blvd and the pursuit was terminated by the initiating officer. 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>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>
<b>2018</b>	<b>Medium</b>	<b>Traffic Violation/Public Threat</b>	<b>86 and above</b>
<b>2018</b>	<b>Low</b>	<b>Misdemeanor Property Crime</b>	<b>46 to 70mph</b>
<b>2018</b>	<b>High</b>	<b>Traffic Violation/Public Threat</b>	<b>46 to 70mph</b>

For the agency, the primary risk condition continues to be low, at 50%. The most common reason for initiated pursuit remains Traffic Violation/Public Threat at 50%. The five year average for speeds in the pursuits showed little change from 2017: 50% - at or below 45mph and 30% - 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 2018 saw a reduction with a total of three for the year. The five year average remained the same as past two years, 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 pursuing officer must continually monitor the vehicle pursuit for all safety concerns and reason for the pursuit. The on-duty supervisor shares those responsibilities and must also monitor 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>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>5 Year Total</b>	<b>5 Year Average</b>
In Policy	0	1	2	3	1	<b>7</b>	<b>1</b>
Out of Policy	0	0	0	1	2	<b>3</b>	<b>1</b>

Comparing the five year data, the majority of the vehicle pursuits remain in-policy at 70% even though the category decreased from last year (89%). The medium and low risk categories remained consistent with 2017 with 50% being low risk pursuits and 40% medium risk pursuits. With an addition in 2018 of a high risk pursuit, the high risk category saw a 10% rise from 2017. There were two pursuits dropped from the five year average from 2013 which is reflected in the overall data.

<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>22%</b>	<b>0%</b>	<b>22%</b>

<b>2018 Yearly Average</b>			<b>2018 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>33%</b>	<b>33%</b>	<b>33%</b>	0%	67%	0%	33%

Out of the three pursuits for 2018, two of them were found to be out of policy. During internal review these two pursuits were found to be in violation of the Clinton Police Department Standard Operating Procedures. Vehicle pursuits by their very nature have inherited dangers and must proceed with due diligence according to policy and all applicable laws to make sure that the risk doesn't outweigh the due regard for the motoring public. The requirement to continually assess the risks remains a standard for all officers, 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 2018 out of 25 applicants. The positions hired were Patrol Officers in the Operations Division. We had 21 more applicants than 2017 however many of the applicants did not meet the State standard for a sworn law enforcement officer or became disqualified during the initial background investigation. The overall quality of applicants was down from last year which caused the officer positions to remain vacant until an applicant with the proper qualifications could be recruited.

Hiring boards are used for interviewing and processing applicants for the position of police officer. These hiring processes require time to make sure the person is qualified for the position of a sworn law enforcement officer. The hiring process is not a short process and requires the applicant to meet State and Clinton PD standards to participate in interview boards, written tests, and role play exercises when needed. The hiring board then makes a recommendation for the applicant to proceed to a Chief's interview if they meet standards set forth in the hiring process. After a Chief's interview and the results of the assessment the most qualified applicant would receive a conditional offer of employment outlining criteria that must be met to move forward with employment; credit check, extensive background investigation, psychological exam, physical exam, etc. If the conditions of the conditional offer of employment could not be met then the position would be re-posted until a qualified applicant could be vetted.

The police department continues to have a good relationship with the Sampson Community College BLET for recruitment efforts. Similar to 2017 the BLET classes continued to be smaller in numbers. The interest in the law enforcement profession continues 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 continued our recruiting efforts in trying to draw a more diverse applicant pool to participate in our hiring boards by participating in many job fairs in Sampson and surrounding counties.

Compared to last year we actually had more applicants however many of them did not meet entry criteria for a sworn law enforcement officer. We expected the applicant pool to be much higher for 2018 due to the expansion in recruiting and the new pay scale that the City has implemented. The new pay scale gave us the ability to be competitive with other departments for recruiting police officers. For 2019 we need to implement a career development plan that will give another competitive edge in recruiting experienced officers and maintaining experience within the department.

<b>2018</b>			
<b>Applicants</b>	<b>Applied</b>	<b>Interviewed</b>	<b>Hired</b>
White/Male	10	5	1
White/Female	4	1	1
Black/Male	3	0	0
Black/Female	0	0	0
Latino/Male	5	3	0
Latino/Female	0	0	0
Unknown/Female	3	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 2018 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.

Twenty five applicants applied for the position of police officer. The majority of applicants were identified through the Sampson Community College BLET program. Other applicants were identified through job fairs from surrounding counties, interest cards, and the City of Clinton's webpage. All applicants, except for 2, had little to no law enforcement experience. Only 9 of the 25 applicants were interviewed after reviewing applications for mandated qualifications and departmental standards.

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 and being involved in job fairs we hope to increase the number of qualified applicants that apply with our organization.

### **Recruitment Analysis:**

According to 2017 Census data, Clinton has a population of 8,799 people with a median age of 39.8 and a median household income of \$29,432. Between 2015 and 2016 the population of Clinton grew from 8,750 to 8,799, a 0.56% increase and its median household income declined from \$31,997 to \$29,432, a 8.02% decrease. The population of Clinton is 49.9% White, 41.1% African American, and 9.2% Hispanic. 9.2% of the people in Clinton speak a non-English language. 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.

Native-born citizens, with a median age of 41.1, were generally older than foreign-born citizens, with a median age of 33.2. But statistically, people in Clinton are getting older. In 2015, the average age of all Clinton residents was slightly lower at 38.5. While there is no age limit on when an applicant can apply for a job in law enforcement, the average age of an applicant is between 20 and 29 years old.

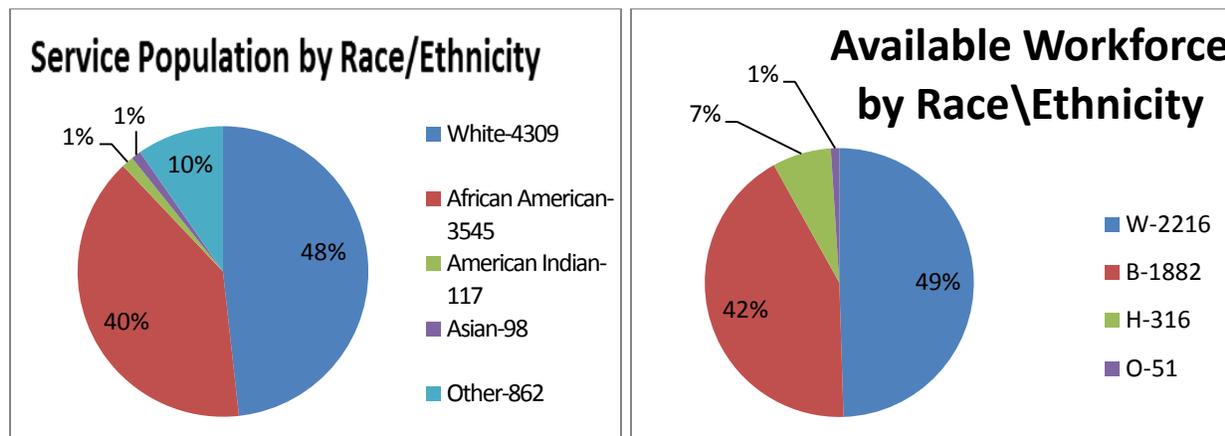
Very similar to 2017, Recruitment and retention continued to be a challenge for law enforcement in 2018 with a reduction in applicants across the state. Applicant pools and diversity are unpredictable and faced shortages throughout the year. We continued recruiting efforts in our surrounding counties to attempt to draw a diverse pool of candidates however many of the agencies in those counties are facing the same issues with recruitment.

Our local BLET program at Sampson Community College is our most beneficial source of applicants however the class sizes over the past three years have dropped and a number of students have agencies paying them while attending BLET. 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 from the general public.

We must continue our partnership with SCC, the BLET program, and partner with other organizations across the State. 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 to draw diversity. A new recruitment team was organized this past year and was given direction on the department's goals and vision. With the new team eager to go out to the surrounding areas we hoped to see a bigger applicant pool, however, we faced many of the challenges seen across the state with recruitment.

Command Staff has been working with Human Resources and the City Manager in addressing recruitment and retention, we believe that 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. By implementing a career development plan the department will be able to retain those highly trained officers that provide a wide variety of skilled services to the citizens of Clinton and attract new talent that will assist in moving the department forward with new ideas.

The male/female population by race/ethnicity changed slightly from the 2017 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 with the assistance of Human Resources and the City Manager helped with the implementation of a new pay plan for the police department in 2016 that helped with some issues that were effecting recruitment and retention. Although this hasn't solved all the issues surrounding recruitment and retention, the plan has helped with assisting the recruitment efforts in drawing more applicants. We must continue exploring new ideas and reaching over jurisdictional lines to draw a more diverse applicant pool for the department.

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

As stated in 2017 one issue we faced 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 after the student graduates BLET. There were many highly recruited applicants that were enrolled in BLET for 2018 that had been sponsored by other agencies; this causes our applicant pool to be smaller.

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 promoted this program to get the information out to veterans that may be interested in pursuing state certification. With the inception of the program Sampson Community College has seen an

increase in military veterans inquiring about BLET. About 22% of our staff has some military experience, and these employees have demonstrated themselves as leaders in the agency and community. The recruitment team will continue to support and update the military program as necessary to provide the most up to date information.

We have a difficult time with recruiting experienced officers. 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. We will continue working with HR and the City Manager on a career development/lateral entry program for the department that will give us the ability to recruit experienced officers.

### **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 2019 remain the same as the last three years with little change:

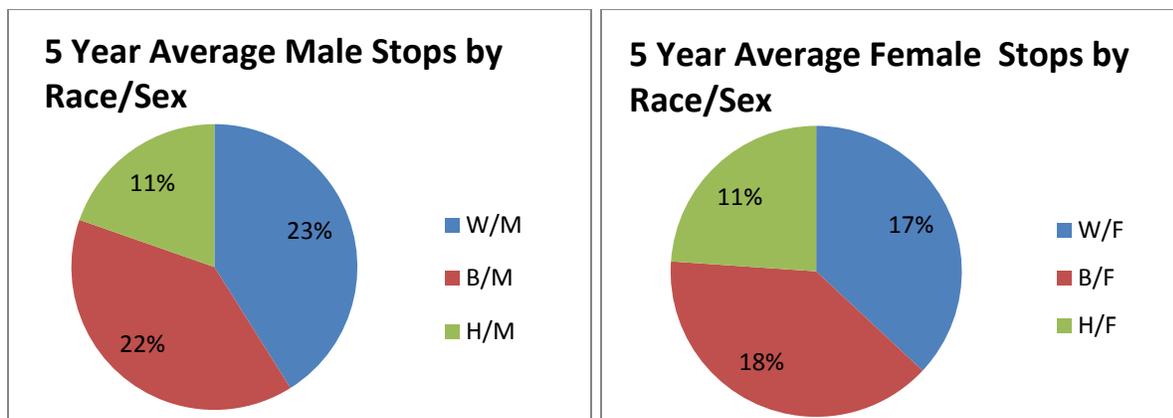
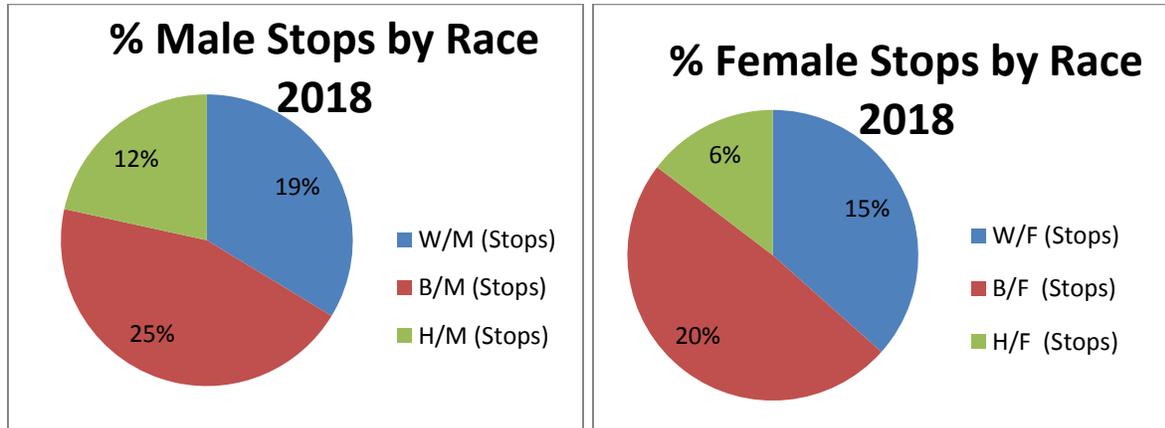
- Update recruitment pamphlets and the recruitment video then use them in various outlets, to include job fairs, to promote the agency.
- The Commander over recruitment will seek opportunities to promote the agency at Colleges and Universities to solicit applicants with higher levels of education.
- 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
- Use social media platforms to solicit applicants from other jurisdictions

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

This is Clinton Police Department's fifth consecutive year that we have collected bias base data for traffic stops. This is the first year that five year data has been available for review in this category. 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. This will be the first year that five year data has been provided.

In 2018, there were 2,410 traffic stops reported which is up slightly down from 2,872 in 2017. 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. The integrated camera systems are an integral part of

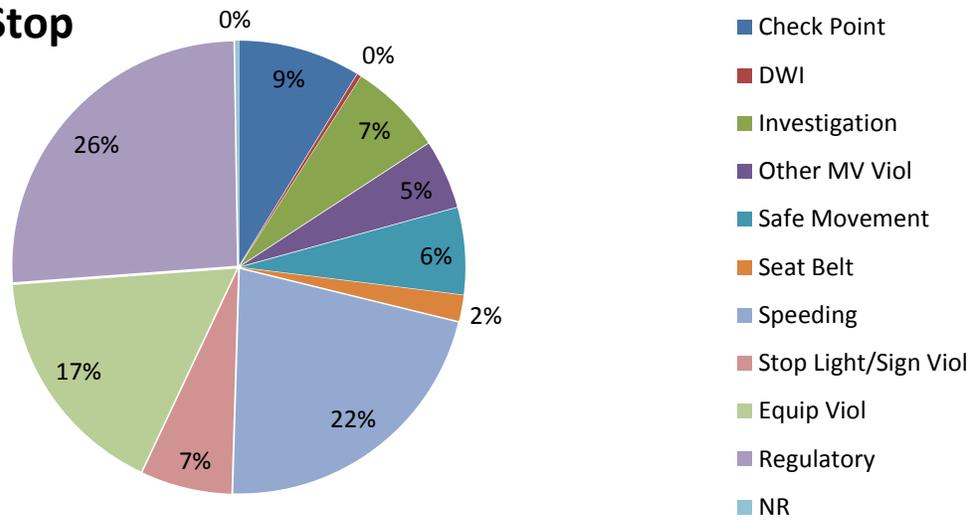
data collection, they allow for simultaneous activation of the in car system and the body worn camera system with the activation of the blue lights. The video is uploaded automatically from the patrol vehicles and stored in a virtual server for review. This data can't be altered or changed in anyway by the officers.



Native Americans, Asians, and other races remained at or below 1%, this is why they are not depicted in the above graphs. Comparing the five year averages with 2018 data shows that B/M, B/F, and H/M were slightly above average. H/F saw the greatest reduction, compared to the five year average, by 5%. W/M is the highest category for the five year averages at 23%.

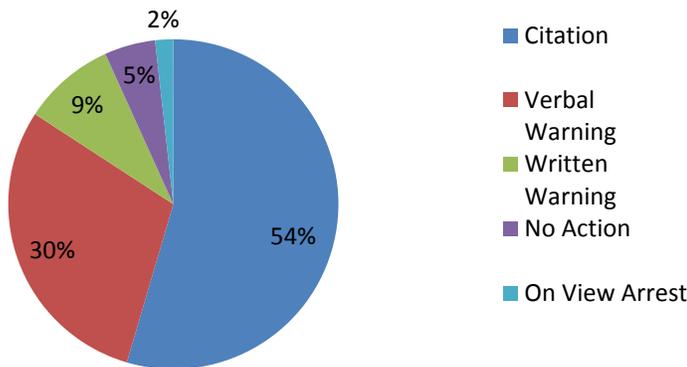
Regulatory stops are the highest category for traffic stops for the second year in a row, with an increase from 24%. Speeding came in second at 22% which is slightly up from 21%. Equipment violations came in third and were slightly down from 2017 at 17%. Regulatory category includes violations dealing with vehicle registration and driver's license. All other driver contacts make up the remaining 35%, and this includes seat belt violations, stop sign/light violations, safe movement, etc. DWI and all other violations not listed make up the lowest two categories.

### Reason for Stop



Consistent with previous years, citations continue to be the highest single action taken of the enforcement actions slightly up 1% from 2017 (54%). Verbal and written warnings make up 39% 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 and Indian males. Similar to 2017 the data shows that equipment and regulatory violations are the most common reasons for Hispanic traffic stops in 2018.

### Overall Enforcement Action %

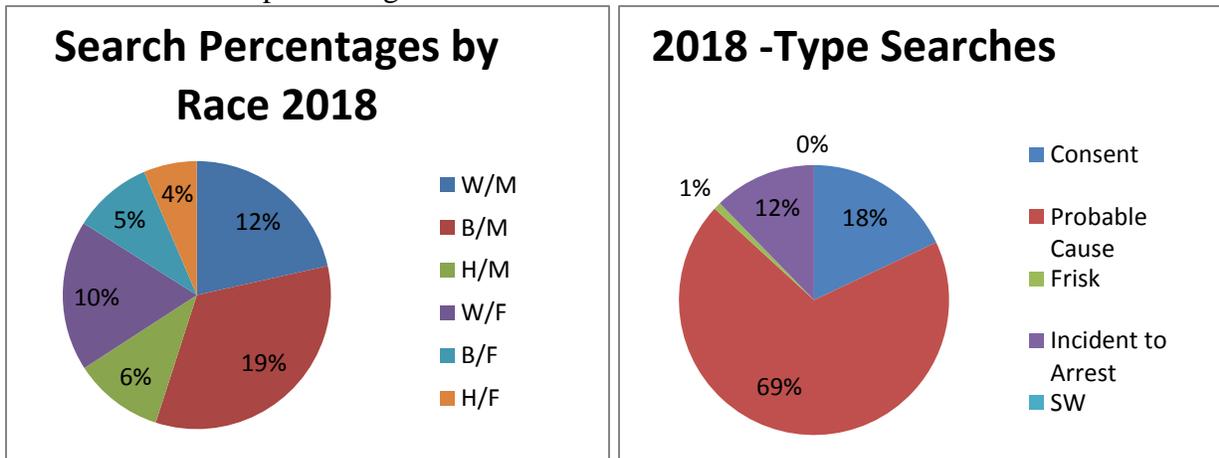


Command staff reviews this data monthly in the reporting system and analyzes it further than what is depicted in these graphs. However, these graphs do accurately reflect the data the department collects in the reporting system and analyzes, and it shows no trends or patterns were found.

### Driver Search Review:

Vehicle searches saw an overall increase for 2018. Every race category saw an increase; African American males 10%, White males 6%, and White females 6%. Comparing the search data to the vehicle stop data, 69% of the total searches came from probable cause searches. In 2018 African American males was the highest group searched. African American males are searched about 7%

more frequently than White males. Data also showed that White females were searched about 5% more frequently than African American females. These searches include K9 alerts, the odor of marijuana, and visual indicators of the presence of narcotics. 18% of the searches conducted came from the driver giving the officer consent to search the vehicle. 12% of the searches came from the driver being arrested and officers conducting a search incident to that arrest. Incident to Arrest searches are conducted to find evidence of the crime the individual is arrested for and also to make sure that they do not have any contraband on their person before being transported to the detention center for processing.



Consistent with the last three years, when compared with the frequency of search ratio to race, the percentages were plus/minus 7%. The percentages are 12%, 19%, and 6%, for white males, African American males, and Hispanic males respectively. Hispanic males increased from 4% to 6%. The female search/race ratio is within 6%, with White being the highest. When male and female data is combined with race/ethnicity the search/stop rates are within 6% difference- with African Americans being the highest and Hispanics being the lowest.

**Race/Sex Total for Searches**

	W/M	B/M	H/M	I/M	A/M	W/F	B/F	H/F	I/F	A/F
<b>2014</b>	18	13	7	0	0	2	3	0	0	0
<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	62	11	2	0	20	21	4	1	0
<b>2018</b>	43	93	17	7	0	34	25	4	2	0
<b>5 Year Total</b>	141	215	54	9	0	62	65	10	4	0
<b>5 Year Average</b>	28	43	11	2	0	12	13	2	1	0

For 2018 there was an increase in every category except for Hispanic females which stayed the same. The total increase in searches is consistent with the rise in documented probable cause vehicle searches, narcotic and other violations. Intelligence led policing continues to assist in identifying particular areas in the City that may need proactive enforcement such as high crime area, speed issues, drug complaints, nuisance properties, etc.

Type Search	Total Count
Consent	41
Probable Cause	157
Frisk	2
Incident to Arrest	28

Search data was consistent with traffic/arrest data; with a decrease of 463 in the number of traffic stops (2,409) and increase of 182 in arrests (851). Probable cause searches make up 69% of the search type for 2018. Consent and Probable Cause searches increased while Incident to Arrest searches saw a small decline. Data on race/search type shows White males and African-American males are searched most often for consent searches. White Males made up the total for Frisk 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 Probable Cause.

**Bias Base Profiling Analysis:**

The Bias Base data reflects 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.

For the 2018 year the speed trailer was 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. The speed trailer was deployed and utilized in these areas to analyze collected data about the concerns received from citizens. The speed trailer also utilizes the use of blue lights to warn motorists if they are traveling above the posted speed limit. By utilizing the trailer in these areas, it serves two purposes; slow down the motoring public and collect data from the selected roadways.

A new device that was incorporated the latter part of 2018 is another speed device that can be attached to power poles that collects data sets from the roadway. This device, unlike the speed trailer, can be used on smaller streets and in areas that you want to collect data without the use of a speed display. This device helps get true speed and vehicle counts in areas where speeding may be a factor. Lidar continues to be an asset for officers enforcing speed laws in identified areas of concerns. 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. 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.

### **2018 Annual Report Summary:**

The Clinton Police Department continues to strive for excellence through the use of best practices and 21<sup>st</sup> Century Policing strategies. 2018 was the second year of our new accreditation cycle with the four year renewal process. Staff worked diligently to insure we adhere to the best nationally recognized standards and policies for a law enforcement organization. We finished year two 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.

## 2018 Clearance %

*Closed/Cleared Exceptional means by arrest, arrest by another agency, unfounded, victim refused to cooperate, prosecution declined, etc.*

2018 YTD Crimes Against Persons:		Reported in 2018	2018 Cases Closed	2018 C/C Exceptional	2018 Cleared by
		125	117	93	73
93.6% were closed	Of this ninety three percent, 79.48% are cleared exceptionally				
	78.4% of these exceptional clearance were by arrest				
	Overall YTD exceptional clearance rate= 74.4%				
<i>Does not include 2017 cases closed/cleared in 2018</i>					
2018 YTD Property Crimes:		Reported in 2018	2018 Cases Closed	2018 C/C Exceptional	2018 Cleared by Arrest
		315	275	168	141
87.33% were closed	Of this eighty seven percent, 61.09% were cleared exceptionally				
	83.93% of the exceptional were cleared by arrest				
	Overall YTD exceptional clearance rate= 53.33%				
<i>There were an additional 84 property cases cleared exceptionally from 2017 that are not included in these figures</i>					

Crime reduction and the improvement in quality of life for the citizens of Clinton is always a focus of the department. There were 48 violent crimes reported in 2018. Of those crimes, 68.7% were cleared exceptional (arrest, unfounded, prosecution declined, etc.) 20 (60.6%) of the 33 were cleared by arrest. Compared to 2017 violent crimes (69) the department has seen a 30% reduction for 2018. In 2017, police nationwide cleared 46% of violent crimes that were reported to them. This reduction in violent crime showed the true dedication of the officers of Clinton Police Department. Not only did the officers exemplify the core values of the department but they exceeded expectations in proactive enforcement and community relation projects.

Intelligence led policing, proactive enforcement, crime analysis, and citizen tips were driving factors in the reduction of violent crimes. Crime analysis is another tool the police department uses to direct its daily operations. Monthly statistical data on crime and our response to crime is provided to all employees. Supervisors use the information to direct teams to target particular problems. Hot Spots and saturated patrols are used in conjunction with directed patrols to concentrate on an area of interest. With the ability to plot officers hot spotting and directed patrols it will give a true analysis of the overall effectiveness. The statistical information may be used along with citizen feedback to best address neighborhood concerns. For 2019 a crime mapping tool and analysis program has been implemented to assist in the monthly analysis and resource direction for the department. 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. Although this software is a great addition to analyzing 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.

We utilize 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 for Clinton and surrounding areas. 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. The agency will continue building upon the mutual respect and trust we have with the citizens in which we serve.

To continue to meet the needs of the City of Clinton, the Police Department must continue to evaluate its recruitment and retention plans to attract and retain the most professional employees. Targeting, recruiting, hiring, and retaining sworn law enforcement officers who possess skill sets geared toward the department and community demographics is critical for providing effective customer service and ensuring the well-being of the law enforcement agency. Diversity is critical to the recruiting mission of the department and we must be aggressive in our hiring practices, as every other agency is looking to have a police force reflective of their respective communities. 2018 has been a challenge for recruiting officers to the agency. 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 for 2018 there was a decline in qualified applicants. We must continue to broaden our recruitment efforts by going to surrounding counties and other BLET programs so that we can get a more diverse pool of applicants. We must continue working toward the implementation of a career development plan for the department. This will assist in retaining knowledgeable officers and assist in recruiting officers who can identify and bond with agency culture, who are capable of achieving organizational goals, and who understand the importance of community engagement and involvement.

2018 was no different for training our officers. We continued to provide the best and most up to date training for our officers. Even though officers are only mandated to receive 24 hours of in-service training by the Commission we provided them with an average of 80 hours of training. We have found that supplementing online training for those classes that don't require hands on applications holds our overtime costs to a minimum. We will continue to utilize the North Carolina Justice Academy training portal to meet these needs. The department continued training in the area of active shooter drills. We currently have three instructors on staff that specializes in active shooter instruction. These instructors constantly research and deploy the best national policing practices during these application drills. 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 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.

Clinton sustained a direct hit this year from Hurricane Florence. Florence had a direct and significant impact on the City and surrounding communities. For Sampson County, Clinton became the staging area of the response and travel for the area during this period of time. 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. Department staff took on additional responsibilities while maintaining their specific assigned duties. Some of the staff did not see their own homes or families until hours and even days after the storm hit. The

dedication showed by the officers during this natural disaster speaks volumes for the care and concern the agency has for its community.

The department has continued its involvement in de-escalation techniques and responding to subjects with mental health issues. Training officers in these techniques will help to ensure successful interactions between police officers and persons affected by mental illness. People living with mental illnesses are 16 times more likely to be injured as a result of a police encounter compared to the general public. In 2017, national statistics showed that one in four killed by police was living with a mental illness. To address these tragic statistics, we need to supply adequate tools that police can use when they respond to mental health emergencies, so they can do so in a safe, effective and caring manner that de-escalate tense situations. Additionally, we need to provide the appropriate skills for police to care for themselves.

The department has worked diligently to maintain clearly defined and sustainable partnerships with community mental health organizations to assist officers in the police response to persons affected by mental illness. Currently, 73% of sworn officers and selected non-sworn staff have completed the 40 hour crisis intervention training. By the end of 2019, 84% of departmental staff will have completed the course. Crisis Intervention Training gives police officers a simple, effective way to intervene during any mental health crisis, from an immediate crisis that endangers the public or the officer to non-crisis situations, like approaching someone who is exhibiting symptoms of a mental illness or overdose. CIT equips every officer with the necessary skills to recognize the symptoms of mental illnesses and substance use, engage the person in crisis, de-escalate the incident and connect the person to needed care. Utilizing the CIT training we were able to model policies and practices that we feel provide the highest quality of service for the entire community.

The agency continued the expansion of our file management program, PowerDMS, to the entire department in 2018. In the past PowerDMS was used primarily for Accreditation, however with the implementation of additional modules officers have a central management system where they can get all the departmental forms and policies at the click of a button. Officers also have access to our current CALEA Accreditation assessment. This provides the officers with the best police practices and allows them the ability to review and better understand the Accreditation process. This program has allowed Command staff to streamline policy updates and dissemination of those policies. Officers are required to digitally sign the updated policy, and then the program will give a comparison of the policies for the officer to see what portions have changed. 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. It has also given command staff a central repository for monthly reports. This gives the entire agency access to all monthly reports such as; crime analysis, bias based data, traffic collision monthly, etc.

The community aspect of policing is very important to the Clinton Police Department. In 2018 we expanded our community partnerships and involvement with the public and were involved in more than 40 events. Some of these events are safety talks at schools, involvement with kids through the recreation department, head start community helpers, right path club, Special

Olympics, and National Night Out. Our 2<sup>nd</sup> annual police camp turned out to be a huge success again this year. Our continued partnership with the local community was a great asset in making this possible. We also partnered with the Newkirk Park Advisory Committee for the second year in a row and held the Police Departments second 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. 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.

As the role of policing in our communities continues to evolve, command staff will need to plan staffing and strategies to meet these new and growing demands seen in our community. We must research new policing techniques and continue deploying tactics for 21<sup>st</sup> Century Policing. As the 911 communications data identifies, officers are being dispatched to a greater number of service demands often rooted in complex social issues. These growing service requests often require nuanced and distinct skills as compared to a more cut and dry response. Handling persons in a multitude of crises from mental health, drug induced incidents, and overcoming volatility in situations encountered by police will continue to be a source of challenge for law enforcement. But these types of events are not as easily captured or measured when evaluating the overall resource needs for departments. Command staff will need to engage in ongoing review and understanding of the communities' demands for services and how agency resources prioritize and fulfill those demands.

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-reporting, assessment, and analysis described are critical for our agency to help improve the quality of life of our citizenry and to efficiently address the community needs. 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.