2019 Annual Report

Clinton Police Department

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Clinton, North Carolina

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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 and provide in depth analysis.

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 2015 through 2019. 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 2019, the agency had a rise in its number of use of force cases by two. There were 23 total use of force incidents. There were eighteen officers involved in these twenty-two cases, with some of these officers being involved in more than one case. There were twenty-five subjects involved in the use of force incidents. There were six cases where the individuals attempted to flee the officer with a deadly weapon or were involved in aggravated criminal activity. These incidents stemmed from felony vehicle stops, felony firearm possession, felony narcotic violations, and assault calls for service. The two listed as 'other' are subjects apprehended at a breaking and entering and a shooting call where subjects fled the scene in vehicles. In two use of force incidents, firearms were recovered from the subject's force was used on.

Reason for Force	2015	2016	2017	2018	2019	5-year total	5-year average*
Physically Resisting Arrest	1	1	2	2	5	11	2
Failure to comply with Commands during arrest	0	1	1	1	4	7	1
Fleeing from Arrest	2	0	0	3	3	8	2
Fleeing with Weapon	0	0	3	1	1	5	1
Assault of Officer	2	2	0	4	2	10	2
Fighting/Assault of other	1	0	0	0	1	2	0
Search Warrant/Felony Vehicle Stops	2	1	3	6	5	17	3
Other	3	3	3	4	2	15	3
TOTAL UOF INCIDENTS	11	8	12	21	23	74	15

*all averages are rounded

Pointing a weapon was the reason "search warrant" category was one of the highest for 2019. There were several high-risk search warrants that were executed during 2019. With the continuation of proactive policing, the total UOF cases are the highest they have been in five years. The five-year average increased from 13 to 15. Forty three of the seventy-four incidents over the past five years have been high risk encounters, incidents where subjects were armed, physically resisted officers and subjects that assaulted an Officer. Last year that reflected 26% of the use of force cases, and for 2019 it has increased to 58%, reflecting an increase in dealing with more violent offenders attempting to escape apprehension. As predicted, this is a pattern that has steadily increased over the past three years.

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 officers in new techniques pertaining to citizen encounters such as de-escalation and mental illness training that is intended to help reduce the potential for use of force. Although these techniques may not diffuse every situation, they give the officer another tool to resolve a situation if warranted.

In most of these cases there was more than one officer involved.

Types of Force Used	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Soft hand	4	6	8	11	11	40	8
Hard Hand	2	4	0	5	6	17	3
OC Spray	0	0	0	0	0	0	0
ASP Baton	0	0	0	0	0	0	0
Taser	1	2	1	3	1	8	2
Pointing Firearm	6	7	11	12	10	46	9
Discharging Firearm*	0	7	0	0	0	7	1

*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 2019, was one in which two officers responded to a stabbing, encountered a person armed with a knife who failed to comply with the officer's commands. Officers initially used force by pointing their firearms at the subject, after he dropped the knife he attempted to flee on foot. Officers were able to subdue the subject by deploying their taser. The subject was able to be taken into custody without anyone sustaining injury. This accounts for two categories in the one use of force incident; pointing a firearm and taser deployment.

In 2019, there were no incidents where officers had to discharge their duty weapon. As seen the past two years the highest categories 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 soft hand application, which increased by nine with the drop of 2014 data. We saw a reduction of two in the five-year total for Taser. The five-year averages only saw minor changes from 2018, pointing a firearm, soft hand, and hard hand increased. As discussed last year, the reduction in Taser average and rise in Soft hand and Hard hand average coincides with the way new case law governs the application of the Taser. All intermittent weapons, Asp baton and OC Spray, were also included in these new case laws. We saw an increase in the Soft hand and Hard hand category for the yearly total and five-year average. 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, facing high risk felony stops, or high-risk search warrants.

Although we saw a rise in Use of force incidents there were no reported officer injuries for 2019. There were three suspect injuries noted in the 2019 review. There was one "Complaint of Injury" from a subject officer used force on to apprehend. The subject complained of chest pains after physically resisting officers during an arrest. The apparent injury was from a subject that was taken into custody during a DWI arrest. The subject was under the influence of alcohol and physically resisted officers sustaining scratches on their hands after being taken to the ground. The third subject was taken into custody with the use of a taser following a brief chase while armed with a deadly weapon.

 All subjects were 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.

Injuries During Use of Force	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Officer-Minor Injury/No medical	2	0	3	4	0	9	2
Officer-Minor Injury/EMS	0	0	0	0	0	0	0
Officer-Serious Received Medical	0	1	0	3	0	4	1
Subject-Apparent Injury	0	1	0	1	1	3	1
Subject-Complaint of Injury	1	1	0	0	1	3	1
Taser Prong/No other injury*	1	0	1	1	1	4	1

In all injury categories the data remained consistent except for the drop in officer injuries. In 2018 figures for officer injuries went up 23%, in 2019 the injuries dropped by 100% to 0. There were no injuries reported for officers or subjects that required serious medical attention.

Changes in policy and case law are continually reviewed and 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. This will continue to be the focus going into 2020.

There were twenty-five subjects whom force was used against. In three cases, there were two subjects involved. In six of those cases two officers were involved. In three of the cases, three officers were involved in the use of force. In two cases four officers were involved. In one case six officers were involved. These cases reflect high risk traffic stops, narcotic search warrant executions, and subjects fleeing to avoid apprehension.

Use of Force by Race/Sex	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
B/M	7	4	8	15	12	46	9
B/F	2	2	1	7	3	15	3
W/M	1	2	1	1	5	10	2
W/F	2	0	1	0	1	4	1
H/M	1	0	3	0	3	7	1
H/F	0	1	0	0	1	2	0
NA/M	0	0	0	0	0	0	0
NA/F	0	0	0	0	0	0	0
Use of Force by Age	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Under 18 years of age	5	1	3	1	3	13	3
18-29 years of age	4	5	6	10	7	32	6
30-39 years of age	2	1	2	7	6	18	4
40-50 years of age	1	1	1	3	7	13	3
51 years of age	1	1	2	2	2	8	2

The use of force on White and Hispanic males saw an increase from 2018 in yearly total and five-year total. The use of force on African American males and females saw a decrease. African American males is still the highest category based on the five-year total and five-year average with the yearly total decreasing by 3 and the five-year average decreasing by 1. 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 2019 totals are at or below the five-year average.

The use of force involving persons less than 18 years of age and 40-50 years of age increased for our agency for 2019. The five-year total decreased by three for use of force cases involving the 18-29-year-old age group. We saw a drop in the 18-29 years of age category by three for the yearly total. Officers did a great job getting youth involved in community outreach programs. Going into 2020 we must continue to work in partnership with community groups and leaders to get more youth involved in community outreach programs and sustain their involvement.

The calls for service dropped again in 2019 which was a trend from 2018. The decline in calls can be related to the way some police related actions are recorded. Certain police actions that were recorded in CAD, which would have generated a Call for Service number, are put into our RMS system. By documenting the actions here there is no CAD number generated. This documentation allows for quicker and more efficient proactive policing by giving Command staff the ability to look at RMS/MDIS and see where our resources are focused. Although the calls for service number reduced by 1500 for 2019, it would be realistic to notate that the actual calls for service would be closer to 2018 and above the five-year average including the police actions noted in RMS and Mobile CAD.

The use of force percentage is consistent with 2018 data, it rose just two, one-hundredth of a percent. This small increase came because of the decrease in calls for service documented in CAD. The arrest data discussed in the annual reports are retrieved from the report management system for the annual report but is not reflected in graphs. Comparing the use of force figures against the overall arrest data, the department was at 2.2% in 2018. This means that 2.2% of the time an arrest is made, some type of force is involved. This year that rate increased to 2.8% with two additional use of force cases and a reduction in calls for service. Arrest data has been increasing over the past five years; from 514 in 2014 to 847 in 2018. However, 2019 showed a drop in arrests to 727.

	2015	2016	2017	2018	2019
Calls for Service	14,059	14,020	17,248	15,457	15,044
		Five Year Average: 15,166			
Use of Force	11	8	12	21	23
		Five Year Average: 15			
UOF/CFS	0.000782	0.000570	0.000696	0.000126	0.00152
% UOF/CFS	**.078%**	**.057%**	**.069%**	**.13%**	**0.15%**

Use of Force Analysis:

In 2019, the Clinton Police Department saw a small rise in use of force cases by two. With the reduction in arrests the use of force cases, 2.8%, was above last years data. The UOF data remains consistent with last year and is in line with departmental policies. 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 complaints filed for 2019 for the use of force used by officers.

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. The department has three officers that are currently scheduled to undergo this training for 2020. This will put our agency at 100% for CIT 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 2019, most of the use of force cases came from narcotic search warrant executions, high-risk vehicle stops stemming from a breaking and entering, kidnapping, shooting, 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 even though these subjects were involved in aggravated criminal activity. This training played a vital role in preventing the use of force cases from being higher and is consistent with best practices for policing. 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.

Considering the 2019 data, one of the highest categories for reason why force was used is physical resistance (5). Expectedly, physical resistance more often results in use of force because of the hands-on approach required by law. When officers are confronted by the use of physical force to resist apprehension, it is reasonable that a level of force be used to overcome the resistance and affect the arrest. Likewise, active assaults occurring in an officer's presence will require prompt action and some type of force may be involved.

With the recent Raise the Age law juvenile involvement will be at the forefront for 2020. Command staff will be discussing and implementing goals to reduce juvenile crime and building relationships to sustain juvenile involvement. Juvenile involvement has directly assisted in reducing juvenile arrests and use of force incidents for 2019, this was a continuation from 2018. Community programs and involvement with the youth have assisted in building relationships that are important to reducing delinquency and recidivism. School resource officers continue to play an important role in the school system by offering programs to the students to keep them involved. Resource officers have become role models within the school system and have had the opportunity to deter criminal activity by guiding students on the right path.

In the previous four annual reports, the arrest data indicated a significant number of arrests for violent crimes involving African American males. For 2018 African American males made up 70% of violent crime offenses, for 2019 there was a reduction to 60%. White males and African American females had an increase for this category. It is important to notate that any increases and decreases, in certain areas, could be a culmination of the way crimes are reported and counted in the National Incident-Based Reporting System (NIBRS).

Reporting changes were included in the 2018 Annual Report and will also be included here because of the appearance of some of the data, due to the changes in way crime reporting may appear. 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. Even though this changed in mid-2018 the changes have been on going into 2019 to facilitate these throughout the department. Instead of looking at a single report it will require looking into the case further to see if there may be more than one crime reported. This was one of the biggest changes to crime reporting.

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.

There were no trends identified during this analysis; however, the agency's efforts to consistently train and conduct per incident reviews will continue. 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 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.

As seen in the previous two years intermediate impact weapons, Taser, OC Spray, and Asp Baton usage remained minimal due to the direction provided by the courts on the usage of these tools. These law changes demand a "hands on approach" before implementation. In 2018 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. Emphasis was placed on this area during the 2019 in-service training. Officers received updated training in handcuffing and pressure point application. This was in addition to the yearly training received on the Taser. This was the driving factor for the 100% reduction in officer injuries sustained during use of force incidents.

The department will continue to train in subject control, de-escalation, 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 2019, the Police Department had twelve internal affairs complaints filed. The number decreased this year, by six, compared to last year. Supervisor investigations remained the highest category however did see a reduction. Internal affairs investigations came in the second highest up slightly from last year at three. There was one citizen complaint, seven supervisory investigations, and three internal affairs investigations. There were some notable changes in the five-year totals and averages; Citizen Complaints five-year total decreased by 11 reducing the five-year average by 2. Supervisor investigations five-year total decreased by 2 reducing the five-year average by 1.

In 2019, the Clinton Police Department continued the reporting procedures for all internal affairs with no changes to internal affairs policies.

The most common investigation continues to be supervisory investigations. These investigations usually result from a violation noted by Command staff or supervisors during other investigations or reviews. Consistent with the past four annual reports, there was another reduction in citizen complaints. This reduction is a direct result to the departments goal setting, training, self-policing, 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. With the continual evolution of technology, we must continue to research these devices to provide officers with the latest integrated camera systems possible. These devices afford officers the ability to record in many different aspects that older camera systems cannot provide. These systems have been proven to be beneficial for citizens, officers, and the City of Clinton.

Type of Investigation	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Internal Affairs	2	0	1	2	3	8	2
Citizen Complaints	9	6	5	3	1	24	5
Critical Incident Review	1	1	1	0	1	4	1
Employee Grievance	0	0	0	0	0	0	0
Supervisor Investigations	5	4	6	13	7	35	6
Civil Complaint	0	0	0	0	0	0	0
TOTAL INVESTIGATIONS	17	11	13	18	12	71	14

Use of force investigations remained at 0 for the year and below 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 twelve different types of case, there were 16 complaint types filed. All categories are equal or below their respective five-year average except Reporting Violations and Unsatisfactory Job Performance.

This year there was an overall reduction in internal affairs cases with a total of twelve, down six from the previous year. The total number of investigations,12, is under the five-year average of fourteen. There was a decrease in supervisor investigations for the year while we saw an increase in internal affairs investigations. There were four violations documented for unsatisfactory job performance violations that were tied to City of Clinton personnel policy. There was one complaint regarding an officer's pattern of in-attentiveness to scheduled training and three complaints regarding an officer's job performance that were placed in this category. These complaints were all investigated, and all four cases were sustained.

Complaint Type	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Use of Force	0	3	1	0	0	4	1
Racial Profiling	1	0	0	0	0	1	0
Rules of Conduct	13	6	9	15	6	49	10
Unsatisfactory Job Performance	1	4	5	3	4	17	3
Reporting Violations	4	2	1	3	6	16	3
Extra Duty Employment Violation	0	0	0	0	0	0	0
TOTAL COMPLAINTS	**19**	**15**	**16**	**21**	**16**	**87**	**17**

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.

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 six reporting violations consisted of failing to turn in required case files in a timely manner, failing to complete required paperwork, and failing to carry out assignments as directed. The rules of conduct allegations included discourtesy, police response, and unprofessional behavior. Internal review is important to the overall success of the police department; majority of the rules of conduct allegations came from internal review.

Type of Disposition	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
Internal Affairs Sustained	2	0	1	2	3	5	1
Internal Affairs Not Sustained	0	0	0	0	0	1	0
Citizen Complaint Sustained	3	3	3	0	0	13	3
Citizen Complaint Not Sustained	6	6	4	3	1	27	5
Supervisor Investigation Sustained	5	5	7	9	7	33	7
Supervisor Investigation Not Sustained	0	0	0	4	0	6	1

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 seven supervisory investigations were sustained, and two other violations were found through those investigations. All seven supervisor investigations were sustained and remains consistent with the five-year average.

Complainant Race/Sex	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
B/M	1	2	1	0	0	4	1
B/F	3	3	2	1	1	10	2
W/M	5	1	1	0	0	7	2
W/F	3	1	1	1	0	6	1
H/M	0	0	0	1	0	1	0
H/F	0	0	0	0	0	0	0
NA/M	0	0	0	0	0	0	0
NA/F	0	0	0	0	0	0	0

Consistent with the last three years we have seen reductions in the amount of citizen complaints filed. There was one citizen who filed a complaint on one officer. There was another reduction this year, bringing the yearly total to one. This year's data remains well below the five-year averages for all categories. This is the sixth consecutive year neither Hispanic females nor Native Americans were among the complainants and the second year no complaints were filed from White and African American males.

The department saw a small decrease in calls for service for 2019. In relation to the internal affairs cases the percentages decreased. Citizen complaints percentage had another decrease this year and is the lowest it has been in six years and well below the five-year average.

	2015	2016	2017	2018	2019
Calls for Service	14,059	14,020	17,248	15,457	15,044
		Five Year Average: 15,166			
Internal Affairs	17	11	13	18	12
		Five Year Average: 14			
IA/CFS	0.001209	0.00075	0.00075	0.00116	0.00079
% IA/CFS	**.120%**	**.075%**	**.075%**	**.12%**	**.079%**
Citizen Complaint	9	6	5	3	1
		Five Year Average: 7			
CC/CFS	0.000640	0.00041	0.00028	0.00019	0.00006
% CC/CFS	**.064%**	**.041%**	**.028%**	**.019%**	**.006%**

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 ensure uniform application of performance evaluations, the use of the internal affairs system helps identify issues and reinforce protocols that ensure the agency achieves service excellence with fairness, integrity, and respect.

Over the past five years we have seen a dramatic decrease in citizen complaints. This year we saw Citizen Complaints fall below a one hundredth of a percent at .006%. Data shows that out of 15,044 calls for service there was less than 6/1000th of a percent chance that an Internal Affair case would be initiated from Citizen Contact, that is a great accomplishment. There has been an overall decrease in Internal Affair cases compared to 2018. The total number of cases dropped by 6 and the category is below the five-year average of 14.

A supervisory investigation indicates that a supervisor discovered an issue with an employee's performance or actions and took measures to correct the issue. This explains why most of the supervisory investigations are sustained. The department set a goal in 2014 to reduce citizen complaints. With the implementation of numerous tools and continued yearly training for officers, citizen complaints have been reduced down to a single complaint for 2018. Integrated camera systems, 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 with all officers that were involved in the incident. 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. Supervisors 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 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. 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

Early Warning: (CALEA 35.1.9c)

There were twenty-eight automatic early warnings generated through the Administrative Investigation Management system. Six 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 2019 that meets the criteria can generate an early warning by recognizing one or more events in 2018. 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.

Early Warning Intervention Type	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
3 Incidents in 120 Days	4	2	2	11	6	24	5
Command Intervention	0	0	0	1	0	1	0
Complaints or Disciplinary Actions- 2 within 120 days	0	0	0	0	0	0	0
Complaints/Policy Violations – 4 in 365 days	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	0	1	0	10	13	24	5
Use of Force - Three in 120 days	1	3	1	6	9	20	4
Vehicle Accidents- 3 in 365 days	1	0	0	0	0	1	0
Vehicle Accidents- 2 in 120 days	1	1	0	0	0	2	0
Vehicle Pursuits- 3 in 365 days	0	0	0	0	0	0	0
Vehicle Pursuits– 2 in 120 days	0	1	1	0	0	2	0
Annual EWS Total	7	8	4	28	28	75	15
Number of Employees Involved	5	5	3	7	6	26	5

The current five-year average is 15, which is up from the 2018 average of 13. Consistent with 2018, 2019 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, six 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. Three incidents in 120 days reduced by more than 50% from the previous year. Use of force categories were up again in both totals and averages, this is reasonable with proactive policing.

Action Taken	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
No Further Action	7	8	4	26	28	73	15
Suspension	0	0	0	0	0	0	0
Termination/Resignation	0	0	0	1	0	1	0
Counseling	0	0	0	0	0	0	0
Training	0	0	0	1	0	1	0
Transfer/Reassignment	0	0	0	0	0	0	0
Work Plan	0	0	0	0	0	0	0
EAP	0	0	0	0	0	0	0
No Action listed	0	0	0	0	0	0	0

Early Warning System Analysis:

Consistent with 2018 data we saw another year well above the five-year average of 15. The twenty-eight early warnings generated in 2019 resulted in 28- "no further action needed". The incidents that generated the early warnings were investigated independently and reviewed 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.

Twenty-eight of the early warnings required no further action. Majority of these cases were directly related to the increase in proactive policing, narcotic search warrants, and armed suspects, where guns are pointed by officers. There were no officers identified from the early warning system this year to be below satisfactory performance or need additional training to fix a deficiency, this is a great achievement. 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. Officers and Supervisors are encouraged to review the early warning system to see where they may have an issue. The system also gives the officer a visual warning if they are close to generating an alert in the early warning system.

Grievance Analysis: (CALEA 25.1.3)

There was one appeal filed for a corrective action taken for a policy violation, the action was upheld. 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 supervisor training provided by HR and/or the department. The City's supervision training conducted through Human Resources is currently being revised. Supervisor 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 2019, 2-initiated from a traffic violation and one from a violent forcible felony. 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 12 in 2019 from 10 in 2018. All three pursuits were initiated by uniformed officers in marked patrol cars with emergency equipment activated. The first pursuit was initiated from an attempted traffic stop for a fictitious plate displayed on a vehicle, the chase was cancelled by the supervisor. The second pursuit was initiated from an attempted traffic stop on a vehicle for careless and reckless driving, driving vehicle on the rim, and endangering the public- driver and passenger arrested for drug possession and Flee to Elude. The third pursuit was initiated from an attempted traffic stop on a vehicle leaving the scene from a shots fired call. This pursuit was initiated on Fayetteville Street and ended at the Sampson Regional ER by a felony vehicle stop. There were no injuries reported in the pursuits.

Year	Risk Condition	Pursuit Reason	Maximum Speed (MPH)
2016	Low	Traffic Violation/Public Threat	45 and below
2016	Low	Traffic Violation/Public Threat	45 and below
2017	Medium	Felony Property Crime	86 and above
2017	Low	Traffic Violation/Non-Public Threat	86 and above
2017	Medium	Aggravated Misdemeanor	45 and below
2017	Low	Violent Forcible Felony	45 and below
2018	Medium	Traffic Violation/Public Threat	86 and above
2018	Low	Misdemeanor Property Crime	46 to 70mph
2018	High	Traffic Violation/Public Threat	46 to 70mph
2019	High	Traffic Violation/Non-Public Threat	86 and above
2019	Medium	Traffic Violation/Public Threat	46 to 70mph
2019	Low	Violent Forcible Felony	46 to 70mph

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 42%. The five year average for speeds in the pursuits changed with the drop of 2016 data: 33% - at or below 45mph, 33% - at or above 86mph, and 33% 46 to 70mph. 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. With any vehicle pursuit the officer must proceed with caution and safely pursue with a due regard for the motoring public.

Vehicle Pursuit Analysis:

Pursuits for 2019 remained consistent with the previous year at three. The five-year average remained the same as past three 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 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.

Policy Compliance	2015	2016	2017	2018	2019	5 Year Total	5 Year Average
In Policy	1	2	3	1	2	9	2
Out of Policy	0	0	1	2	1	4	1

Comparing the five-year data, the majority of the vehicle pursuits remain in-policy at 70%, the same as last year. The low risk category remained consistent with 2018 with 50% being low risk pursuits. The medium risk category fell to 33% and the high-risk category fell to 16% for the year.

2018 Yearly Average			2018 Speeds Involved Percentages			
High Risk	**Medium Risk**	**Low Risk**	45 MPH and below	46-70 MPH	71-85 MPH	86+
33%	**33%**	**33%**	0%	67%	0%	33%

2019 Yearly Average			2019 Speeds Involved Percentages			
High Risk	**Medium Risk**	**Low Risk**	45 MPH and below	46-70 MPH	71-85 MPH	86+
16%	**33%**	**50%**	**0%**	**66%**	**0%**	**33%**

Out of the three pursuits for 2019, one of them was found to be out of policy. During internal review this pursuit was 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 reward. 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. Officers must understand that when they make the decision to pursue a vehicle they assume the risks associated with such chase.

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. The agency conducted drivers training this year that included high risk vehicle stops, forced vehicle stops, and driving fundamentals. 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 2019 out of 5 applicants. The positions hired were Patrol Officers in the Operations Division. We had fewer applicants than 2018 and recruitment efforts noted a decline in interest for the police officer position. This decline in interest was not just for our jurisdiction but has been seen as an issue across the state.

Hiring boards are used for interviewing and assessing applicants for the position of police officer. These hiring boards require time to make sure the person is qualified for the position of a sworn law enforcement officer. The hiring assessment 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 Chiefs 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; a 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. We had one conditional offer rescinded for 2019 due to a failed background check.

Comparable to last year, the lack of interest in the law enforcement profession continues to be down and poses a challenge in attracting talent to the police department. Basic Law Enforcement Training classes have seen a drop in attendance across the state leaving departments to think of other ways of recruiting in order to get the highly recruited officers to their departments.

2019			
Applicants	**Applied**	**Interviewed**	**Hired**
White/Male	3	2	1
White/Female	0	0	0
Black/Male	1	1	0
Black/Female	0	0	0
Latino/Male	1	1	1
Latino/Female	0	0	0
Unknown/Female	0	0	0
Civilians			
White/Female	0	0	0
Black/Female	0	0	0
Latino/Female	0	0	0
Asian/Female	0	0	0

Compared to last year we had less applicants and one of them did not meet entry criteria for a sworn law enforcement officer. We expected the applicant pool to be much higher for 2019 due to the continued recruiting efforts and career development plan being implemented however, we experienced shortages consistent with other departments across the State of NC. We're losing our experience within the department and need retro career development that recognizes and rewards those veteran officers that have been serving for many years. This will assist in maintaining experience within the department by retaining the highly skilled officers that are currently employed.

For 2019 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.

Five applicants applied for the position of police officer. Majority of the applicants continue to be 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 1, had little to no law enforcement experience. Four of the five applicants were interviewed after reviewing applications for mandated qualifications and departmental standards, one was disqualified for not meeting minimal standards needed to become a sworn law enforcement officer in the State of NC.

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. Many agencies are sponsoring recruits to attend BLET so that they can retain them once they graduate. This is an option and should me considered in recruiting the top 10% of those BLET programs.

Recruitment Analysis:

According to 2018 Census data, Clinton has a population of 8,557 people with a median age of 42.3 and a median household income of $30,689. Between 2016 and 2018 the population of Clinton decreased from 8,750 to 8,557, and its median household income increased from $29,432 to $30,689. The population of Clinton is 42% White, 40% African American, and 13% 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. 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.

In 2018, the median age of all people in Clinton was 42.3. 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, the population age in Clinton is getting older. In 2016, 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. This data must be taken into account when planning recruiting efforts here and abroad.

Very similar to 2018, recruitment and retention continued to be a challenge for law enforcement in 2019 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. Agencies are also facing issues with retaining those highly skilled employees that have been employed with them for many years.

Our local BLET program at Sampson Community College is our most beneficial source of applicants however the class sizes over the past several years have dropped and majority of the

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 must extend its recruitment reach to surrounding areas to draw diversity. New recruiting ideas and innovation need to drive recruiting efforts into 2020 so that the department can draw the most qualified officers possible.

Command Staff has been working with Human Resources and the City Manager in addressing recruitment and retention. A career development plan was implemented this year to assist in drawing interest from candidates and retaining the highly trained officers currently employed with the agency. It is imperative that we review the level of training and education officers have so that we can retain them, these officers are important to the overall effectiveness of the agency.

The male/female population by race/ethnicity is consistent with 2018 data that was collected. The graph depicts the population combined to give the total service population for males and females. From this population we get our applicant pool which is shown on the right side of the graph 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.

	Service Population		Available Workforce	
	#	%	#	%
White Non-Hispanic	4309	48%	2216	49 %
Black Non-Hispanic	3545	39%	1882	42 %
Hispanic Latino Any Race	0	0%	316	7 %
Other	1077	12%	51	1 %
Total	8931		4465	

The police department with the assistance of Human Resources and the City Manager implemented a new career development plan for the police department in 2019 that should help with some issues that were affecting recruitment and retention. Although we do not believe this will solve all the issues surrounding recruitment and retention, we are optimistic that it will help in recruiting efforts and keeping highly skilled officers. We must continue exploring innovative 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.

A continued issue with recruitment seen across the state is larger agencies having the ability to sponsor and pay applicants while they attend BLET. This locks that recruit into the sponsoring agency for a period of time after the student graduates BLET. Most of the highly motivated and

skilled students get recruited before graduating BLET. This is a challenge to an agency that requires BLET certification before hiring, so they must think of other ways to recruit applicants.

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. We continue to be a strong supporter of our military and our partnership with Sampson Community College, the Clinton Police Department continues to promote this program to get the information out to veterans that may be interested in pursuing state certification. We had one officer hired in 2019 that is a military veteran.

Sampson Community College continues to have much success with military veterans inquiring about BLET. In 2019 we hired another Military Veteran who is currently assigned to the Operations Division. This has been a successful program and has been very beneficial to the agency. About 22% of our staff has some military experience, and these employees have demonstrated themselves as leaders in the agency and community. We will continue to support and update the military program as necessary to provide the most up to date information to military veterans.

One area that has been extremely difficult is recruiting experienced officers. Most of our surrounding agencies have a program that pays lateral entry officers for their years of experience. We do believe that the career development plan will assist in this area and will be reviewing the plan yearly to document any changes needed to improve recruitment and retention. By recruiting and retaining highly skilled officers we are able to offer the best customer service to the citizens we serve. 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. We will continue working with HR and the City Manager on any improvements needed to the career development/lateral entry program.

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 2020 remain the same with little change:
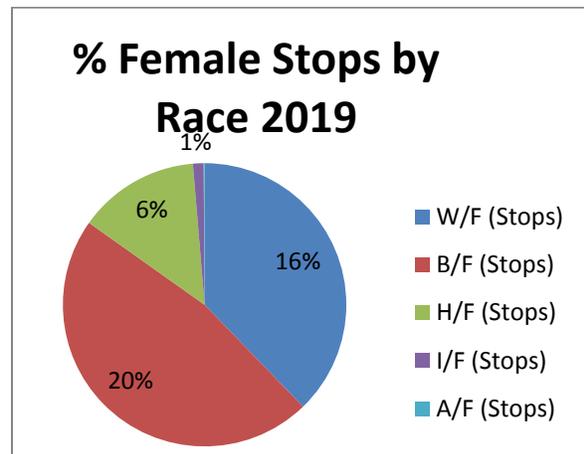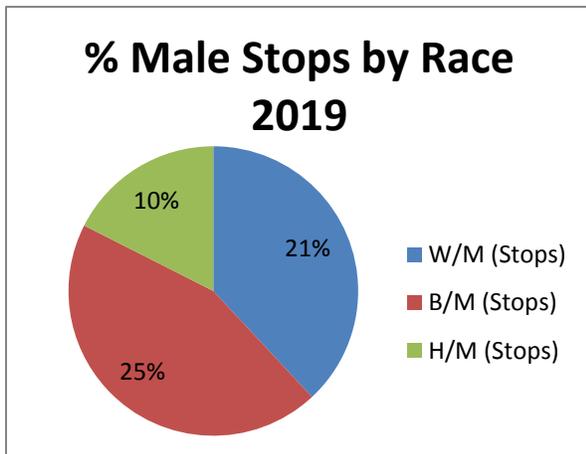
- Update recruitment pamphlets then use them in various outlets, to include job fairs, to promote the agency.
- The Commander over recruitment will seek opportunities to promote the agency at Colleges and Universities to solicit applicants with higher levels of education.
- The Department will work to increase student awareness at Sampson Community College about the agency and our ride-a-long program
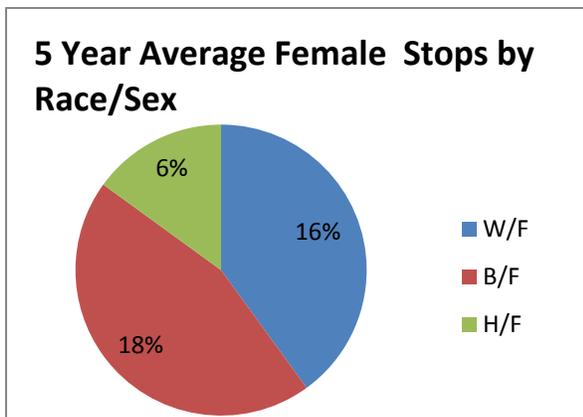- Target job fairs in communities that historically serve veterans, such as Cumberland and/or Wayne County and promote the State's recent military incentive program.
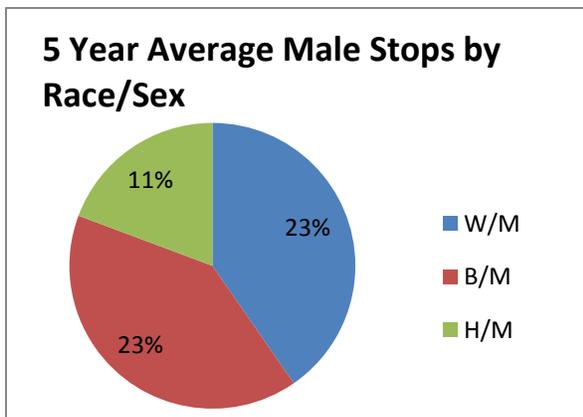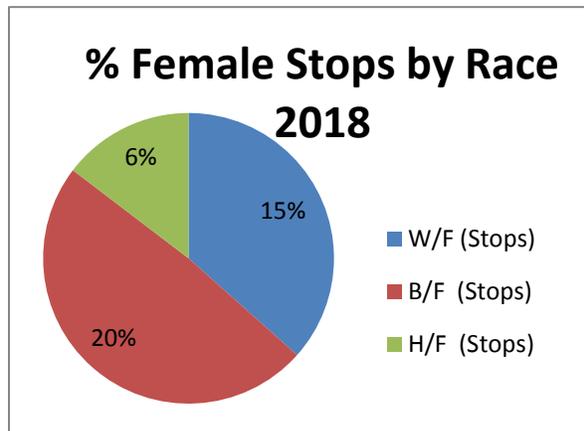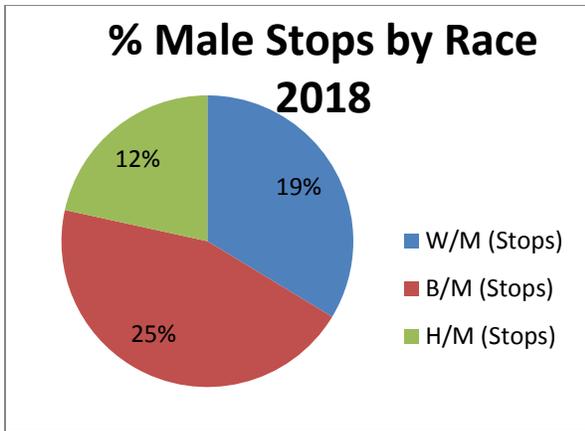
- The recruitment team will promote BLET sponsorships and promote the ride-a-long program, with the goal of mentoring for employment through Sampson Community College and surrounding areas
- Use community meetings to promote the agency and recruit within our service area
- Use social media platforms to solicit applicants from other jurisdictions
- Promote the departments technology and equipment to applicants

BIAS BASE REVIEW: (CALEA 1.2.9)

The Clinton Police Department collects bias based data from every vehicle stop that is initiated by an officer. 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 snapshot of current trends, if any.
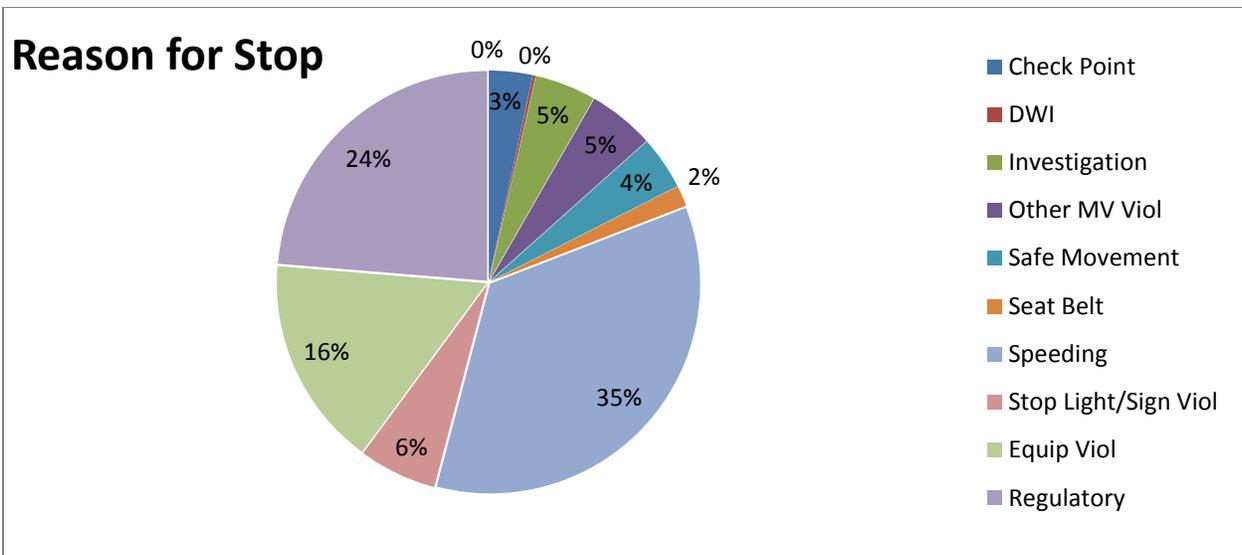
In 2019, there were 2,329 traffic stops reported which is slightly down from 2,410 in 2018. Bias based data is queried from these traffic stops every month then compared with video from in car/body camera systems and information from the 911 data to be sure that all vehicle stops are being properly documented 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.

% Male Stops by Race 2019

- 21% W/M (Stops)
- 25% B/M (Stops)
- 10% H/M (Stops)

% Female Stops by Race 2019

- 16% W/F (Stops)
- 20% B/F (Stops)
- 6% H/F (Stops)
- 1% I/F (Stops)
- A/F (Stops)

% Male Stops by Race 2018

- ■ W/M (Stops) — 19%
- ■ B/M (Stops) — 25%
- ■ H/M (Stops) — 12%

% Female Stops by Race 2018

- ■ W/F (Stops) — 15%
- ■ B/F (Stops) — 20%
- ■ H/F (Stops) — 6%

5 Year Average Male Stops by Race/Sex

- ■ W/M — 23%
- ■ B/M — 23%
- ■ H/M — 11%

5 Year Average Female Stops by Race/Sex
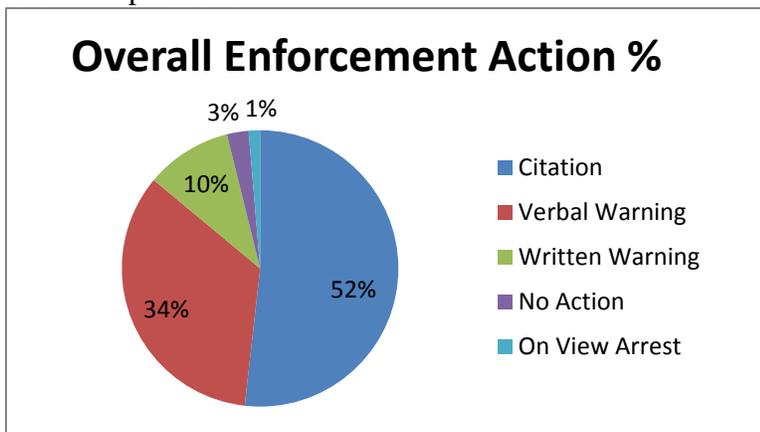
- ■ W/F — 16%
- ■ B/F — 18%
- ■ H/F — 6%

Native Americans, Asians, and other races remained at or below 1%, so they are not depicted in the above graphs. Compared to 2018 data W/M and W/F had an increase in traffic stops with W/M being the most notable. H/M saw a decrease while all other categories remained the same. Comparing the five-year averages with 2019 data shows that B/M, B/F were slightly above average. H/F was consistent when compared to the five-year average of 6%. W/M and B/M are the highest categories for the five-year averages at 23%.

Regulatory stops have been the highest category for traffic stops for the last two years, however speeding took the top spot for 2019 at 35%. Regulatory stops came in second at 24% which is down from 26%. Equipment violations came in third and was slightly down from 2018 at 16%. Regulatory category includes violations dealing with vehicle registration and driver's license. All other driver contacts make up the remaining 25%, 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

Legend:
- Check Point
- DWI
- Investigation
- Other MV Viol
- Safe Movement
- Seat Belt
- Speeding
- Stop Light/Sign Viol
- Equip Viol
- Regulatory

Values shown: 0%, 0%, 3%, 5%, 5%, 4%, 2%, 24%, 16%, 6%, 35%

Consistent with previous years, citations continue to be the highest single action taken of the enforcement actions slightly down 2% from 2018 (52%). Verbal and written warnings make up 44% of the overall enforcement action. No action and on view arrest are the lowest categories making up 4%. All races and ethnicities are cited at about the same percent, except Hispanics. Data shows that equipment and regulatory violations are the most common reasons for Hispanic traffic stops in 2019.

Overall Enforcement Action %

Values shown: 3%, 1%, 10%, 52%, 34%

Legend:
- Citation
- Verbal Warning
- Written Warning
- No Action
- On View Arrest

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:

Vehicle searches saw an overall decrease for 2019. Comparing the search data to the vehicle stop data, 66% of the total searches came from probable cause searches. In 2019 African American males was the highest group searched. African American males were searched about 9% more frequently than White males. Data also showed that White females and African American females were searched about 6% more frequently than Hispanic females. These searches include consent searches, K9 alerts, the odor of marijuana, and visual indicators of the presence of narcotics. 16% of the searches conducted came from the driver giving the officer consent to search the vehicle. 18% of the searches came from the driver being arrested and officers conducting a search incident to that arrest. Majority of the searches were probable cause searches at 66%. These searches are conducted based on articulable facts that a crime is or has been committed.

Search Percentages by Race 2019

Type Searches
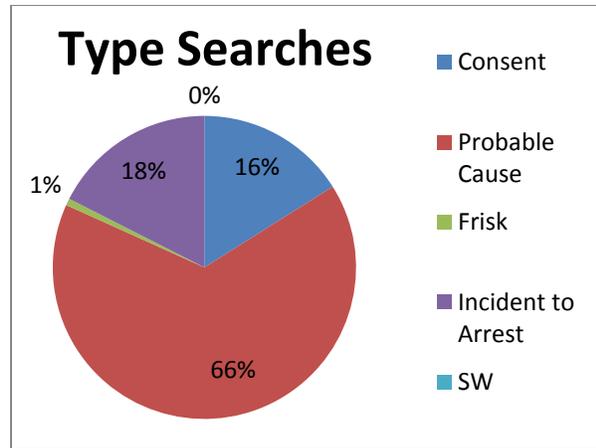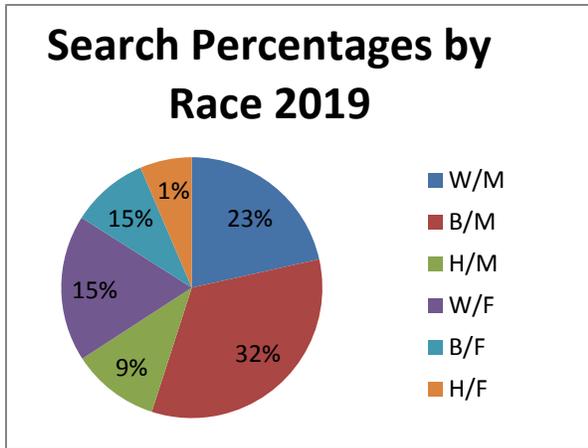
Consistent with previous data, when compared with the frequency of search ratio to race, the percentages were plus/minus 9%. The percentages are 23%, 32%, and 9%, for White males, African American males, and Hispanic males respectively. Hispanic males increased from 4% to 6%. The female search/race ratio is within 6%, with White and African American females being the highest.

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
2015	17	21	9	0	0	4	6	1	0	0
2016	22	26	10	0	0	2	10	1	1	0
2017	41	62	11	2	0	20	21	4	1	0
2018	43	93	17	7	0	34	25	4	2	0
2019	32	44	13	3	1	20	21	2	0	0
5 Year Total	155	246	60	12	1	80	65	12	4	0
5 Year Average	31	49	12	2	0	16	13	2	1	0

For 2019 there was a decrease in every category except for Indian females\males which went up slightly from the previous year. Every category is consistent with the five-year average except for W/F and B/F which were slightly above their respective five-year average. The Clinton Police Department continues the use of intelligence led policing. Data driven 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	22
Probable Cause	90
Frisk	1
Incident to Arrest	24

Overall searches were down which coincides with traffic stop data for 2019. Probable cause searches was the highest category and made up 66% of the searches conducted. Incident to arrest came in second at 18% then Consent searches at 16%. Data on race/search type shows White males and White females are searched most often for consent searches. Hispanic 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 agency chose to collect and report bias base data consistent with the General Statutes of North Carolina even when it is not required of our department. The agency prides itself on the relationship it has with the community we serve. Providing this information allows the department to maintain openness and transparency with the community and is one step to ensure the efficient operation and management of the Clinton Police Department. 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.

In addition to the annual report, internally the Command staff provides monthly summaries to all personnel so that each individual can evaluate their own performance as well as that of the entire agency. Bias based data is also posted on the City of Clinton's website monthly to give the public access to real time information. Training on bias base reporting and profiling is conducted with every new employee and then annually for the entire agency. This training is supplemented with Ethics training and Juvenile Minority Sensitivity Training. The use of in car video systems and body worn cameras also allows supervisors and commanders to monitor the traffic and pedestrian stops conducted by officers, to assure that they are in compliance with policy and protect against profiling. This also gives the officer the ability to watch their own traffic stops to critique themselves and make any changes they feel necessary.

Lidar continues to be an asset for officers enforcing speed laws in identified areas of concerns. This device has been very beneficial in the area of Sunset Avenue, especially since the construction. 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 collected to identify problem areas, Lidar's have been very effective in enforcement efforts in School Zones and other areas with high traffic volume. 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.

Consistent with previous years there were no bias based complaints for 2019. 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 Clinton Police Department will continue to monitor all data for any irregularities and address any issues with the appropriate action. Supervisors and command personnel are held accountable for the actions of their teams, and this is considered during their individual performance reviews. The traffic and search data shows the agency does an exceptional job in being fair and balanced in its service. Bias in any application of law enforcement service, especially enforcement action, is not acceptable and if discovered will be handled appropriately.

We will continually strive to instill a culture within the agency that reflects the core principles of the department, Teamwork, Respect, Integrity, and Professionalism.

2019 Annual Report Summary:

The Clinton Police Department continues to strive for excellence through the use of best practices and 21st Century Policing strategies. 2019 was the third year of our Accreditation cycle with the four-year renewal process onsite scheduled for 2020. Staff has worked diligently to insure we adhere to the best internationally recognized standards and policies for a law enforcement organization. We finished year three of our Accreditation cycle with 100% reporting and no file maintenance requests from our assessor. 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.
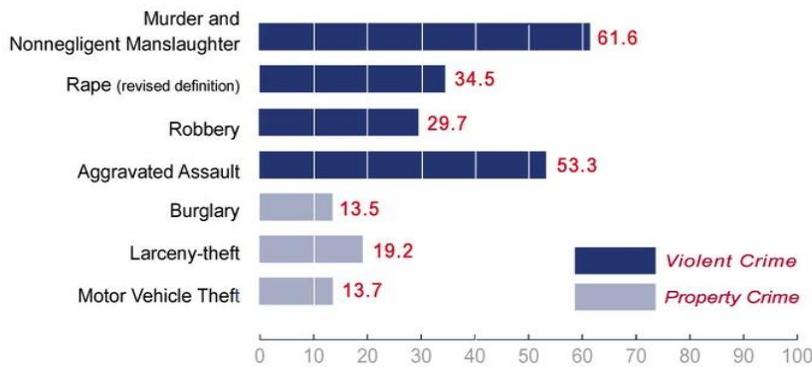
Closed/Cleared Exceptional means by arrest, arrest by another agency, unfounded, victim refused to cooperate, prosecution declined, etc.

2019 YTD Crimes Against Persons:		Reported in 2019	2019 Cases Closed	2019 C/C Exceptional	2019 Cleared by Arrest
		137	127	105	84
92.70% were closed		Of this ninety-three percent, 82.68% were cleared exceptionally			
		80% of the exceptional clearance were closed by arrest			
		Overall YTD exceptional clearance rate= 76.64%			
Does not include 2018 cases closed/cleared in 2019.					

2019 YTD Property Crimes:		Reported in 2019	2019 Cases Closed	2019 C/C Exceptional	2019 Cleared by Arrest
Includes Damage to Property		500	426	218	187
85.20%		Of this eighty-five percent, 51.17% were cleared exceptionally			
		85.78% of the exceptional were closed by arrest			
		Overal YTD exceptional clearance rate= 43.60%			
This does not include any 2018 cases closed/cleared in 2019.					

2019 YTD Violent Crime:		Reported in 2019	2019 Cases Closed	2019 C/C Exceptional	2019 Cleared by Arrest
Includes persons and property crime codes		49	44	35	27
89.80% closed		Of this ninety percent, 79.55% were cleared exceptionally			
		77.14% of the exceptional clearance were closed by arrest.			
		Overall YTD exceptional clearance rate is 71.43%			
This does not include any 2018 cases closed/cleared in 2019.					

Crime reduction and the improvement in quality of life for the citizens of Clinton is always a focus of the department. There were 49 violent crimes reported in 2019. Of those crimes, 35 (79.55%) were cleared exceptional (arrest, unfounded, prosecution declined, etc.) 27 (77.14%) of the 35 were cleared by arrest. In the nation in 2017, 45.6 percent of violent crimes and 17.6 percent of property crimes were cleared by arrest or exceptional means.

Clearance Figure

Percent of Crimes Cleared by Arrest or Exceptional Means, 2017

Crime	Percent
Murder and Nonnegligent Manslaughter	61.6
Rape (revised definition)	34.5
Robbery	29.7
Aggravated Assault	53.3
Burglary	13.5
Larceny-theft	19.2
Motor Vehicle Theft	13.7

Violent Crime
Property Crime

The departments clearance rates continue to track above the national average showing that officers are doing due diligence in investigating and bringing criminal charges where applicable. The continued diligence and clearance rates for violent crimes shows the true dedication of the officers of the Clinton Police Department. These officers exemplify the core values of the department and exceed expectations daily by instilling confidence within the community and building strong relationships with the citizens they serve.

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, not just a particular type of crime. 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. Citizen involvement will remain crucial to the overall effectiveness to combatting crime in neighborhoods of the citizens we serve. We must continue community outreach to make sure citizens are engaged and give them every opportunity to participate in combatting crime in their respective areas.

Our Tip411 system continues to be a vital part of combatting crime in Clinton. Information from citizens continues to be vital to the overall effectiveness of the department. 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. 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.

The Clinton Police Department recognizes its staff as one of its most valuable resources and remains committed to employee development. As mentioned before, individual officers receive an average of 100 hours of training. The agency continues to provide the best and most current training opportunities for its staff. To assist in reducing loss of work time due to training and/or having an increase in overtime, some of the in-service will be conducted online. Where reasonable, training may be conducted through roll call. The department continues to use a training calendar that is posted for all personnel, and training should be reviewed with every

employee during performance evaluations. Some of the topics the agency has made part of its annual training include ethics, juvenile and minority sensitivity, bias based profiling, legal updates, and for sworn personnel, firearms and non-lethal weapons, while incorporating de-escalation, mental illness, and crisis intervention where suitable. Additionally, we still have instructors on staff to conduct nearly all the in-service training, to include specialized training. The agency continued the expansion of the use of PowerDMS to conduct training. This gives officers the ability to sit through training while on duty and in their patrol vehicles. Officers can search policy/procedure and conduct necessary training from their mobile computers.

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

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. 2019 has been a challenge for recruiting officers to the agency. Just like many other departments we have seen the applicant pool dwindle. Assistant Chief Davis will be revamping the recruitment team this year to make sure that we are meeting the needs of the department and the citizens we serve by getting highly qualified applicants.

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, 84% of sworn officers and selected non-sworn staff have completed the 40-hour crisis intervention training. By the end of 2020, 100% 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 Clinton Police Department has continued its commitment to community policing and building necessary relationships with the citizens we serve. Law enforcement practices have been the topic of many national debates over the past year. We continue to participate in community and district meetings, meetings with City school officials, churches, and other civic organizations. 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. It is through this type of teamwork that the Police Department is able to build upon the respect and trust we have with the community. Feedback received during these meetings is used to develop policy and determine potential training needs so that we can model the best national practices for law enforcement for the City of Clinton and ensure we are meeting the needs of our community.

We must understand that policing evolves; we must research new policing techniques and continue deploying tactics for 21st 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 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.