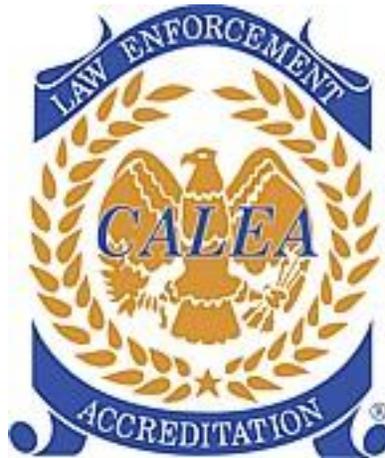




**Clayton (NC) Police Department  
Assessment Report**



**2015**

**Clayton Police Department  
Assessment Report  
July 19-22, 2015**

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**A. Agency Name, CEO and AM**

Clayton (NC) Police Department  
315 East Second Street  
Clayton, NC 27520

R. Wayne Bridges, Chief of Police  
Captain Jon Gerrell, Accreditation Manager

**B. Dates of the On-Site Assessment**

July 19-22, 2015

**C. Assessment Team**

1. Team Leader: Gregg N. Jones  
Commander  
LexingtonPolice Department  
150 East Main Street  
Lexington, KY 40507  
859.258.3621  
[gjones@lexingtonpolice.ky.gov](mailto:gjones@lexingtonpolice.ky.gov)
  
2. Team Member: B. A. (Jay) Murphy  
Chief of Police (Retired)  
Cape Coral (FL) Police Agency  
3130 SE 18<sup>th</sup> Avenue  
Cape Coral, FL 33990  
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[jmurph@comcast.net](mailto:jmurph@comcast.net)

**D. CALEA Program Manager and Type of On-site**

John Gregory, Regional Program Manager  
Second Re-Accreditation, B size (43 sworn, 3 non-sworn, 3 part-time sworn)  
5th edition Law Enforcement Advanced Accreditation  
Gold Standard Assessment

## **E. Community and Agency Profile**

### **Community profile**

The Town of Clayton is the largest municipality in Johnston County and consists of a population approaching 18,000 with a predicted 20,000 calling Clayton home by 2017. The town is situated 16 miles southeast of Raleigh and encompasses over 13 square miles with a very small portion extending into Wake County. It has an extra territorial jurisdiction of over 32 miles.

The short commute to Raleigh and the Research Triangle Park allow citizens to enjoy the attractions and amenities of the “big city” while maintaining a small town atmosphere. Since the year 2000 the town has grown rapidly as families from all over the nation have chosen Clayton as their relocation destination.

The Town of Clayton operates under the council-manager form of government. The council consists of six members including the Mayor, who only votes if there is a tie. They are elected in an “at large” fashion, and as such, each member represents the entire town. They serve four year terms that are staggered.

### **Agency profile**

The Town of Clayton Police Department is composed of 43 sworn officers, three non-sworn employees, one auxilliary (police chaplain) and three sworn reserve officers who are uncompensated.

The agency provides a full range of law enforcement services including patrol, investigations, traffic and forensics. Three captains lead the major divisions in the department: Patrol Services, Investigative Services and Administrative Services. Each captain has at least 20 years of service in law enforcement and a variety of functions under his command. Continuous patrol services are provided by four patrol squads each led by a lieutenant and sergeant. Communications services are provided by the Johnston County 911 Communications Center located in Smithfield, NC. Johnston County Sheriff provides corrections/jail services.

The agency has a modern 19,000 square-foot energy-efficient complex that provides ample space for agency operations. Foresight and planning during its design has allowed for future growth. An officer memorial is incorporated into the building facade-a tribute to the three fallen officers in the agency's history. The

memorial is a larger-than-life officer exiting the Center on the exterior, street side of the building, with the same shape in relief as a void, symbolizing loss, on the interior.

**Demographics**

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce		All Sworn Officers				Female Officers			
	2015		2015		2015		2012		2015		2012	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	11,447	64.7%	6,170	64.7%	37	86%	36	86%	1	100%	2	67%
African-American	3,857	21.8%	2,079	21.8%	3	7%	3	7%		0%		0%
Hispanic	1,893	10.7%	1,020	10.7%	2	5%	2	5%	0	0%	1	33%
Other	495	2.8%	267	2.8%	1	2%	1	2%		0%		0%
Total	17,692	100%	9,536	100%	42	100%	42	100%	1	2%	3	7%

The agency's workforce diversity remained relatively steady since the previous onsite with the exception of the attrition of two female officers in the latter portion of the assessment period. This has created a need to attract additional female officers to the agency. The agency has not been successful in attaining a comparable proportion of its sworn force to the minority service population, particularly African-Americans. The agency has developed an active recruitment plan, which it continues to pursue through a variety of means to attract qualified minority candidates. The agency is committed to improving its hiring of minority and female officers and incorporated it as one of its operational objectives of the current year. It was clear to the assessment team that the agency is committed to improving diversity and has demonstrated its efforts through attendance at numerous job fairs, community events and other outreach programs. With a relatively small number of sworn personnel, a major shift can occur with a few new hires.

**Future issues**

Growth and succession planning are future issues for the agency.

A steady increase of the city's population is expected to continue with changing demographics as diverse populations migrate to the area. Retirements have exacerbated the loss of human capital due to attrition and it will be incumbent upon the agency to maintain a police force in proportion to its workforce demographics as protected classes leave the agency.

Chief Bridges noted that succession planning is necessary for his agency as his senior staff gets closer to retirement. By providing leadership roles for middle management and sending them to leadership and management training, the agency is preparing its future leaders for these roles.

### **CEO biography**

Chief Bridges was born in South Boston, Virginia and moved to Washington, North Carolina at the age of seven. He grew up in the small town on the coast of the state and graduated from Washington High School in 1982.

Chief Bridges went into the United States Army after graduation and attended basic training at Fort Leonard Wood Illinois. After graduation from basic he was assigned to Fort Rucker Alabama for training as an Air Traffic Controller. After completion of over eight months of training he was assigned to Felker Army Airfield at Fort Eustis Virginia. He spent the remainder of his four year enlistment at Fort Eustis.

The Chief joined the Raleigh Police Department in 1986 and spent the next 10 years in the capital city. Chief Bridges came to the Clayton Police Department as an officer. He obtained his Bachelor's Degree in Criminal Justice in 2000 and was promoted to lieutenant later that year. After moving through the ranks and serving three different Police Chiefs, he was promoted to Chief of Police in 2013. He has over 30 years in law enforcement.

Chief Bridges started the department's tactical team, formed the Administrative Services Division, and served as the agency's Accreditation Manager for initial accreditation and first re-accreditation.

**F. Public Information Activities:**

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

**Public Information Session**

The agency provided for a public hearing on Tuesday, July 21, 2015 at 5:00 p.m. at the Clayton Law Enforcement Complex, as advertised. However, at 5:00 p.m. no speakers had presented themselves to be heard. The team waited until 5:20 PM and absent any interest from the public, did not conduct a hearing. Accordingly, no video or other recording is available.

**Telephone Contacts**

The agency provided the team with a direct call-in line for the public. Telephone calls were received during the publicized telephone call-in hours of Tuesday, July 21, 2015 from 1:00 p.m. - 3:00 p.m.

During the public call-in session, two individuals spoke to the team. Mr. Chuck Coats, a local business owner, called to say that the agency is doing a good job and that officers regularly watch his business after business hours.

Ms. Tammy Warren, a criminal justice specialist and accreditation manager for the North Carolina State Justice Academy, called to give support and provide the team with data of the number of advanced in-service courses attended during the assessment period.

**Correspondence**

The team received one piece of correspondence from former Clayton Chief Glen B. Allen, the current Chief of the North Carolina State Capitol Police. His letter supported re-arreditation, Chief Bridges and Accreditation Manager, Captain Gerrell.

### **Media Interest**

There was no interaction with the media during the on-site other than communication with a news reporter who intended to cover the public hearing had it occurred. His experiences with the agency were positive.

### **Public Information Material**

The agency's announcements were posted throughout the community at various community centers. In addition, a notice was given in the local paper informing the public of their ability to provide information to the process.

### **Community Outreach Contacts**

The team had the opportunity to meet with several local community officials and community members to discuss the accreditation, the process and its effects on the agency and community.

The team spoke with: Steve Biggs, Town Manager; Nancy Medlin, Deputy Town Manager; Michael Grannis, Town Council Member and Mayor Pro Tem; Stacy Beard, Public Information Officer, Town of Clayton; Catherine Whitely, Human Resources; Jody McCloud, Mayor; Jason Thompson, Town Council Member; Jim Godfrey, Chamber of Commerce; Susan Doyle, District Attorney; Janet Daughtry, District Attorney's Office Victim Services; Nash Dunn, Clayton News Star reporter; Dr. Terence Leathers, pastor, Mt. Vernon Church; Donna Jones, Harbor House; Jennifer Williams, Partnership for Children; Suzanne Phillips, West Clayton Elementary; Steve Matthews, business owner; Jim Lee, business owner; Russell Ragland, business owner, and Detective Donna Sears, Smithfield Police Department.

The team spoke with approximately 20 people external to the department, not including callers for the public phone-in sessions. All referred to the agency and its personnel as professional and available to meet the needs of the community.

## **G. Essential Services**

All sworn personnel are administered an oath of office pursuant to North Carolina statute. North Carolina General Statutes provide the legally mandated authority for sworn personnel. Officers are authorized to enforce local ordinances and state law within corporate limits and authorized to enforce state law within one

mile of the boundary including annexed portions of the jurisdiction. The town of Clayton has had several annexations over its history. Maps and service boundaries are revised upon approval of annexations.

The agency subscribes to a law enforcement code of ethics. Initial ethics training is provided to all new employees and biennially thereafter. Officers sign an "Oath of Honor" to document personal accountability.

Goal statements are compiled annually and progress towards goals assessed periodically throughout the year. Division commanders submit goal recommendations early in the calendar year with final goals published in June. A five-year plan is revised annually to reflect changes in environment and the needs of the agency.

Officers are vested with sufficient discretion to carry out the lawful performance of their job in accordance with all applicable laws. The exercise of discretion does not preclude an officer from completing a thorough preliminary investigation. Alternatives to arrest are exercised when prudent and the best course of action.

The agency utilizes part-time, sworn law enforcement officers as police reserve officers to augment full-time personnel. At the date of assessment, the agency had three police reserve officers, all of which were former full-time officers. Reserve officers may only be commissioned as sworn officers after completion of the basic law enforcement training course as mandated by the North Carolina Training and Standards Commission. Reserves abide by the same standards, policy and regulations as full-time officers and are subject to the same physical fitness tests, random drug tests and psychological evaluations as other full-time personnel. Reserves are normally assigned to patrol or enforcement duties

The agency's policies ensure its officers are provided sufficient latitude to carry out their duties. The agency's use of force policy tracks both CALEA standard and the laws of the state of North Carolina. All employees are sworn to uphold the constitution while remaining professional and ethical in their encounters with the public. Policies are distributed through digital media. Every employee is given a compact disc containing all policies and agency forms. Employees sign an accountability form upon receipt and officers are encouraged to download them to their hard drive of their assigned computer for easy access as well as retaining the disc. New officers review policy with field training officers. When a

revision to a form or policy is completed it is e-mailed to all personnel. Employees are also able to view and download them from a secure website.

The Clayton Police Department shares portions of its jurisdiction with the Johnston County Sheriff's Office and Wake County Sheriff's Office. Clear mutual aid agreements are in place with several other agencies in accordance with state law. Policies are in place which provide for proper conduct when interacting with federal agencies. Requests for aid involving weather related incidents or natural disasters are made through state emergency management.

### **Bias-Based Profiling**

Issues related to bias-based profiling are governed, in part, by North Carolina General Statutes that prohibit bias-based profiling. The agency complies with state statute and documents all traffic stops on the required electronic form available on all mobile computer terminals. The reports are electronically submitted to the state daily. The state compiles the data and makes it public through a state website.

Pedestrian encounters are documented via field interview reports which allow for the inclusion of race. There were no reported bias based complaints during the assessment period

The agency's traffic enforcement activity supports the absence of any bias-based activity with approximately 64 percent of traffic citations being issued to Caucasians, 25 percent to African-Americans, and just over 10 percent to all other races or ethnicities.

The agency regularly reviews the data to identify any possible concerns, in addition to reviewing the applicable policies to ensure that the policies remain current and appropriate for a contemporary law enforcement agency.

Traffic Warnings and Citations				
Race/Sex	2012 - 2014			
	Warning	Citation	Total	Percent
Caucasian	2928	5006	7934	64%
<i>Male</i>	1774	3018	4792	38.6%
<i>Female</i>	1154	1988	3142	25.3%
African-American	1322	1792	3114	25%
<i>Male</i>	766	1000	1766	14.2%
<i>Female</i>	556	792	1348	10.8%
Hispanic	298	995	1293	10%
<i>Male</i>	202	710	912	7.3%
<i>Female</i>	96	285	381	3.1%
Asian	20	29	49	0.4%
<i>Male</i>	10	22	32	0.3%
<i>Female</i>	10	7	17	0.1%
Other	16	19	35	0.3%
<b>TOTAL</b>	<b>4584</b>	<b>7841</b>	<b>12425</b>	

### Use of Force

Sworn personnel receive comprehensive training on use of force and control weapons. The North Carolina Training and Standards Commission requires an annual review and training of agency policy concerning firearms. At the suggestion of North Carolina Criminal Justice Training and Standards and the North Carolina Justice Academy, the agency incorporates less lethal training and firearms recertification on the same training day. All use of force policies are part of the instruction, which is in addition to the mandated use of force block of instruction required by state statute.

In order for an officer to carry less lethal weapons [OC, electronic control weapon (ECW), baton/impact weapon], an officer receives a three-prong training approach: training on the policy, training on the device/technique, and demonstration of proficiency. Initial training includes trainee exposure to the electronic control weapon and OC. Annually, during in-service training, officers are trained again on policy and must demonstrate proficiency. Proficiency training includes scenario-based training whereby an officer must also use verbal commands in the effort to gain compliance from the "suspect". The agency has access to a local community college's force simulator that encompasses ECW,

OC, and lethal use of force options. The police flashlight is included in defensive tactics training as it is authorized as a baton or impact weapon.

Use of Force			
	2012	2013	2014
Firearm	9	8	13
<i>Pointing a firearm</i>	2	2	8
<i>Discharging an animal</i>	7	6	5
ECW	3	3	3
Baton	0	0	0
OC	2	0	0
Weaponless	12	7	5
Total Types of Force*	26	18	21
Total Use of Force Arrests	8	4	8
Custodial Arrests	454	511	515
Use of Force Rate	1.8%	0.8%	1.6%
Complaints	0	0	1

\* Includes multiple weaponless uses when lesser efforts fail

A Defensive Actions Report is completed for all uses of force to include pointing or discharging a firearm. All Defensive Actions Reports are reviewed through the chain of command. Supervisors and/or section commanders note comments on the report before forwarding to the division commander. Division Commanders may recommend referral to Internal Affairs for additional follow up. The Chief of Police reviews all Defensive Action reports and determine if any further action is warranted. No uses of force were referred to Internal Affairs for further investigation during the assessment period. The sole complaint in 2014 was resolved without the need for discipline.

The agency conducted an annual defensive action analysis which was sent to the Chief of Police for review. The analysis for each year did not make any recommended changes to policy or practice.

**Personnel Structure and Personnel Process (Chapters 21-35)**

The Town of Clayton Human Resources officer establishes and maintains a position management system. A written job task analysis for all positions was adopted by Town Council as the basis for a detailed classification plan which establishes salary ranges for each position. Job descriptions are available to all employees. A workload assessment of each organizational unit is required at least triennially with a new assessment due in 2016. The Chief of Police is working with other Town of Clayton officials to conduct a complete and detailed analysis of the department's workload.

In 2015, the Town of Clayton conducted its first pay and classification study in seven years. A business management consulting firm compared all positions which resulted in recommendations for higher pay for all police department ranked positions. The pay recommendations were implemented for the current fiscal year.

The agency has a robust wellness and fitness program. The previous headquarters facility was converted for other uses to include a workout area with an abundance of free weights, treadmills and other exercise equipment. Officers are given one hour of duty time daily to exercise should they choose to do so.

### **Disciplinary Matters, and Awards and Recognition**

Clayton police officers and employees understand that they are granted a public trust which requires the highest degree of integrity. Positive discipline is emphasized to maintain community confidence and achieve the performance citizens deserve. The agency maintains an extensive awards program to commend exceptional performance. An awards committee reviews recommendations for a full range of medals and honors to recognize outstanding conduct.

The Clayton Police Department had 10 incidents of serious disciplinary action during the last three years. Four of these resulted in termination or the employee's resignation in lieu of termination. Of these four incidents, two were the result of investigations that were initiated internally and one was a recruit that was not responding to training. One employee was terminated during the last three years.

Personnel Actions			
	2012	2013	2014
Suspension	4	1	1
Demotion	0	0	0
Resign In Lieu of Termination	1	2	0
Termination	0	1	0
Other	14	8	11
Total	19	12	12
Commendations	19	16	21

### **Grievances**

No formal grievances were filed during the latest accreditation period. The absence of grievances is indicative of management's response to points of concern and its willingness to work with its employees in maintaining a harmonious work atmosphere. The agency encourages employees to resolve concerns informally with their supervisor. If unable to resolve an issue, a clear grievance process is in place.

### **Recruitment and Selection**

The agency's recruitment plan is designed to identify qualified candidates who will assist the department in achieving its long-range goal of employing a workforce that is representative of the agency's service area. To accomplish this the agency processes of recruitment and selection specifically targets certain populations through outreach to various community organizations and educational institutions to increase the likelihood of hiring members of protected classes. The Administrative Captain reviews and updates the Recruitment Plan annually.

These efforts are to put forth to fulfill the agency's goal of recruiting, employing and retaining qualified workforce that best represents the demographics of the community.

The department employs best practices in the selection process including background investigations as well as psychological and medical screening. Job announcements are also posted in the township's two newspapers, on the town and police department websites, and on the department's Facebook page.

Sworn Officer Selection Activity 2012 - 2014				
Race/Sex	Applications received	Applicants hired	% of those hired	Percent of workforce population
Caucasian/Male	70	4	57%	64.7%
Caucasian/Female	7	1	14%	*
African-American/Male	3	2	29%	21.8%
African-American/Female	1	0		*
Hispanic Male	2	0		10.7%
Hispanic Female	0	0		*
Other	3	0		2.8%
Total	86	7	8.1%	
Hispanic or Latino	UNK	1	14%	

\* Workforce population not broken down by gender

The agency has hired members of the various protected classes at a higher rate than the community's demographic composition during the instant accreditation period.

Today, the department continues to strive to increase minority interest in applying for employment to increase its diversity and better mirror the community it serves.

### **Training and Performance Evaluation**

The agency prefers to hire officers that are previously certified by the state of North Carolina. Most candidates have put themselves through the academy, the majority (90 percent) attending Johnson Community College Basic Law Enforcement Training Academy.

Once hired the officers are required to complete the agency's 16-week Field Training Officer (FTO) program, which may be extended to 18 weeks based on need. Interested officers must garner their supervisor's nomination to be considered for the position of FTO. Once nominated the command staff must accept the nomination and schedule the officer to attend an FTO instructor's course conducted by one of the county academies.

The agency's Training Committee meets to discuss and recommend the agency's training needs and individual training needs. Division captains review

all training requests that are submitted through the chain of command for approval. The committee also helps.

In accordance with North Carolina state administrative code officers are required to attain 32 hours of training annually for specific courses. Additionally, officers are required to undergo annual firearms qualifications, Taser qualifications, and use of force training. Instruction in the agency's vehicle pursuit policy also occurs on an annual basis.

All tenured personnel are evaluated on an annual basis. The system provides for a fluid evaluation of staff throughout the evaluation period. Civilian and sworn officer probationary employees receive a quarterly evaluation for twelve months.

The agency's Early Intervention System is designed to identify and assist employees who may be showing symptoms of job stress or personal problems. Once identified, the employee may be referred to the city's Employee Assistance Program (EAP) or other assistance program offered by Human Resources. The Internal Affairs Bureau Commander evaluates the Early Intervention Program annually.

### **Promotions**

The Chief of Police administers the promotional process. Assessment Centers are used for all positions, and include written test, oral interview and role play exercises. All promotional decisions also take into account experience, seniority, education or military service, ability, and performance on competitive examinations.

After the promotional announcement is posted advertising the position, potential candidates must submit a letter of interest. Each promotional process is designed for the position being filled. The Chief of Police makes the final selection.

There are no lateral transfers and original appointments are solely allowed for the rank of police officer and Chief.

Sworn Officer Promotions			
	2012	2013	2014
<b>TESTED</b>			
Caucasian/Male		6	6
Caucasian/Female		1	
African-American/Male			
African-American/Female			
Hispanic/Male			1
Hispanic/Female			
<b>ELIGIBLE AFTER TESTING</b>			
Caucasian/Male		6	6
Caucasian/Female		1	
African-American/Male			
African-American/Female			
Hispanic/Male			1
Hispanic/Female			
<b>PROMOTED</b>			
Caucasian/Male		3	1
Caucasian/Female			
African-American/Male			
African-American/Female			
Hispanic/Male			
Hispanic/Female			

There were no promotions during 2012. Six individuals tested in both 2013 and 2014. Five of those that tested were Caucasian with the exception of one Hispanic.

Three Caucasian males were promoted in 2012, and one Caucasian male was promoted in 2014. The absence of protected classes from the eligibility list is a collateral issue of the previously discussed recruitment issue.

An eligibility list is developed for each promotion process using the final grade from the assessment center. The list remains in effect for one year after its development. All newly promoted personnel serve a one-year probationary period after which the Chief of Police may transition the officer's status from probationary to regular.

### **Law Enforcement Operations and Operations Support (Chapter 41-61)**

The operational component of the agency is well equipped and trained to meet the needs of the community. Officers are required to inspect their assigned vehicles at the beginning of each shift. The use of occupant restraints is required in all City-owned vehicles and by state statute.

Directives regulate the use of authorized but non-issued equipment. All uniformed personnel assigned to field duty are required to wear the agency-issued protective vest. All sworn personnel, regardless of assignment or rank, are required to wear the vest when conducting raids or other pre-planned high-risk situations.

The Investigation Section provides for 24-hour coverage by schedule and a rotation of personnel for “weekend stand-by” assignments. The agency utilizes case assignment sheets for determining probable solvability in case assignments.

As a means of maintaining compliance with operational standards and professional standards, the agency conducts line inspections at specified intervals. First line supervisors and division captains are tasked with making periodic inspections of personnel, vehicles, and other equipment within their divisions. Staff inspections are conducted by division captains or a designee. All organizational components are subject to triennial inspections.

Victim and witness rights are defined and provided by the North Carolina state statutes. The agency has adopted this statutory language directly into the written policy and procedures. The District Attorney’s Office for Johnson County provides direct victim and witness services to all interested parties. Information on services is provided through a published phone number that is available 24 hours per day. The agency has prepared a brochure about available victim/witness services and/or rights. This b-lingual brochure is furnished by responding officers or investigators.

### **Crime Statistics and Calls for Service**

The agency has experienced a slight increase in UCR Index Crime during the accreditation period. The two percent increase in UCR Index Crime is minimal when viewed from the context of small statistical basis.

Simultaneously the agency has responded appropriately to a nine percent increase in demand for service, which is fifty percent greater than the reported increase in population during the same period.

Offenses Known to Law Enforcement			
	2012	2013	2014
Murder	0	0	2
Forcible rape	4	3	3
Robbery	5	5	7
Aggravated assault	16	20	26
Burglary	104	103	113
Theft	280	299	293
Motor vehicle theft	8	11	8
Arson	0	1	0
Total Index Crime	417	442	452
Population	16635	17315	17694
UCR Index Crime	2506	2552	2554
Calls For Service	24788	24168	26946

Source: FBI Annual Crime Statistics

The agency and city management is cognizant of the emerging changes in the city's demographics and the impact it may have on the agency in the way of service demand and types of crime. As such, the management team is reviewing trends and other data to develop projections that will allow the city to better predict the future needs of the agency.

### Vehicle Pursuits

Pursuits are governed closely by agency policy, which mirrors that of most accredited agencies. Officers cannot initiate pursuits for minor traffic offenses. However, officers are allowed to pursue suspected impaired drivers. Officers are given the authority to evaluate the necessity to commence a pursuit. Officers are required to weigh the need for immediate apprehension against the risk created by the pursuit. Supervisors, upon being notified of the pursuit, must assess the situation to determine if the pursuit should continue. The supervisor has the authority to terminate the pursuit if he or she determines that the risk outweighs the benefits or the pursuit does not fall within agency policy.

Vehicle Pursuits			
PURSUIITS	2012	2013	2014
Total Pursuits	4	4	3
Terminated by Agency	1	1	
Policy Compliant	4	4	3
Policy Non-compliant			
Crashes			1
Injuries:			
Officer			
Suspects			
Third Party			
Reason Initiated:			
Traffic offense	2	2	1
Felony	1	2	1
Misdemeanor	1		1

Eleven pursuits were undertaken during this accreditation period. The number of pursuits and precursors are consistent throughout the three-year period. All of the pursuits were found to within policy with one involving a crash, however, none of the involved parties suffered any injuries.

An annual analysis of the pursuit reports is conducted to assist the department in determining if the pursuit policy requires any modifications. The department has determined that the policy does not need to be changed and complies with state law. The agency has not been the subject of any civil action during the current accreditation period. Neither the media nor residents have expressed any specific interest or concerns with vehicle pursuits during the current accreditation period.

**Criminal Investigations and Juveniles**

Typically, patrol officers conduct preliminary investigations, with follow-up investigations being conducted by the Investigations section. Investigators are available 24-hours a day through an on-call schedule that is published department wide.

Criminal cases are assigned, monitored, and cleared according to a standard system of case management. Policies and practices are in place to address intelligence gathering and file security. Vice, Drug, and Organized Crime policies

address the necessary functions with particular emphasis on tactical planning and documentation.

All members of the agency are tasked with gathering intelligence information on gang and criminal activity within the township. The Investigative Bureau supervisor is responsible for reviewing, analyzing, and classifying the reports. Computerized databases are password protected, and data is limited to only criminal activity that directly poses a threat to the Town of Clayton.

### **Crime Prevention / Community Involvement**

The Community Service Officer (CSO) is charged with the primary responsibility of fulfilling the mission of crime prevention and reaching out to the community through various conduits. However, all employees are encouraged to participate in community policing functions and activities.

The agency, through its personnel, is committed to the development, perpetuation, and improvement of community engagement programs. The community is known for its many public events. The agency is a visible partner in these events and uses them to interact with the community. The CSO is an integral part of the agency's outreach program.

It is through the CSO that the agency maintains liaison with the numerous neighborhood organizations and business associations. Great emphasis is placed on community engagement as is demonstrated by the agency maintaining a Community Service Officer whose primary mission is to employ community oriented and problem-oriented policing techniques to resolve citizen issues.

The CSO takes a proactive stance when it comes to crime prevention through his direct support of Neighborhood Watch Programs and performing residential and commercial security surveys, and coordinating various Citizens' Police Academies, to better inform the community of its mission.

### **Critical Incidents, Special Operations, Homeland Security**

The agency maintains a written All Hazard Plan for responding to critical incidents. The plan follows the Incident Command System, including provisions for the command, planning, operation, and finance/administration functions.

Although the agency has not been required to activate the plan during this assessment period, the agency conducted annual multi-agency training exercises utilizing the plan. Quarterly inspections are conducted on equipment for use in support of the critical incident plan, and all new employees are trained in the All Hazard Plan.

The agency maintains a well-supported tactical team. Personnel appointed to the team are provided various items of specialized equipment and serve a one-year probationary period. A clear set of procedures and tactical guidelines are provided to agency employees that set forth specific duties until assistance arrives; use of the tactical team to supplement other operations, and coordination and cooperation between the team and other components.

### **Internal Affairs and Complaints against Employees**

The agency investigates all complaints filed against the agency or its employees. All complaints are initially referred to the Chief of Police who determines the appropriate avenue of investigation. Access to all associated documents and evidence is severely restricted, and all findings are reported directly to the Chief of Police. Information on how a complaint or compliment can be filed against an employee and an annual summary of complaints is available in the lobby and on the agency's website.

Line supervisors investigate less serious complaints, while Internal Affairs investigators handle more serious or complex complaints. The Administrative Services Division Commander notifies the Chief of Police of all complaints, and absent an extension by the chief, investigations must be completed within 30 days.

The annual number of complaints, type of complaints, and final disposition are consistent during this accreditation cycle. No trends or indicators were identified during the agency's annual evaluation of the process, or by its early warning system.

Complaints and Internal Affairs Investigations			
External	2012	2013	2014
Citizen Complaint	9	4	8
Sustained	4	1	1
Not Sustained			1
Unfounded	4	3	3
Exonerated	1		3
Internal			
Directed complaint	5	2	5
Sustained	5	1	2
Not Sustained			1
Unfounded			
Exonerated		1	2

Employees who are the subject of a complaint are given a written statement of the allegations and their rights and responsibilities relative to the investigation. Similarly, a written conclusion of fact is provided to the complainant and subject employee. The agency clearly delineates when employees may be required to submit to medical examinations, photographs, line-ups, financial disclosure statements, and/or polygraphs, of which, there were no uses during this accreditation cycle.

Employees may be placed on administrative leave for violations of general orders, policies and procedures, misconduct, and other situations. Supervisors may place an employee on administrative leave, and many instances of such were included in the file. Agency conclusions of fact include: Exonerated, Sustained, Policy Failure, Not Sustained, and Unfounded.

**Traffic**

The agency conducts numerous selective traffic enforcement initiatives, to include DUI checkpoints, that are developed from a review of traffic crash and enforcement data. There are opportunities for improvement in this area, to which the team provided the agency with some suggestions based on known best practices.

The agency deploys two speed trailers to locations that are the subject of known speed issues, i.e.; school zones, or in response to neighborhood complaints of speeding vehicles.

Officers provide motorists with a court appearance date indicating optional or mandatory court appearance, whether they can enter a plea, and other relative information. Furthermore, the agency does identify and refer drivers for reexamination when it suspects certain disabilities or other conditions that might prevent the driver from exercising reasonable and ordinary care over a motor vehicle.

Additional resources, such as crash reconstructionist, are available for responding offices to investigate crashes involving serious or fatal injury. If these individuals are unavailable, the North Carolina Highway Patrol will provide assistance under mutual aid agreements.

#### **Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)**

The agency provides appropriate safeguards for the transport of prisoners and reports that no escapes have occurred during the instant accreditation cycle. All prisoner searches are conducted in accordance with state law.

The agency does not have any facilities that would be considered temporary custody or detention facilities. Instead, all prisoners are either released from the agency or transferred to the Johnson County Jail. Arrestees with a medical condition or special need are also directly transported to the appropriate facility in lieu of being brought to the agency's processing area.

Additionally, the courts in the state of North Carolina are state and county courts, thus precluding the need for the agency's involvement in any court related functions.

#### **Legal Process**

Civil process is the responsibility of the Johnson County Sheriff. The agency does serve criminal arrest warrants upon coming into contact with the subject of the warrant but the agency does not regularly conduct operations targeting outstanding warrants.

In response to a high profile murder at University of North Carolina, the state legislature passed legislation that resulted in the creation of *NC AWARE* (North Carolina Automated Warrant Repository). The system maintains detailed information about criminal processes, such as warrants, criminal summons, orders for arrest, release orders, and appearance bonds. With NCAWARE, law enforcement can view and serve any electronic unserved process in the state without having paper in hand. Officers are also able to pre-fill arrest and warrant information prior to appearing before the magistrate, thus decreasing processing time. All judicial and law enforcement NCAWARE users have access to the unserved warrants in both the NCAWARE system and NCAOC's Automated Criminal/Infractions System (ACIS) through the Statewide Warrant Search, which combines information from both systems.

State level asset forfeiture issues are referred to the North Carolina Department of Revenue who intercedes in the matter on the agency's behalf. The Department of Revenue will conduct the administrative hearing, determine the appropriate resolution of the instant matter, and distribute the proceeds accordingly.

### **Communications**

The agency participates in a county managed communication center that is responsible for the timely receipt and handling of citizen service requests for police, fire, and emergency medical services. Communications Officers who are certified as 911 call takers, emergency medical dispatchers, and in law enforcement and fire dispatch procedures staff the center. As a Public Safety Answering Point (PSAP), the county E9-1-1 agency receives all 9-1-1 calls originating in Johnson County, and dispatches the call with the exception of the Johnson County Sheriff's Office, who chooses to retain its autonomy.

Upon receipt of a 9-1-1 call or another request for service from the agency's jurisdiction, the center's *SunGard One-Solution* Computer Aided Dispatch (CAD) system coordinates the resources, tracks all the information from the receipt of the call to the officer clearing the scene, and assigns unique incident numbers for agency reporting needs. The system also provides tactical dispatch plans for most events. The center has access to the National Crime Information Center (NCIC) and North Carolina's Criminal Information systems. The Centers data entries, telephonic and radio communications are digitally recorded and maintained in accordance with the state's public records law while data entry

items become a permanent record of the call for service and are maintained accordingly.

The center is certified through the International Academies of Emergency Dispatch as a Center of Excellence having achieved certified status in all three disciplines of EMS, Fire, and Law Enforcement.

### **Records**

The agency's records function is a component of *SunGard One-Solution* Records Management System (RMS). The RMS platform is shared with several other agencies in the county. The system provides sufficient security protocols and enhanced security for juvenile records. Records are backed up on a daily basis. A full backup is run and transferred to a secure off-site storage facility on a scheduled basis.

The records management system design ensures compliance with various issues, to include unique identifiers, case numbering, and field reporting requirements. Juvenile files are separately maintained and assigned a unique set of identifiers.

The Mobile Computer Terminals (MCTs) software in the patrol vehicles is designed to generate electronic motor vehicle summonses and precludes the need to maintain a cache of paper citations. However, motor vehicle summons books are also available to members of this department requiring summons upon signing the ledger book maintained by the agency acknowledging receipt of the summons books.

### **Property and Evidence**

All property, except when immediately released to the owner, must be turned over to the evidence custodian or secured within the temporary or permanent lockers prior to the end of the officer's tour of duty. Agency directives clearly describe the handling of property and added security for handling exceptional, valuable, or sensitive items that are in the possession of the agency.

The seizing officer places all seized property in single access lockers. The on-duty property officer then retrieves the property, enters the tagged information into a computerized property module, and generates a barcode label for each bag or item.

Valuables, weapons, and drugs are properly secured in a locked environment within the secure property room, thus allowing for enhanced security.

Each patrol platoon has two designated officers assigned to it that have received advanced training in crime scene processing. These officers are responsible for processing the majority of crime scenes. If the scene is complex or involves a major felony, a forensic investigator who has received advanced training is available and is on call around the clock, seven days a week, for crime scene call outs.

Interviews established the agency is capable of conducting any crime scene search and evidence collection with sufficient expertise to preserve the evidence identification and prosecutorial purposes. The forensic vehicles are equipped with appropriate equipment to work in a biohazard environment and to process most crime scenes.

#### **H. Standards Issues:**

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

This section is not applicable to the agency.

#### **I. 20 Percent Standards:**

CALEA agencies must comply with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on its unique situation.

The agency complied with 100% of applicable other than mandatory (O) standards.

#### **J. Future Performance / Review Issues**

The team did not identify any standards as a Future Performance / Review Issue.

**K. Table: Standards Summary**

	Totals
Mandatory (M) Compliance	292
Other-Than-Mandatory Compliance	81
Standards Issues	0
Waiver	0
(O) Elect 20%	0
Not Applicable	111
TOTAL	<hr/> 484

**L. Summary**

Through the leadership of Chief Bridges, the Clayton Police Department demonstrates through practice its commitment and organizational inculcation of the spirit and values associated with the accreditation process. This is commendable considering that during the assessment process, the agency promoted a new Chief of Police and appointed a new accreditation manager. Chief Bridges, a former accreditation manager, was well versed in the work ethic required of an accreditation manager and his selection of Captain Gerrell to fill that role prevented serious issues from developing from the staffing transition.

The team interviewed numerous city officials. Without exception, each official overwhelmingly voiced its support for the department and the efforts of its employees. Citizen feedback was mostly equally supportive.

The team found all standards in compliance with no standards issues needing addressed. Of note is the agency's 100% level of compliance with other than mandatory standards. The offsite file review was well prepared with only minor issues associated with file development. Likewise, conversations and discussions with various staff members further supported the agency's investment in the process.

The agency's Annual Reports were properly prepared and submitted to CALEA staff in a timely manner. The team was able to verify that the agency has remained in compliance with all applicable standards since its last accreditation on-site.

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The team was able to relay some best practices suggestions to the agency, particularly in the areas of crime analysis and the workload analysis, both of which the agency indicated a desire to enhance within the agency.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Gregg N. Jones". The signature is written in a cursive style with a large initial "G".

Gregg N. Jones  
Team Leader

July 31, 2015