



**Office of Professional Standards**

MEMORANDUM

**TO:** Chief Timothy Sheehan  
**FM:** Lt. Todd Bernard  
**DT:** 3/30/2020  
**RE:** OPS Annual Report

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**Introduction**

Please accept this as the Office of Professional Standard's 2019 Annual Report, providing a broad overview of department activities, followed by reviews and / or analyses of our command and administrative review, internal affairs, bias-based policing and early intervention system processes, as well as department staffing and recruitment functions.

Please let me know if there are any questions or if you need additional information or clarification.

**Overview:**

During 2019, the department responded to approximately 36,365 calls for service; this continues last year's upward trend. Officers investigated 4,814 formal crime, incident and crash reports, with 107 of those being filed online; this is an increase in overall reports, with a notable increase (+27%) in online reporting. Officers arrested or summonsed 1,039 people (+8.8%), reversing a decreasing trend. They conducted 9,378 traffic stops (+14%), continuing last year's uptick, and issued 1,372 traffic citations (-22% over 2018).

Law enforcement continues to be an unpredictable and dangerous profession. During 2019, 146 officers died in the line of duty. The leading cause of line of duty deaths was firearms: 48 officers were killed. The second cause of death was traffic crashes: 46 officers were killed because of traffic, pursuit, and / or motor vehicle-related crashes or incidents. In 2019, the State of Maine lost one of its own to a traffic related event. Maine State Trooper Ben Campbell was assisting a driver when a wheel came off of a passing tractor-trailer and struck him, causing fatal injuries. Nationally, 16 officers died of a job-related heart attack or duty related illness. 133 of the officers killed were male; 11 were female. The average age was 44, and average years of service was 14 years, 5 months, with the shortest being 30 days and the longest being 52 years. Finally, two-thirds of all police officer deaths in 2019 were due to felonious causes. Over the past ten years, somewhere between only 51% and 66% of officers killed by firearm in the line of duty were wearing body armor. FMI: [www.odmp.org](http://www.odmp.org)

Just as disconcerting is the fact that 2019 marks the fourth year in a row in which police officer suicides outnumbered line of duty deaths. 228 officers died of suicide in 2019, compared to 159 in 2018, a staggering 35% increase. Due to the stigma and the fact that there is no mandated reporting of police suicides, this is likely an underreported statistic. The suicide fatalities included the following demographic data: 90% Male, 10% female with an average length of service of 15 years. It is veteran officers who are more prone to suicide. FMI: [www.bluehelp.org](http://www.bluehelp.org)

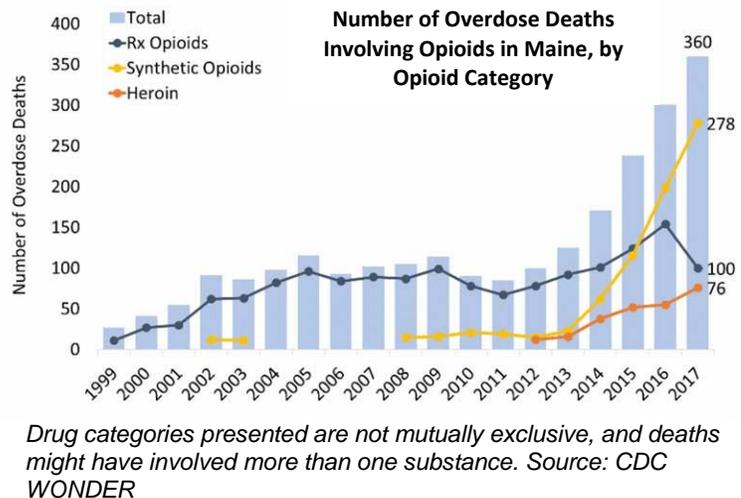
These somber statistics substantiate the department’s efforts in both providing and mandating the use of soft body armor, specialized ballistic doors in the patrol vehicles, specialized (e.g., armored) vehicles, equipment, teams and training, firearms training, restrictive response and pursuit guidelines, and high visibility vehicles and equipment. Additionally, the department requires the administrative review of high liability incidents and has the annual physical fitness program – inclusive of facilities and incentives. Finally, the department benefits from an early intervention system, employee assistance program, peer support, and critical incident stress protocols overseen or coordinated by our internal Behavioral Health Liaison. In 2019, our Behavioral Health Liaison organized several gatherings to increase awareness of peer support and encouraged officers to seek help through a guide. In addition, the BHL provided two trainings, one on ending the stigma related to mental health and one on officer resiliency.

Notwithstanding the current national climate, and the threats officers face every day, our agency is held in high esteem in the South Portland community and the Maine law enforcement profession. Our officers continue to balance the department’s mission of working cooperatively with all citizens to protect life and property, preserve the peace, enforce the law and maintain civil rights through proper and responsive community based service, while ensuring both the public’s and their own safety. In light of the significant number of contacts our officers have with the public, often during stressful, tense and chaotic situations, I hope you will agree that the data, reviews and analyses contained herein indicate that our officers continue to conduct themselves not only with the restraint and professionalism that is both expected of and regularly demonstrated by them, but with the spirit and intent of our *Mission Statement* and our *Guiding Values*.

**Trends:**

**Opioid Crisis**

In 2017, Maine was among the top ten states with the highest overdose deaths involving opioids in the U.S. There were 360 overdose deaths involving opioids; approximately 29.9 deaths per 100,000 persons compared to the average national rate of 14.6 deaths per 100,000 persons. (National Institute on Drug Abuse: <https://www.drugabuse.gov/opioid-summaries-by-state/maine-opioid-summary>). The number of deaths in Maine was almost two times the national average. In 2018, the number of fatal overdoses dropped imperceptibly from 360 to 354.



Number of overdose deaths involving opioids in Maine, by opioid category. In 2019, for the period January 1 – September 30, the State of Maine’s Medical Examiner’s Office reported 277 drug overdose deaths. Data for the entire year are not yet available, but the current death rate puts Maine on track for 369 fatal overdoses in 2019, a 4% increase over 2018.

South Portland works with drug issues daily. Tracking overdose calls is complex due to the simple fact that overdoses are often a component of different calls for service. Notwithstanding, there has been a clear increase

in overdose calls over the past 36 months. In terms of overdose fatalities alone, in 2017 there were 3, in 2018 there were 4 and in 2019 the number increased substantially to 13 deaths in the first 9 months. With the increase in both fatalities and drug related calls the South Portland Police Department has identified and secured grant monies to confront this crisis. Additionally, the department has expanded the Behavioral Health Liaison's duties to work with individuals specifically involved in drug related calls to both connect them to proper available resources and to follow up with them. Finally, the department has trained a cadre of officers, and the Behavioral Health Liaison, in the recognition of substance abuse disorders.

### **Reports & Analyses**

#### **Training Report:**

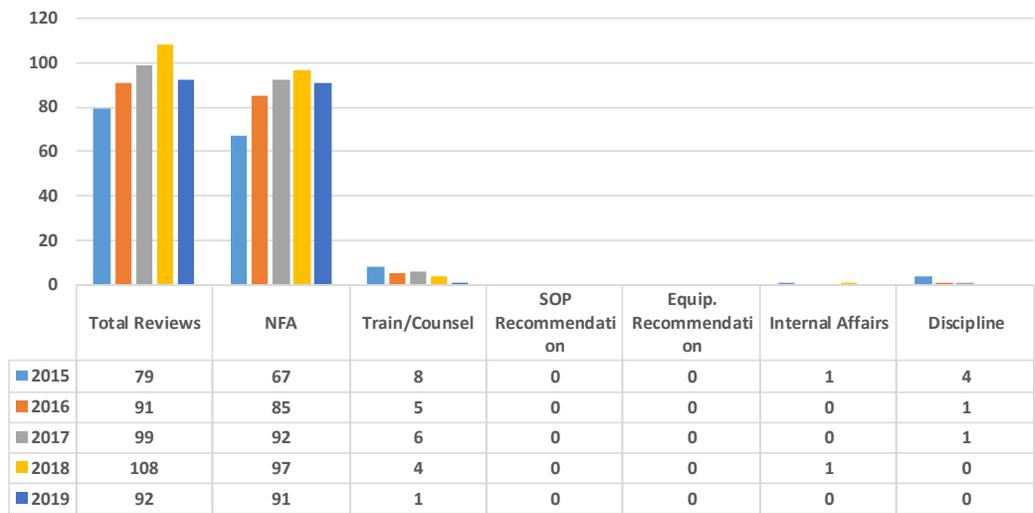
South Portland police officers attended an increase of 1,700 hours of training over the prior year totaling almost 8,000 hours of recruit, field and in-service training during 2019. The training included Academy mandated training (e.g., Firearms, New Law Updates, Law Enforcement Stress and Critical Incidents, Eyewitness Identification and Critical Thinking), as well as a variety of elective and specialty trainings (e.g., SWAT, CNT, Dive Team, K-9 Patrol and Drug Detector, and officer safety related training). One K-9 Team completed 240 hours of training, certifying as a Drug Detection Team. Both the SWAT team and CNT maintained state level certifications. The department continued to provide training via internal and external classroom opportunities and online via JPMA and PowerDMS. Evaluation tests were posted on certain high liability SOPs (e.g. Use of Force, Firearms, Arrests, Vehicle Operations and Mental Health Crisis Intervention), in order to enhance SOP review and understanding. Personnel consistently display an interest and commitment to seeking, attending and providing training relevant to their assignments and professional development. Officers and supervisors continue to pursue training in areas of interest and relevant to career development. Active threat training within the community was also conducted, including with personnel at the United States Coast Guard base, all city departments and other businesses and organizations.

#### **Command / Administrative Review Analyses:**

During 2019, 108 reviews of high liability incidents were conducted, specifically including all uses of force, all pursuit and failure to stop incidents, and all cruiser collisions. This is the same number of reviews from the previous year suspending a 4-year upward trend. All were subject to preliminary review and recommendations by a minimum of two members of the command staff. Fifteen reviews, down from 19 the previous year, were additionally referred to the standing Administrative Review Board, consisting of Lt. Bernard, Lt. Simonds, and Sgt. Sutton. Note that due to a change of assignment, Lt. Gerrish replaced Lt. Bernard on the Administrative Review Board. Per the department's SOP criteria, the Administrative Review Board reviews incidents involving any use of deadly force or certain non-deadly force response options. Incidents resulting in officer or subject injuries or complaints of injuries, or when force is used at the termination of a foot or vehicle pursuit; and any pursuit, failure to stop, or police vehicle collision incident resulting in death, bodily injury or property damage exceeding \$5,000.

Recommendations from and actions taken during the command and administrative reviews are compiled and all are referred to the Chief of Police for final review. The chart right notes the dispositions and 5-year historical trend of these reviews, the vast majority of which comport with policy, procedure and training and require no further action.

**Command / Administrative Reviews Dispositional Summary**

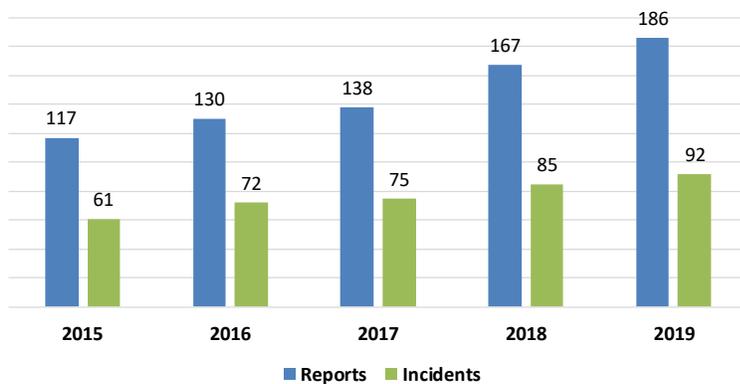


The following reviews and analyses are additionally offered in the separate functional areas reviewed.

**Use of Force and Control Analysis** (4.2.4):

The department maintains a high standard and low threshold for force reporting. Officers are required to report any use of deadly, non-deadly and physical force (greater than un-resisted handcuffing), in writing, before the end of the tour of duty in which the force is applied. Supervisory response and on scene investigation remains mandatory for certain instances, as dictated by SOP, and is encouraged for all use of force incidents.

**Total Incidents and Reports Trend**



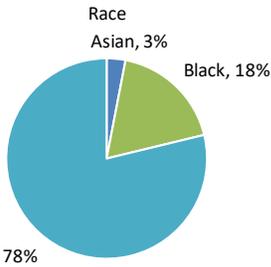
During 2019, South Portland police officers filed 186 separate Use of Force and Control Reports, up from 167 in 2018, with 92 recorded use of force and control incidents. There was an 11.4% increase in reports but an 8% increase in incidents. The 5-year trend of these statistics is contained in the adjacent chart.

The department’s system of accounting for and reporting use of force incidents appears to be appropriate and functional. As noted in the dispositional summary chart on the previous page, across the 5-

year time period captured, the majority of reviews in these cases resulted in the need for no further action, with training, counseling, further investigation or review and discipline being administered, as necessary, but with low frequency.

In terms of the age of those involved in use of force incidents, upwards of 90% of all incidents involved adults. The ages ranged from 75 years old to 7 years old. Of the 11 incidents involving juveniles, 7 were for non-

criminal interactions. In 2019, the City was able to dedicate an SRO for both middle schools. The City now has two SROS, one is at the high school and the second covers both middle schools.



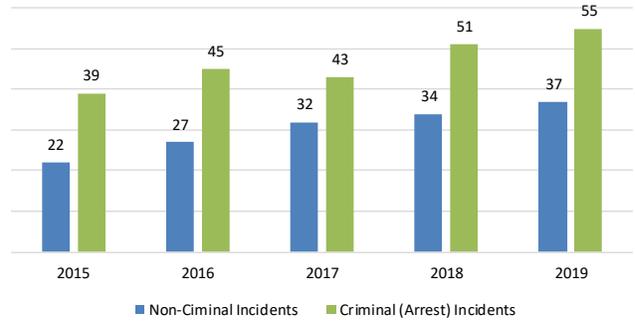
In terms of race, approximately 78% of all incidents involved a person who was white (percentages may not sum due to rounding). Six of the 17 incidents that involved a person who was black involved a firearm display and not an actual use of force. Four of the 17 also involved non-criminal related interactions, to include crisis interventions and a drug overdose. Five of these 17 incidents involved juveniles, the majority for shoplifting.

Males continue to be the subjects involved in the majority of use of force incidents, with 76%

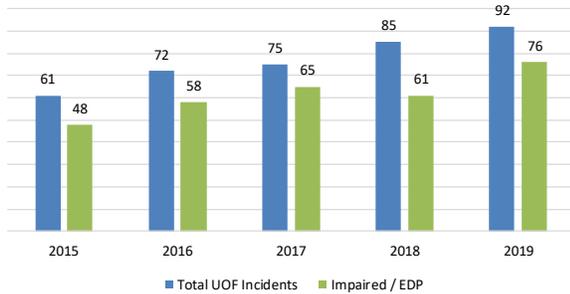
of all incidents involving men.

Approximately 59% of all use of force incidents stemmed from criminal / arrest situations, while the remaining 41% involved non-criminal (i.e., primarily protective custody and behavioral health) situations. The chart at right depicts the upward trend in the need for and use of non-criminal use of force applications.

Criminal vs. Non-Criminal UOF

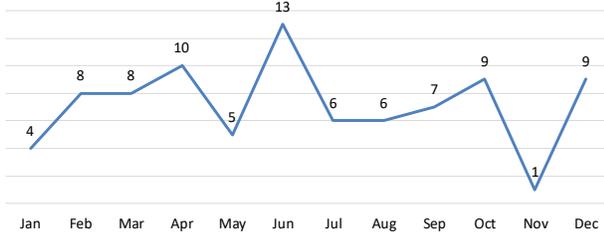


Impaired / EDP and Total UOF Incidents

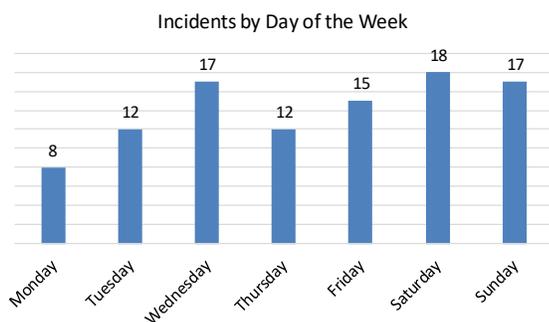


2019 saw a slight spike upwards to 83% of the number of subjects involved in use of force incidents whom officers reported to be emotionally disturbed and / or using alcohol and / or drugs up from approximately 72% of all incidents in 2018.

Number of Incidents by Month



Additional data points related to 2019's use of force incidents include frequency of incidents by month, day of week, and time of day. The highest number of incidents occurred during the months of April and June.



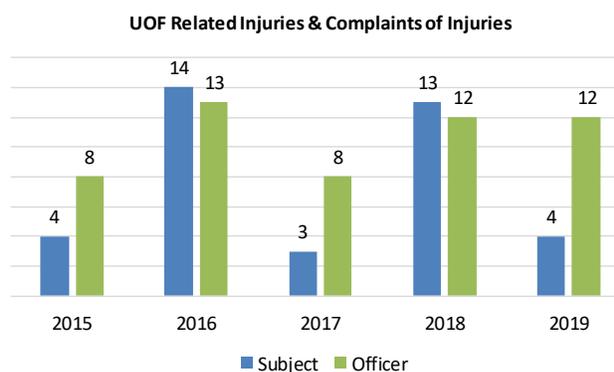
The days with the greatest frequency of incidents were Saturday and Sunday.

Use of force frequency by all personnel, both individually and grouped by team or rank, along with a breakdown and trend of overall officer response options, is contained in **APPENDICES B** and **C**, respectively. In comparing those statistics with those from 2018, the use of force reports filed by the command 3 in 2018 and 11 in 2019, sergeants 28 in 2018 and 31 in 2019, C 41 in 2018 and 46 in 2019 and D 34 in 2018 and 46 in 2019 Teams all increased; and those filed by CID / CRU 4 in 2018 and 4 in 2019 A / B 28 in 2018 and 28 in 2019, E Team 34 in 2018 and 20 in 2019 all decreased or remained the same. The range of individual officer use of force report filings ranged from zero to thirteen.

In comparison to 2018, both officer and subject injuries decreased. The subject injuries (12 in 2019 down from 13 in 2018) consisted of abrasions, lacerations, cuts, bloody lip, OC exposure and CEW probe marks; the officer injuries (4 in 2019 down from 13 in 2018) similarly consisted of abrasions, lacerations, sprains, back pain and head impact (possible concussion).

The decrease in injuries is an indication, hopefully, of better officer safety tactics and the professionalism, training, and preparation of agency personnel.

Beyond the internal administrative reviews all officer injuries are additionally reviewed by the department and city safety committees. Those reviews tend to find such injuries as a potential outcome and a non-preventable component of the particular use of force. Command staff strive to assess injuries during each administrative review, addressing any potential concerns or training needs with an overall goal of reducing both subject and officer injuries.



Additionally, the department conducted administrative investigations (Internal Affairs) related to two excessive force related complaints made during 2018. The complaints were not filed or investigated until 2019 after the department received a notice of claim (Litigation). Pursuant to SOP #5-52, Administrative Complaint / Internal Affairs, the incidents were investigated resulting in one officer being cleared as unfounded as the officer was not present when the use of force occurred and the second officer was deemed to have acted within department policy and subsequently exonerated.

SOP #1-1-A, Use of Force & Control, was reviewed and revised during January 2019. The revisions included adding specific language related to both defining and using verbal and non-verbal tactical de-escalation techniques with the goal of slowing down situations and reducing the immediacy of any threat, thereby potentially reducing the likelihood of the need to use force or to lower the level of required force. Other changes included bringing the maximum number of cycles recommended during a CEW application in line with best practices (PERF) and training recommendations and clarifying the guidelines that apply when an

uninvolved supervisor is expected to conduct an on scene use of force investigation. The policy was disseminated via PowerDMS, with all sworn personnel tested on its content.

All personnel also received requisite firearms, less lethal, training relevant to constitutional policing, and crisis intervention team (CIT) training. CIT training is required for all department officers. It promotes community collaboration and assists people living with mental illness and/or addiction who are in crisis.

Based on last year's recommendation, the department increased the MARC training. All officers attended a 4-hour block covering defensive tactics, less lethal and Taser training. Also based on last year's recommendation the firearms training team has incorporated Simunitions training into firearms training sessions, including force on force training. They have also provided officers with up to date Officer Safety and awareness training through PowerDMS and range training.

Based upon the above information, actions taken and analysis there are no further recommendations for policy, practice, or equipment at this time.

In terms of training, based upon the frequency of hand (compliance technique) usage, the following are recommended:

1. Continued increase in annual MARC training hours in order to ensure competency and confidence in this area;
2. Training in de-escalation with the goal of reducing the need or level of particularly the non-criminal (e.g., mental health related) force applications, whenever possible;
3. An increased frequency of force on force or scenario-based training to ensure the ability to review and critique proficiency and decision making in this critical area. This was initiated in 2019 with a goal to incorporate force on force training during all range days and during defensive tactics and less lethal training and;
4. Create a training unit or team to include members from different disciplines of the department to better determine training needs.

A January 2019 report from the Maine Attorney General's "Task Force to Review Deadly Force Incidents by Police" listed several recommendations to aid in reducing or preventing the use of deadly force by Maine officers in the future. I believe our agency is ahead of the curve in regards to many of the recommendations, but should remain vigilant in regards to contacts and interactions with persons with domestic violence histories, as well our provision of mental health related training and collaboration between sworn staff, the Behavioral Health Liaison and PRCC personnel.

### **Pursuit / FT Stop Analysis & Review (41.2.2):**

Department SOP remains restrictive in this area. Incidents involving a *pursuit*, as defined by SOP, are generally prohibited barring the commission of a "violent felony" prior to the initiation of a pursuit. Current SOP substantially defines a *pursuit* as emergency vehicle operations in order to attempt to stop a violator who flees and operates a vehicle in a *reckless manner or in excess of ten (10) miles per hour over the speed limit*. Additional discretion is offered for those instances that fall under the SOP definition of a *failure to stop* incident. This SOP generally involves emergency vehicle operations in order to attempt to stop and a violator who flees but does not operate a vehicle in a *reckless manner or in excess of ten (10) miles per hour over the speed limit*. Officers are required to report all pursuit and failure to stop incidents, in writing.

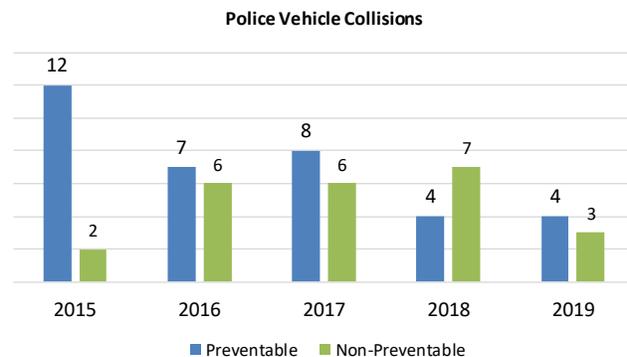
During 2019, marking the fifth year in a row, officers did not engage in any *pursuits* but did engage in nine (9) *failure to stop* incidents, down from twelve (12) in 2018. There has not been a vehicle pursuit since 2014. Considering how many citizen encounters we have this is not out of line or in any way unreasonable when evaluated in light of the overall disciplined actions during these incidents by department personnel.

In terms of analysis:

- All incidents involved *marked* South Portland police vehicles;
- All but one incident occurred during the third shift;
- All but one incident was initiated based upon a traffic infraction, which does not provide a basis to engage in a pursuit but may allow for continuation of a failure to stop incident; The one non-infraction incident, the operator fled due felony warrants that were out for him;
- There were no injuries or damage to department personnel or property during these incidents;
- There were no injuries or damage to other involved or uninvolved persons during these incidents;
- The involved primary officers ranged in experience from less than 1 year to 30 years of service;
- There were no Stinger Spike attempts or deployments, or contact between any police and suspect vehicle during any of these events.

Additional information and an overview of data regarding these incidents, to include date, time, officers and shift commanders involved, as well as initiating and terminating events, and charges, if any, are contained in **APPENDIX D** of this report.

With the overriding goal of officer and public safety, SOP directives in this area appear to be effectively limiting these types of incidents and their potentially disastrous outcomes. Based upon the individual reviews and this analysis, these directives appear to be understood and followed by personnel. Officers appropriately reported each failure to stop incident; and reviews by command staff up through to the Chief of Police were conducted consistent with SOP. These reviews found the majority of the officers' actions during these events to be within policy and law. All of these failure to stop incidents are reviewed with the



officers to ensure good decision making is used with remedial training provided when needed. One officer was counseled during 2019 for a minor policy violation during a failure to stop incident.

In January 2019, SOP #4-41, Operation of Police Vehicles, which includes pursuit policies and reporting procedures, was reviewed and revised with input from all personnel. The revisions did not impact the threshold for the reporting, investigation and review of *pursuit* and *failure to stop* incidents. A review and testing on the SOP for all impacted personnel was administered via PowerDMS. No additional recommendations for revision are offered at this time.

### **Collisions Report:**

Department personnel reported involvement in a total of 7 police vehicle involved collisions during 2019 down from 11; a decrease in reported incidents compared to 2017. The Command / Administrative review process deemed only four (4) of those collisions to be preventable, resulting in two drivers being assigned to defensive driver training.

Given the number of hours spent driving under routine and non-routine situations, and adverse weather and circumstances, this data would seem to indicate that officers are driving with due regard for safety, and that collisions and cruiser damage, regardless of extent, are being consistently reported, as per SOP.

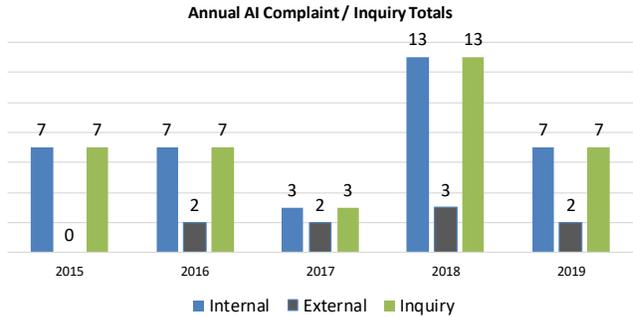
A January 2019 review of SOP #4-41, Operation of Police Vehicles, also resulted in minor revisions related to equipment use. No additional revisions are offered for either policy at this time.

**Internal Affairs Report & Analysis:**

During 2019, the department conducted two Internal Affairs investigations; both of these were based upon external complaints, and one of the complaints listed two officers.

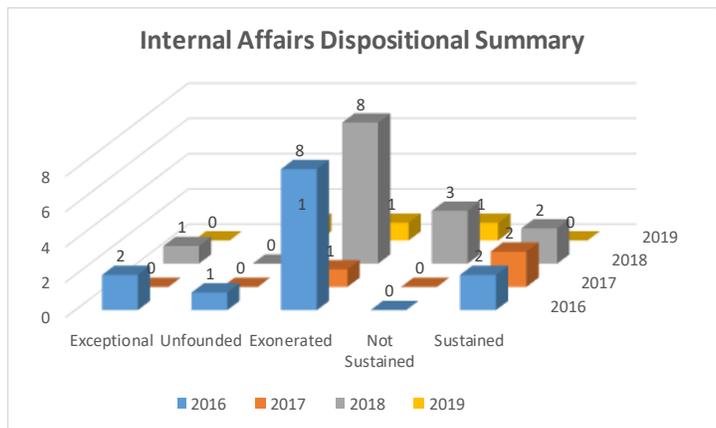
Of the received complaints, there were two separate allegations involving two separate sworn personnel, both line officers. The nature of the complaints involved Excessive Force. The use of force encounter was in 2018. Another separate incident involved a supervisory officer accused of discourtesy in 2019.

One internal complaint was “unfounded”. The other officer involved was “exonerated”. The allegations associated with the second internal complaint were “not-sustained”. The first complaint was a Notice of Claims being filed against the officers and agency. This is what prompted the administrative investigation. This claim was forwarded to the Maine Municipal Association for review and defense.



Department supervisors also documented and resolved a total of seven (7) Inquiries, which involve any issues, concerns or allegations brought forward that, even if true, would not rise to the level of a complaint, in that the allegations themselves would not be a violation of any law, rule or SOP. This is down from thirteen (13) in 2018. This seemingly indicates that all concerns brought forward by the public should and appear to have been appropriately documented, investigated and reviewed by the chain of command through the agency’s complaint / inquiry process.

Given the nature of our profession, the national climate, and the high standards to which we hold ourselves accountable, complaints and internal affairs investigations are a predictable component of law enforcement activities. That said, the number of complaints received and / or initiated by the agency remain extremely low, especially in comparison to the agency’s historical data. Complaints, however, are simply allegations; notwithstanding internal complaints, generated by personnel who are familiar with our policies and procedures, the number of sustained complaints continues to remain extremely low. This has proven consistent in recent years.



Given the thousands of interactions that our officers have with the public, the investigative results and findings this past year and related to the vast majority of complaints continue to demonstrate that our officers are professionally interacting with the public in accordance with the law, their training and the department’s policies, procedures and expectations. For example, the Traffic Specialist who had more than 1,700 traffic stops did not have a single complaint.

SOP #5-52, Administrative Complaint / Internal Affairs, recently went through the internal review process via PowerDMS, with minor revisions recommended. As such, I offer no further recommendations for revisions at this time.

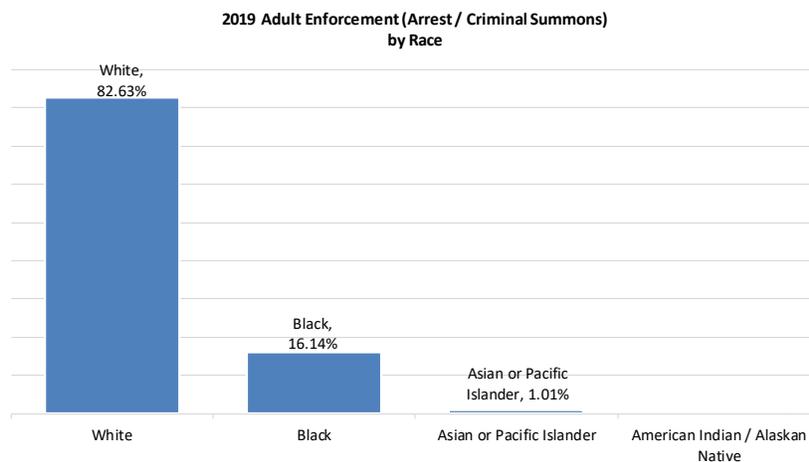
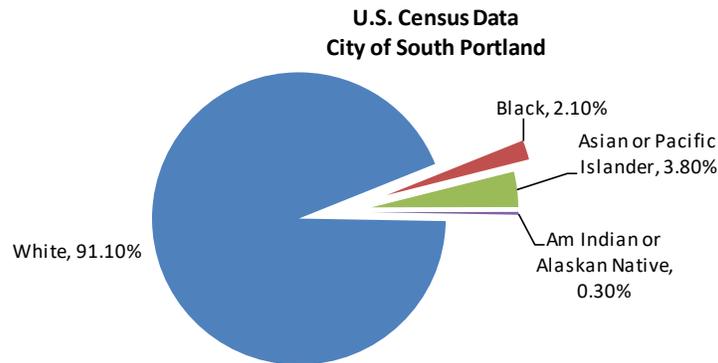
**Bias-Based Policing** (1.2.9):

Pursuant to SOP #1-4, *Bias-Based Policing / Profiling*, the following review was conducted to assess the likelihood of illegal or bias-based policing occurring during the operation and enforcement activities of this department.

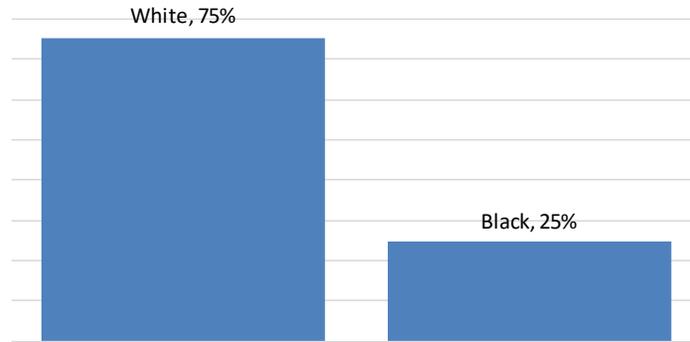
Bias-based policing generally includes the targeting, detention, interdiction or other enforcement or disparate treatment of any person based solely upon on the basis of characteristics or traits common to a group, including but not limited to race, ethnic background, age, gender, economic status, cultural group, national origin, religion, sexual orientation or other group identifier.

First, there were no external or internal complaints, inquiries or investigations during 2019 involving allegations of bias-based policing or profiling by department personnel.

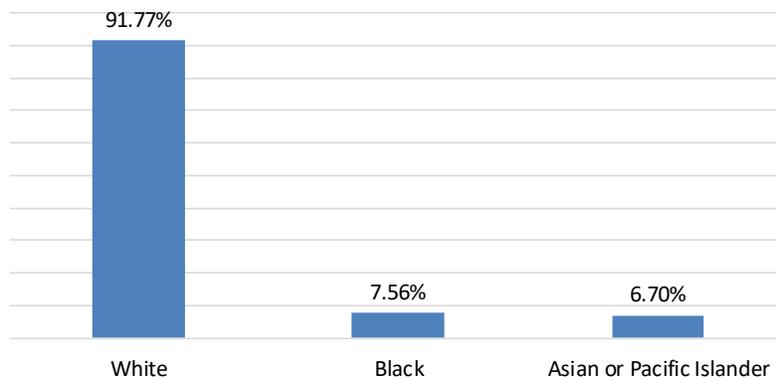
In terms of analysis, datasets related to the department’s law enforcement activities, specifically including adult and juvenile arrests and criminal summonses and traffic citations (“VSACs”), were reviewed in relation to the involved persons’ race. Data related to use of force application, by race, was included in the use of force analysis. The department does not currently collect or track such individual characteristics or traits in regards to stops, detentions or other contacts that do not result in an enforcement action (e.g., traffic warnings or field interviews).



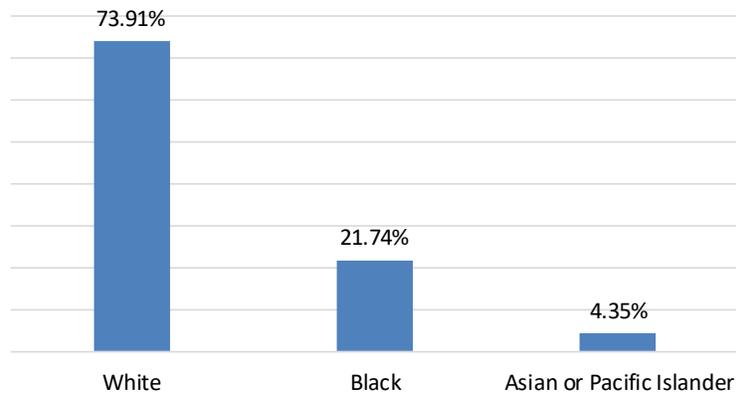
**2019 Juvenile Enforcement  
(Arrest / Criminal Summons by Race)**



**2019 Adult Citations by Race**



**2019 Juvenile Citations by Race**



The data from these enforcement activities was then compared against relevant city demographic levels (2010 Census and subsequent estimates). When viewed on its face, the raw data, as outlined in the above charts, would reflect that enforcement actions were not directly proportional to the black demographic in the city. Although 2.1% of the city’s population is Black (2010 Census), enforcement activities involving those of the black race appear to range from 7.56% of Adult Citations, up to 21.74% of Juvenile Citations, down from 36% in 2018.

Black adult enforcement arrests and summonses evidenced a slight uptick to 16.14% from 13.11% in 2018. These same numbers for juveniles who are black dropped from 36% to 25% in 2019.

To add perspective, the City of South Portland is the fourth largest municipality in the State of Maine and, bordered by the City of Portland, the state's largest municipality (pop. 67,000), is part of the state's largest urban service center. The black population of our neighbor, the City of Portland, is approximately 7.1% of the community's demographics. South Portland is home to the Maine Mall, the region's largest retail shopping district, and has significant technical, industrial and post-secondary education facilities. It also has a working waterfront and is considered the second largest oil port on the eastern seaboard. There are several major thoroughfares running through the city, including portions of US Route 1, Interstate 95 (Maine Turnpike), Interstate 295, and Maine Routes 9 and 77. The city also houses one of the largest concentrations of hotel rooms in Southern Maine. Although home to a residential population of approximately 25,577 the city's daytime population expands significantly due to an increasingly large transient population, represented primarily by the business, industrial, retail, and educational sectors of our community, all of which require varying levels of police service. Prior studies have indicated that there are approximately 55,500 employees in the area of the Maine Mall alone. Visitors to just the west end of the city are estimated to range from 46,000 to 102,000 per day, resulting in the additional daily-traffic flow of between 65,000 and 71,000 vehicles.

In comparison to 2018, the department's relevant enforcement activities involving the black demographic increased for adult arrests and summonses and juvenile citations, but decreased relative to adult citations and juvenile arrests and summonses.

While considering the apparent disproportionality in the department's contacts with the black population, with the highest disproportionate rate appearing to be related to juvenile crimes, the crime types in that category were reviewed in order to determine if the resultant charges appeared to be based upon officer-*initiated* versus officer-*responsive* calls and contacts. Not surprisingly, the largest single charge type was made up of theft / shoplifting offenses, the majority of which occurred at or around the Maine Mall. This is significant in that SOP and current practice leave the discretion in these types of cases up to the individual stores (victims), not the officers. Our officers simply respond to the store's call for service and then facilitate the process by issuing the requisite Court paperwork. Beyond that, South Portland School Department records indicate that approximately 28.24% of the student population in the city's schools are non-white, not of Hispanic origin. The same data indicates that approximately 12.3% of the student population is black. It should also be noted that the 2010 Census data is 10 years old and is in the process of updating in 2020. The 2010 census data has the black population at 2.1% but school black student population of 12.3%. These facts help clarify the data and bring what could have been perceived as the largest disproportionality with Census data into better perspective.

Although the percentages outlined above allow for a comparative overview, the actual number of enforcement actions add additional context. A total of 16 use of force incidents (8 of which were for non-criminal, protective custody situations), 167 (down from 197 in 2018) arrests and summonses (adults and juveniles), and 156 (down from 169 in 2018) traffic citations involved a member of the black race. When viewed in their totality, the department's enforcement actions offer no patterns or trends that would indicate bias-based policing exists within the department.

The Training Officer and Field Training Supervisor are reminded that SOP and CALEA standards require "*initial and annual training* in proactive enforcement tactics and biased - based policing concepts, including conducting lawful field contacts, traffic stops, search, seizure and forfeiture issues, courtesy, diversity, discrimination, interviewing and interpersonal communications skills, community support and the need to respect the rights of all citizens." This requirement was most recently addressed in January 2019 via a training video compiled by the Greensboro (NC) Police Department and disseminated to all sworn personnel via PowerDMS, but should be reinforced by incorporation into ongoing scenario and other relevant trainings.

No revisions are recommended to SOP #1-4, *Bias-Based Policing / Profiling*, at this time.

### **Early Intervention System (EIS) Evaluation** (35.1.9):

I reviewed the EIS reporting criteria outlined in SOP #3-35-B, *Early Intervention System*, and have identified two officers who triggered early intervention protocols for 2019.

Two officers had ten (10) or more use of force incidents, excluding the mere pointing or threatened use of a firearm or less lethal weapon.

Per SOP, this information has been provided to you under separate cover for referral to the appropriate command officer for review and follow up.

In its fifth year, the EIS seems to be meeting our needs. Beyond the triggering criteria, and associated reviews and follow up, the EIS has not yielded the need for additional action beyond the proactive conversation between command staff and the involved member. Training recommendations were also made to the supervisors of the involved officers if they thought it warranted it.

In terms of SOP recommendations, per feedback received during our 2017 CALEA onsite assessment, we were asked and may want to consider incorporating some number in excess of the median level of annual sick time incident usage, and preventable, lost-time worker's comp related incidents as EIS triggering events.

### **Recruitment / Staffing Analysis:**

Pursuant to SOP #3-31, *Recruitment and Selection*, the following is the annual analysis of staffing and the department's recruitment plan.

In terms of staffing, five sworn officers retired during 2019, including the Police Chief, a Lieutenant and the Court Officer. Their combined experience represented 96 years of policing. Additionally two patrol officers resigned. The first did so to accept a position with a Federal Agency, the second resigned from Field Training for personal reasons.

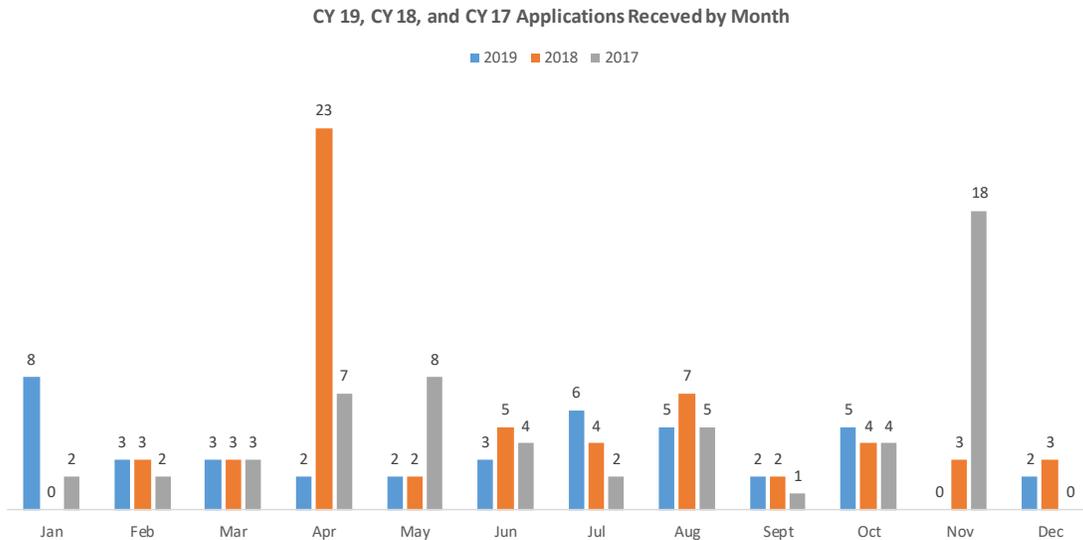
The department hired four officers during 2019. Two of those officers were lateral transfers from other Maine agencies. They immediately started field training and began working solo during the calendar year. The other two were enrolled in the Maine Criminal Justice Academy. One of the candidates did not complete the Academy. The second completed the Academy and Field Training and is currently working solo.

In terms of process, the department's hiring of sworn personnel is dictated, in large part, by the Civil Service Commission pursuant to City of South Portland Code of Ordinances, Ch. 19, Article II. In contrast to several years ago, in which the department would receive one or two hundred some odd applications per announcement, with one test administered per calendar year, the applicant pool during the past ten or more years has been significantly less, both regionally and nationally, for a variety of reasons. It is a problem plaguing a lot of Maine agencies.

During 2018, the Commission and City Council acted upon proposals and agreed to replace their additional written testing component with the MCJA ALERT test, and to consolidate their historically separate oral board with the department's interview panel. These steps have had immediate results in terms of our ability to be responsive to applicants, and our ability to review their credentials and feasibility for employment in a timely manner. Now, instead of the Commission offering a written test once or twice per year, the ALERT test is offered at least twice per month, allowing for more opportunities to access the department's hiring process. With the decreased number of applicants and the intense competition from other departments, applications were not being received by the department or acted upon for several months, causing us to lose viable, quality applicants to other police agencies. The department is now receiving and acting upon applications, upon receipt, and we

are now frequently told that we are now the first agency to contact applicants for consideration. It is anticipated that this revision will position the department to be more competitive in terms of recruitment and hiring going forward.

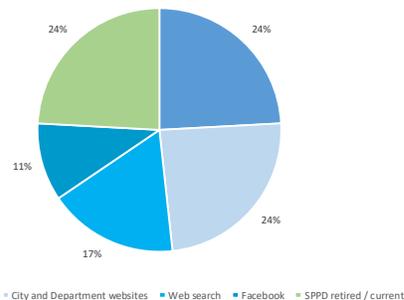
During the period January 1, 2019 to December 31, 2019, the department received 41 applications for the position of police officer. Six of the applicants were certified officers; two of these six were hired. There was a marked increase in female applicants; in the 2018 pool of applicants approximately 16% were women, in 2019 this number jumped to just short of 25%. Per human resources and legal guidance, the department does not track or allow for the identification of applicants by race.



The graph above indicates a more even distribution for the receipt of applications in 2019. The busiest months were January and July.

Twenty-nine applicants answered the question, “How did you learn about the position.” Readily 76% of the responses were web based sources and included: the MCJA website, the City of South Portland / South Portland Police Department website, web searches and Facebook. The remaining 24% of applicants learned about the position through personal contact with either current or retired member of the South Portland Police Department.

How did you learn about the position?



As mentioned above, of the 41 applicants, 4 were hired. One of these has resigned. Of the remaining 37 applicants, 8 accepted offers from other police departments. Three of the applications remain under consideration.

The remaining 29 applicants either withdrew or did not meet the established standards at the following points in the hiring process, with the single largest drop off point being after the background check. It is at that point in the process that interviews are scheduled. More than half the applicants were not invited for interviews.

The department's first formal recruitment plan was enacted in March 2016. Since then the plan has been continually updated including a SOP update in 2018 that included the Civil Service updates and revised hiring process. An Administrative assignment of Recruitment Team Coordinator was also added in 2018.

Some highlights for 2019 include:

1. The development of a recruitment team responsible for the following:

- Attend traditional jobs fairs.
- Receive training and practice answering perspective candidates' questions.
- Create an updated presentation that would be displayed at recruitment events. This would include photos, video, and swag.
- Brainstorm on how technology may be used to benefit our recruitment efforts.
- Use social media. For example, create a closed Facebook account to stay in contact with prospective candidates.
- Create a recruitment database and continuously follow-up with candidates to keep them active in the hiring process.
- Think outside the box and use new and effective strategies to achieve our goal of recruiting the best possible candidate for the position of police officer.
- Examine concepts to increase overall department morale.
- Attend regular recruitment team meetings.

2. Department Recruitment video was produced. Link to video:

<https://www.youtube.com/watch?v=zi5prdgr5tA>

3. On-going recruitment efforts as outlined in last year's annual report:

- To continue to work towards an easier and streamlined online application process, as opposed to the current paper process.
- The Civil Service Commission revised the ordinance has increased our ability to interact much more quickly and will improve our ability to get the first look at some of the quality candidates. The Commission and department have also merged what were previously two separate oral boards run by each into a single consolidated interview.
- To seek qualified minority personnel in approximate proportion to the makeup of the available work force in the community.
- The department's current sworn staff demographics are: eight (8) female officers (14.8%), 1 African American officer (1.9%), 0 Hispanic officers (0%) and 1 officer (1.9%) of Asian or Middle Eastern decent.
- Part of the revisions to the Civil Service ordinance include recognition and consideration for applicants demonstrating fluency in a foreign language.
- The department revised its application forms based upon input of items that may generate confusion or unintended barriers to minority applicants.
- The department communicated these efforts using social media and local media coverage.

- Based upon anti-discrimination laws, the department does not collect applicant data or base employment decisions directly or related solely on gender, race, ethnicity or other protected classes.
- The department should retain its high hiring standards and continue taking steps to attract female and minority applicants who will successfully make it through the rigorous hiring and training process.
- The department continues to have the goal of mirroring community demographics, and will continue to seek and hire excellent and well qualified officers without regard to gender, race or ethnic background.
- To ensure that all individuals be given equal opportunity to apply for and obtain employment regardless of race, creed, color, age, gender, sex, sexual orientation, gender expression, gender identity, national origin or ancestry, religion, genetic information, physical or mental disability (except where such disability manifestly disqualifies an individual for the particular position), workers' compensation history, whistleblower status, veteran status, use of tobacco products outside the course of employment, previous or present union activities, union membership, or any other legally protected category.
- Consistent with the Civil Service ordinance, all job announcements use the phrase "Equal Opportunity Employer."
- The department continued recruiting efforts, with members attending job fairs, to include at the Department of Labor, and providing presentations to college students at SMCC, CMCC, USM, Husson College, and St. Joseph's College, providing ride-a-longs, posting information on various social media, websites and electronic mail lists (aimed at college and military). The recruitment team continues to engage people and encourage employment opportunities and additional action items, to include enhanced job fair presentations, and a more robust social media presence.

With much being accomplished in this arena over the past two years, I would recommend that the recruitment plan be revised and updated to reflect and incorporate the work currently being conducted by the recruitment team.

**APPENDIX A: Use of Force Analysis Data**

Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
<b>2019</b>															
2019-02	Force	1/5/2019	Sat	2029	[REDACTED]	N/A	[REDACTED]	N/A	M	23	A	Firearm Display Firearm Display	SWAT Vehicle Assault	Criminal	No
2019-03	Force	1/4/2019	Fri	1249	[REDACTED]	N/A	[REDACTED]	N/A	M	U	U	Firearm Display	SWAT Perimeter Contact	Criminal	Nno
2019-04	Force	1/9/2019	Wed	1600	[REDACTED]	N/A	[REDACTED]	N/A	F	58	W	Hands/Impact Hands/Impact	Arrest of Assault Suspect	Criminal	Yes
2019-05	Force	1/11/2019	Fri	1228	[REDACTED]	N/A	[REDACTED]	N/A	M	24	W	Hands	CIT Erratic Behavior	Non	Yes
2019-06	Force	1/12/2019	Sat	1928	[REDACTED]	N/A	[REDACTED]	N/A	M	39	W	Hands/Impact Hands/Impact Hands/Impact	OUI Investigation	Criminal	Yes
2019-08	Force	1/17/2019	Thurs	1526	[REDACTED]	N/A	[REDACTED]	N/A	F	24	W	Hands Hands	CIT Suicidal Female	Non	Yes
2019-09	Force	1/5/2019	Sat	2045	[REDACTED]	N/A	[REDACTED]	N/A	M	24	A	Firearm Display	SWAT Drug Warrant	Criminal	No
2019-10	Force	1/22/2019	Tues	1855	[REDACTED]	N/A	[REDACTED]	N/A	F	15	B	Hands	Theft Suspect Detention	Criminal	No
2019-12	Force	2/9/2019	Sat	1440	[REDACTED]	N/A	[REDACTED]	Abrasions	F	54	W	Hands Hands	CIT / EDP	Non	Yes
2019-13	Force	2/13/2019	Wed	1735	[REDACTED]	N/A	[REDACTED]	N/A	M	14	B	Hands Hands Hands Hands	Shoplifting	Criminal	No
2019-14	Force	1/18/2019	Fri	0420	[REDACTED]	N/A	[REDACTED]	N/A	M	51	W	Hands Hands	CIT - Disoriented Male	Non	Yes
2019-15	Force	2/10/2019	Sun	1220	[REDACTED]	N/A	[REDACTED]	N/A	M	7	W	Hands	CIT / EDP	Non	Yes
2019-16	Force	2/14/2019	Thurs	0016	[REDACTED]	N/A	[REDACTED]	N/A	M	21	B	Firearm Display	Threats w/ Firearm	Criminal	No
2019-17	Force	2/16/2019	Sat	1941	[REDACTED]	N/A	[REDACTED]	N/A	M	19	W	Hands Hands Hands	CIT / Assault on Officer	Criminal	Yes
2019-18	Force	2/24/2019	Sun	0410	[REDACTED]	N/A	[REDACTED]	N/A	M	32	W	Hands Hands	Assault Arrest	Criminal	Yes
2019-19	Force	2/26/2019	Tues	1723	[REDACTED]	N/A	[REDACTED]	N/A	M	39	W	Firearm Display	Stolen Auto Felony		
					[REDACTED]		[REDACTED]	N/A	M	36	W	Firearm Display	[REDACTED]		
					[REDACTED]		[REDACTED]	N/A	M	47	W	Firearm Display			
2019-20	Force	3/1/2019	Fri	2039	[REDACTED]	Swollen Knee	[REDACTED]	N/A	F	13	B	Hands Hands Hands	CIT	Non	Yes
2019-21	Force	3/6/2019	Wed	1732	[REDACTED]	N/A	[REDACTED]	N/A	M	29	W	Firearm Display Firearm Display Firearm Display	Warrant Arrest	Criminal	No

Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
2019-22	Force	3/14/2019	Thurs	2116		N/A		N/A	M	28	W	Firearm Display Firearm Display	Crim Threat (Firearm)	Criminal	Yes
2019-23	Force	3/19/2019	Mon	2022		N/A		N/A	M	42	W	Hands	CIT / Assault on Officer OUI / LSOA	Criminal	Yes
2019-24	Force	3/24/2019	Sun	0050		N/A		N/A	M	18	B	Hands	Investigation	Criminal	Yes
						N/A		N/A	F	18	B	Hands			
						N/A						Hands			
						N/A						Hands			
2019-25	Force	3/21/2019	Thurs	1921		N/A		N/A	M	26	W	Hands	Drug Overdose	Criminal	Yes
						N/A						Hands			
						N/A						Hands			
2019-26	Force	3/30/2019	Sat	2016		N/A		N/A	F	14	W	Hands	Shoplifting	Criminal	No
						N/A						Hands			
2019-27	Force	3/30/2019	Sat	1235		N/A		N/A	M	16	W	Hands	CIT Youth in Crisis	Non	Yes
						N/A						Hands			
2019-28	Force	4/13/2019	Sat	1619		N/A		N/A	M	28	W	Firearm Display Firearm Display	Felony Drug Stop/Arrest	Criminal	No
						N/A		N/A	F	33	W	Firearm Display Firearm Display			
						N/A									
2019-29	Force	4/14/2019	Sun	1816		N/A		N/A	M	53	W	Hands	Shoplifting/Warrant Arrest	Criminal	Yes
						N/A						Hands			
2019-30	Force	4/6/2019	Sat	0100		N/A		N/A	M	34	B	Taser Display	Traffic Stop/Arrest	Criminal	No
2019-31	Force	4/17/2019	Wed	1714		N/A		N/A	F	23	W	Hands	CIT / EDP	Non	Yes
2019-32	Force	4/18/2019	Thurs	2323		N/A		N/A	M	56	W	Firearm Display	CIT: Suicidal	Non	Yes
2019-33	Force	4/22/2019	Mon	1420		N/A		N/A	F	47	W	Hands	CIT: Suicide Threat	Non	Yes
2019-34	Force	4/24/2019	Wed	0757		N/A		N/A	M	46	W	Firearm Display	Burglary Suspect Arrest	Criminal	No
2019-35	Force	4/27/2019	Sat	2136		N/A		N/A	M	37	W	Hands	Well Being/Drug Poss	Criminal	Yes
												Hands			
												Hands			
2019-36	Force	4/28/2019	Sun	0206		N/A		N/A	F	32	W	Hands	Obstrucing / Resisting	Criminal	Yes
												Hands			
												Hands			
2019-37	Force	4/28/2019	Sun	0242		N/A		N/A	F	33	W	Hands	OUI Arrest	Criminal	Yes
												Hands			
2019-38	Force	5/1/2019	Wed	0635		N/A		N/A	M	24	B	Firearm Display	Burglary/Drug Invest	Criminal	Yes
2019-40	Force	5/2/2019	Thurs	2022		N/A		N/A	M	36	B	Firearm Display	Felony Drug Stop/Arrest	Criminal	No

Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
2019-42	Force	5/4/2019	Sat	1334		N/A		N/A	M	34	W	Hands	CIT / EDP	Non	Yes
						N/A		N/A				Hands	CIT / EDP	Non	Yes
						N/A		N/A				Hands	CIT / EDP	Non	Yes
2019-43	Force	5/7/2019	Tues	1635		N/A		N/A	M	39	W	Hands	Felony Drug Arrest	Criminal	No
												Hands			
2019-44	Force	5/7/2019	Tues	2330		N/A		N/A	F	31	W	Hands	CIT / Suicide Attempt	Non	Yes
												Hands			
												Hands			
2019-48	Force	6/3/2019	Mon	0830		N/A		N/A	F	16	W	Hands	CIT / EDP	Non	Yes
						N/A						Hands			
2019-49	Force	5/10/2019	Fri	0756		N/A		N/A	M	22	B	Hands	Crash Investigation	Criminal	Yes
2019-50	Force	6/12/2019	Wed	2202		N/A		Probe marks	M	39	W	Hands/Impact	Assault / Disorderly	Criminal	Yes
												Hands/Impact/CEW			
												Hands			
2019-51	Force	6/13/2019	Thurs	0203		N/A		N/A	M	23	W	Hands	CIT / Suicidal	Non	Yes
												Hands			
												Hands			
2019-52	Force	6/13/2019	Thurs	2218		N/A		N/A	F	31	W	Hands	CIT/Suicide by Firearm Threat	Non	Yes
												Hands/Firearm Display			
												Hands/Firearm Display			
2019-53	Force	6/14/2019	Fri	1306		N/A		N/A	M	35	U	Firearm Display	Aggravated Assault	Criminal	No
2019-54	Force	6/15/2019	Sat	1835		N/A		N/A	M	41	W	Hands	CIT: Overdosing/Suicidal	Non	Yes
												Hands			
												Hands			
2019-55	Force	6/19/2019	Wed	2225		N/A		N/A	M		W	Firearm Display	Brandishing Handgun	Criminal	Yes
												Firearm Display			
2019-56	Force	6/19/2019	Wed	1320		N/A		N/A	F	25	W	Hands	CIT: Threats to Bridge Jump	Non	Yes
												Hands			
												Hands			
												Hands			
2019-57	Force	6/23/2019	Sun	1713		N/A		N/A	F	29	W	Hands	Protective Custody: OD	Non	Yes
2019-58	Force	6/23/2019	Sun	0310		N/A		N/A	M	23	W	Hands	CIT: Suicidal w/ Knife	Non	Yes
												Hands			

Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
2019-59	Force	6/24/2019	Mon	2133		N/A		N/A	M	28	B	Hands Hands	Suspicious Vehicle Entrance	Criminal	Yes
2019-60	Force	6/28/2019	Fri	1951		N/A		N/A	M	75	W	Hands	DV Arrest	Criminal	No
2019-62	Force	7/3/2019	Wed	1805		N/A		N/A	M	9	W	Hands Hands	CIT Autistic Child	Non	Yes
2019-63	Force	7/4/2019	Thurs	1730		N/A		N/A	M	30	W	Hands	Fight/Criminal Mischief	Criminal	Yes
2019-64	Force	7/2/2019	Tues	0500		N/A		Bloody Lip	M	26	W	Hands Hands Hands Hands	Underage Drinking Party	Criminal	Yes
						N/A		N/A	F	19	W	Hands	Obstrucing / Resisting		Yes
2019-65	Force	7/17/2019	Wed	0021		N/A		Abrasions	M	64	M	Hands Hands Hands	DV Detention Refusal	Criminal	Yes
2019-66	Force	7/9/2019	Tues	0350		N/A		N/A	F	18	W	Hands Hands	DV Investigation	Criminal	No
2019-67	Force	7/25/2019	Thurs	1600		N/A		N/A	M	51	W	Hands	CIT: Intox Protective Custody	Non	Yes
2019-68	Force	8/2/2019	Fri	1748		N/A		N/A	F	31	W	Hands	CIT: Suicidal Female	Non	Yes
2019-69	Force	8/4/2019	Sun	0012		N/A		N/A	M	28	W	Hands Hands Hands Hands	CCJ Removal of Arrestee Criminal Trespass Arrest	Criminal	Yes
2019-73	Force	8/7/2019	Wed	1900		N/A		N/A	M	52	W	Hands Hands	DV w/ Weapon	Criminal	Yes
2019-74	Force	8/25/2019	Sun	1815		N/A		N/A	F	40	W	Hands	CIT: EDP	Non	Yes
2019-75	Force	8/25/2019	Sun	1904		N/A		scratch	M	53	A	Hands Hands	CrimTres/DisCon/RefSu b	Criminal	Yes
2019-76	Force	8/26/2019	Mon	0550		concussion		OC in eyes/CEW	M	36	W	OC/CEW/firearm display	Assault on LEO/Assault	Criminal	EDP/alcohol or drugs

Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
2019-77	Force	9/3/2019	Tues	1632		N/A		N/A	M	40	W	firearm display	OAS	Criminal	
						N/A		N/A	F	30	W	firearm display	VBC / Ref to submit	Criminal	alcohol
						N/A		N/A	F	34	W	Firearm Display	drug investigation	Non	drugs
						N/A		N/A	M	33	B	Firearm Display	drug investigation	Non	alcohol
						N/A		N/A				Firearm Display			
						N/A		N/A				Firearm Display			
2019-78	Force	9/16/2019	Mon	0925		N/A		N/A	M	34	W	Hands	CWB: drugs	Non	drugs
						N/A		N/A				Hands			
2019-79	Force	9/20/2019	Fri	2020		N/A		N/A	M	34	W	Hands	CWB: drugs	Non	drugs
						N/A		N/A	F	35	W	Hands	Obstructing	Criminal	drugs
2019-80	Force	9/25/2019	Wed	1900		N/A		N/A	M	35	W	Firearm Display	Agg Assault	Criminal	alcohol or drugs
2019-81	Force	9/27/2019	Fri	0825		N/A		N/A	F	31	W	Hands	Protective Custody	Non	drugs
2019-82	Force	9/29/2019	Sun	0011		N/A		N/A	M	52	B	Hands	OUI refusal Intox	Criminal	alcohol
2019-83	Force	9/30/2019	Mon	1816		N/A		N/A	M	30	W	Hands	Failure to ID	Criminal	No
2019-84	Force	10/2/2019	Wed	0514		N/A		N/A	M	29	W	Hands	Assault / TBI / Exc Del	Criminal	alcohol
						N/A		N/A				Hands			
						N/A		N/A				Hands			
						N/A		N/A				Hands			
2019-85	Force	10/3/2019	Thurs	0732		back / hand		pain / scrapes	F	26	W	Hands	Rev Lic / Ref to submit	Criminal	EDP
2019-86	Force	10/3/2019	Thurs	0900		N/A		N/A	F	26	W	Hands	Ref to relinquish property	Non	EDP
						N/A		N/A				Hands	Ref to relinquish property	Non	EDP
2019-87	Force	10/3/2019	Thurs	2225		N/A		pain / shoulder	M	32	W	Hands	Ref to submit	Criminal	drug paraphernalia
2019-88	Force	10/4/2019	Fri	1333		N/A		claimed	F	32	W	Hands	Fugitive from Justice	Criminal	drug paraphernalia
						N/A		claimed				Hands			
2019-89	Force	10/11/2019	Fri	0138		N/A		N/A	F	16	A	Hands	Protective Custody	Non	
						N/A		N/A				Hands			
2019-90	Force	10/13/2019	Sun	2254		N/A		N/A	M	30	W	Hands	Protective Custody	Non	drugs or alcohol
2019-91	Force	10/20/2019	Sun	1820		N/A		N/A	M	24	W	Hands	Protective Custody	Non	drugs or alcohol
						N/A		N/A				Hands			

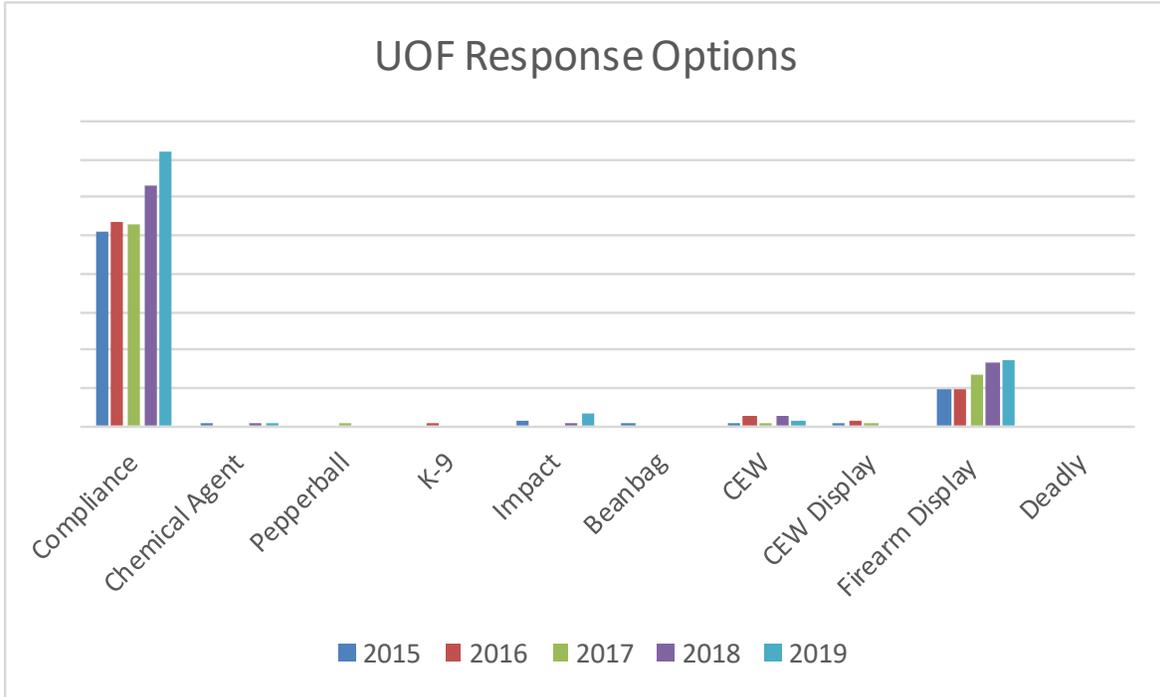
Control #	Type	Date	Day	Time	Officers(s)	Officer Injury	Subject(s)	Subject Injury	Sex	Age	Race	Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs		
2019-92	Force	10/23/2019	Wed	0912		N/A		N/A	M	29	W	Hands	Protective Custody	Non	EDP		
						N/A							Hands				
						N/A							Hands				
2019-93	Force	10/26/2019	Sat	0015		N/A			N/A	M	26	W	Hands	Assault/Ref to submit	Criminal		alcohol
2019-94	Force	10/26/2019	Sat	2338		N/A			N/A	M	17	W	Hands	Refusing to submit	Criminal		alcohol
						N/A											Drugs or Alcohol
2019-97	Force	11/17/2019	Sun	0125		N/A			N/A	M	38	W	Hands	Protective Custody	Non		
2019-98	Force	12/2/2019	Mon	0456		N/A			N/A	F	18	W	Hands	Protective custody/Assault	Criminal		Alcohol
						N/A							Hands				
						N/A							Hands				
2019-99	Force	12/2/2019	Mon	0456	N/A		N/A	F	18	W	Hands	Protective Custody/assault	Criminal		Alcohol		
					N/A												
					N/A												
2019-100	Force	12/10/2019	Tues	1641	N/A		N/A	F	16	B	Hands	Protective Custody	Non		EDP		
2019-101	Force	12/11/2019	Wed	1754	N/A			Sm Cut on head	M	45	W	Hands	Protective Custody	Non	EDP		
					N/A			Sm Cut on head				Hands					
					N/A			Sm Cut on head				Hands					
					N/A			Sm Cut on head				Hands					
					N/A			Sm Cut on head				Hands					
2019-102	Force	12/13/2019	Fri	1408		N/A		Sm cut on finger	F	52	W	Hands	Ref to Submit	Criminal		Drugs or Alcohol	
2019-103	Force	12/13/2019	Fri	1439		Pain / scrapes		Scrapes / Forehead and Hands	M	36	W	Hands	Poss of gun/drugs	Criminal		Drugs	
						N/A		Scrapes / Forehead and Hands				Hands					
2019-104	Force	12/13/2019	Fri	1439		N/A		N/A	F	37	W	Firearm Display	drug investigation	Criminal			
						N/A		N/A	M	30	B	Firearm Display	drug investigation	Criminal			
2019-105	Force	12/19/2019	Thur	1947		N/A		N/A	M	13	B	Hands	Protective Custody	Non			
						N/A		N/A				Hands					
2019-108	Force	12/31/2019	Tues	2313		N/A		N/A	F	33	W	Hands	Protective Custody	Non			
												Hands					
												Hands					

**APPENDIX B:**

**USE OF FORCE & CONTROL**

<u>Admin/Command</u>	<u># Reports</u>	<u>A/B Team</u>	<u># Reports</u>	<u>D Team</u>	<u># Reports</u>
██████	0	██████	0	██████	3
██████	0	██████	5	██████	9
██████	7	██████	2	██████	1
██████	1	██████	1	██████	13
██████	2	██████	0	██████	10
██████	1	██████	5	██████	7
<b>TOTAL:</b>	<b>11</b>	██████	8	██████	3
<u>Sgt's</u>		██████	7	<b>D TOTAL:</b>	<b>46</b>
██████	0	██████	0	<u>E Team</u>	
██████	2		0	██████	6
██████	7		0	██████	1
██████	0		0	██████	1
██████	6			██████	7
██████	9			██████	0
██████	7			██████	5
<b>TOTAL:</b>	<b>31</b>	<b>A/B TOTAL:</b>	<b>28</b>	<b>E TOTAL:</b>	<b>20</b>
<u>CID / CRU:</u>		<u>C Team</u>		<b>Total Incidents:</b>	<b>92</b>
██████	0	██████	12	+13.3%	
██████	1	██████	6	<b>Total Reports:</b>	<b>186</b>
██████	0	██████	1	+18.1%	
██████	0	██████	5		
██████	0	██████	5		
██████	0	██████	8		
██████	1	██████	8		
██████	1	██████	1		
██████	0				
██████	0				
██████	1				
Clark	0				
<b>TOTAL:</b>	<b>4</b>	<b>C TOTAL:</b>	<b>46</b>		

**APPENDIX C:**



**APPENDIX D:**

**Pursuit and Failure to Stop Analysis Data**

Date	Time	Primary Officer	Initiating Event	Terminating Event	Suspect Charged / Crime
1/15/2019	0133	[REDACTED]	Felony Warrants	Officer Discontinued	None
1/29/2019	2346	[REDACTED]	Traffic Infraction	Officer Discontinued	None (Evaded)
5/2/2019	1000	[REDACTED]	Traffic Infraction	Suspect stopped	FT Stop
5/4/2019	0015	[REDACTED]	Traffic Infraction	Officer Discontinued	None
5/27/2019	0040	[REDACTED]	Traffic Infraction	Officer Discontinued	None
6/4/2019	0330	[REDACTED]	Traffic Infraction	Supervisor Terminated	None
6/30/2019	0035	[REDACTED]	Crim Speed	Suspect Stopped	OUI, FT Stop
11/7/2019	0320	[REDACTED]			
12/22/2019	0013	[REDACTED]	Traffic Infraction	Officer Terminated Pursuit	None (Evaded)