



# Police Department



## Office of Professional Standards

MEMORANDUM

**TO:** Chief Edward Googins  
**FM:** Lt. Frank Clark  
**DT:** 01/30/2019  
**RE:** OPS Annual Report

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### Introduction

Please accept this as the Office of Professional Standard's 2018 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 2018, the department responded to approximately 35,088 calls for service; this ended a four-year decline and represents a 4% increase in comparison to 2017. Officers investigated 4,414 formal crime, incident and crash reports, with 84 of those being filed online; this is an increase in overall reports (+2.9%), with a notable decrease (-55.8%) in online reporting due to an unknown cause. Officers arrested or summonsed 955 people (+3%), again ending a four-year decrease; they conducted 8,239 traffic stops (+64%), ending a two-year decline, and issued 1,716 traffic citations (+96.3%), ending another marked four-year decrease. The Traffic Specialist position, formed in 2018, played no small role in this enhanced proactive traffic enforcement, having conducted 20.1% of all traffic stops in the city, and writing a full 53% of the department's traffic citations for the year. That position aside, all other patrol personnel increased traffic enforcement efforts, vis-à-vis traffic stops, by 31%, with what would have been a 7.7% decrease in the number of citations issued in comparison to 2017.

During 2018, 148 officers died in the line of duty in the United States. Although this remains lower than several years in the past decade, it is unacceptable and a heartbreaking uptick after a decrease in 2017. Even more discouraging is the increase in the number of officers killed by firearm in 2018, the leading cause of all line of duty deaths. In fact, 59% of all police officer deaths were due to felonious causes. Fifty-two (52) officers, including Somerset County (ME) Sheriff Cpl. Eugene Cole, were killed by firearm. Of those, two-thirds were killed by a handgun, with four killed by their own weapons after being disarmed, and one resulting from an apparent negligent discharge. The second and third leading causes of death were traffic crashes and heart attacks, respectively; forty-nine (49) officers were killed as a result of traffic, pursuit, and / or motor vehicle-related crashes or incidents, and 17 died of a job-related heart attack. Other deaths were the result of other factors, including duty-related (primarily 9/11) illnesses, aircraft and boating incidents. 138 of the officers killed were male; 10 were female. The average age was 41, and average years of service was 12 years, 5 months, with the shortest being 7 days and the longest being 41 years. 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 2018 was the third year in a row in which police officer suicides outnumbered line of duty deaths. At least one hundred fifty-nine (159) officers died of suicide last year, the same number that died by suicide in 2017. 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 151 men and 8 women, with an average age of 41 and an average length of service of 15 years. The State of Maine reported one (1) police suicide during 2018. 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, high visibility vehicles and equipment, administrative review of high liability incidents, the annual physical fitness program, facilities and incentives, along with an early intervention system, employee assistance program, peer support, and critical incident stress protocols overseen or coordinated by our internal Behavioral Health Liaison.

Given the current national climate, and the threat they face every day, our agency is held in high esteem in the 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*.

## **Reports & Analyses**

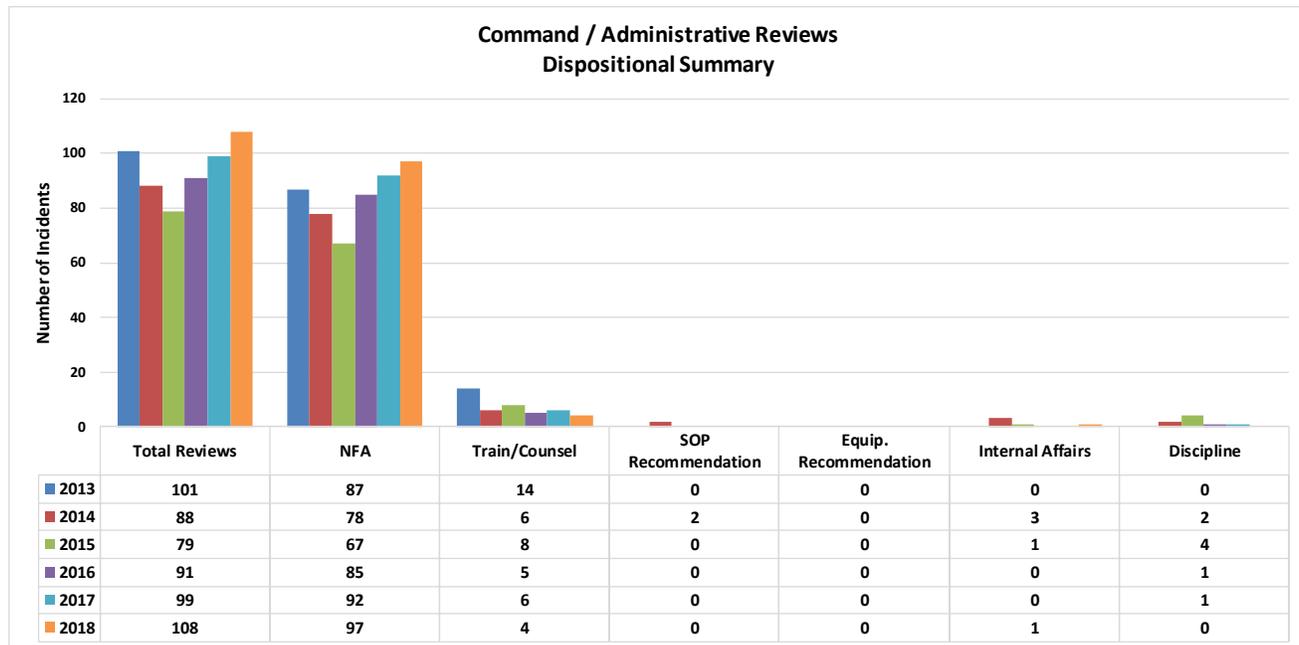
### **Training Report:**

South Portland police officers attended upwards of 6,300 hours of recruit, field and in-service training during 2018. This included Academy mandated training (e.g., Firearms, New Law Updates, Death Investigations, Policing the Teen Brain, and Responding to Mental Health Crisis), as well as a variety of elective and specialty training (e.g., SWAT, CNT, Dive Team, K-9 Patrol & Drug Detector, and officer safety related training). In fact, a new K-9 Team attended 14 weeks of training, certifying as a Patrol 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; this included weekly roll call length training, titled, *Path of the Guardian*, by Eric Daigle, Esq. Evaluation tests were also 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 display an interest and commitment to seeking, attending and providing training relevant to their assignments and professional development.

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

During 2018, 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 represents a 9.1% increase in the number of these types of incidents and reviews when compared to 2017, and a fourth year upward trend. All were subject to preliminary review and recommendations by at least two members of the command staff. Nineteen (19) reviews, or 17.6%, were additionally referred to the standing Administrative Review Board, consisting of Lt. Bernard, Lt. Simonds, and Sgt. Sutton. Per SOP criteria, the Administrative Review Board reviews incidents involving any use of deadly force or certain non-deadly force response options, to include those 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 below notes the dispositions and six-year historical trend of these reviews, the vast majority of which complied with policy, procedure and training and required no further action.

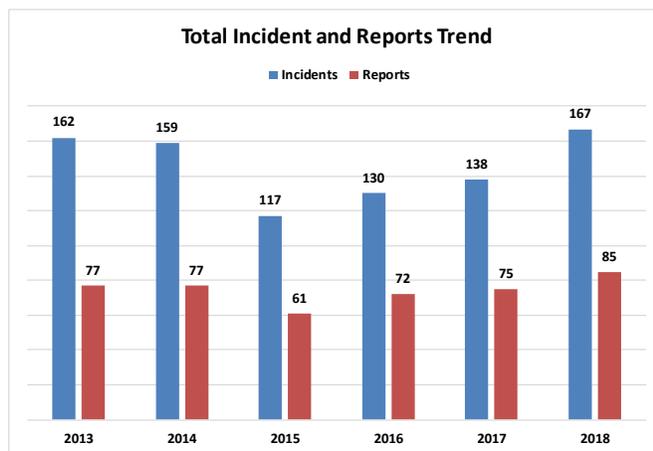


The following reviews and analyses are additionally offered in the separate functional areas reviewed.

**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.

During 2018, South Portland police officers filed 167 separate Use of Force and Control Reports, resulting from 85 recorded use of force and control incidents. The six-year trend of these statistics is contained in the adjacent chart.

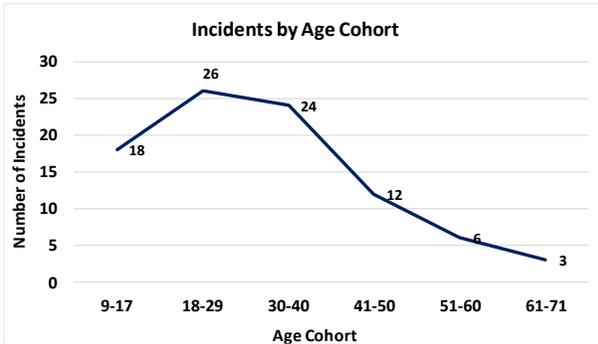


The overall number of arrests and summonses increased 3% this year, with the raw number of use of force incidents and individual report filings increasing 13.3% and 21%, respectively. That said overall use of force incidents remain low relative to calls for service (0.2%). All of the incidents involved the use of non-deadly force. There were no deadly force applications.

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 above, across the six-year time period captured, the

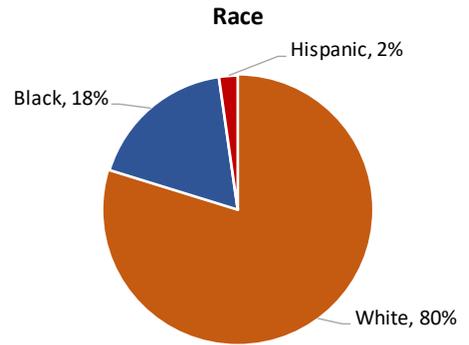
majority of reviews in these cases resulted in the need for no further action, with training, counseling, further investigation or review and discipline being administered, as necessary, but with low frequency.

In terms of further analysis, a chart detailing the dates, times, days of the week, and types of encounters resulting in force applications is contained in **APPENDIX A** of this report.

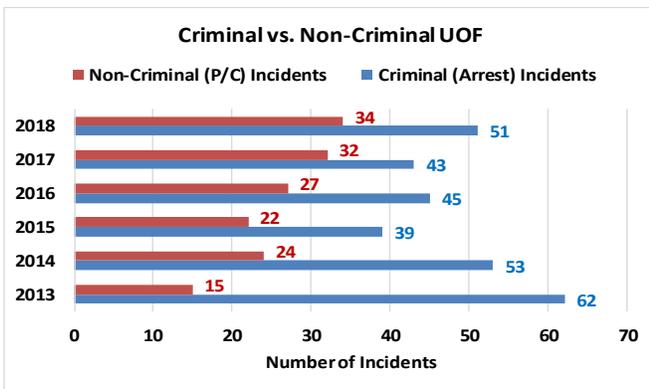


In terms of the age of those involved in use of force incidents, upwards of 85% of all incidents involved adults. The majority of subjects were in the 18-29 year range, followed by the 30-40, and then juveniles. Of the 18 incidents involving juveniles, 72.2% were for non-criminal interactions, several in city schools. In 2018, department supervisors and school administration held a meeting with a goal of reducing the need for such police services or intervention, whenever possible.

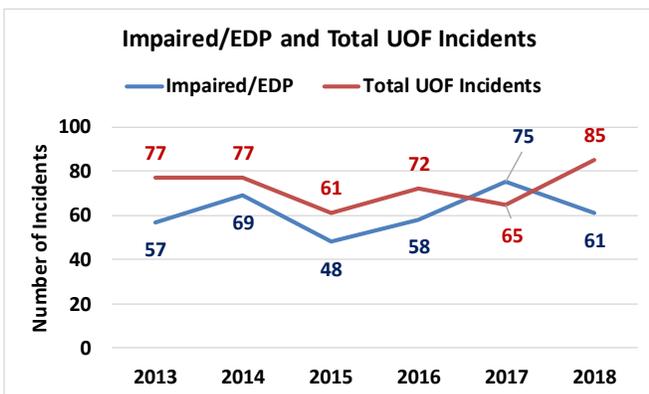
In terms of race, approximately 80% of all incidents involved a person who was white. Fifty percent (50%) of the 16 incidents that involved a person who was black were due to non-criminal related interactions, to include crisis interventions, a drug overdose and restraining a missing juvenile. Seven (7) of the 16 incidents involved juveniles.



Not surprisingly, in terms of gender, males continue to be the subjects involved in the majority of use of force incidents, with 74% of all incidents involving males, both adults and juveniles.

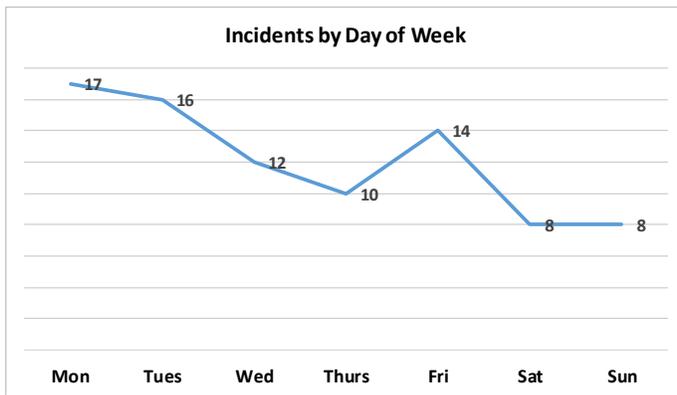
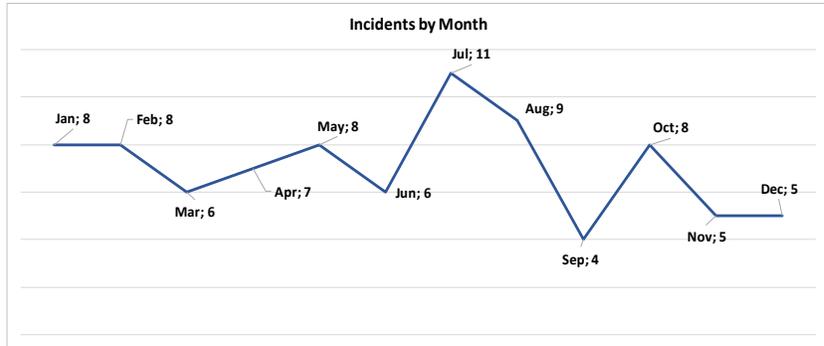


Approximately 60% of all use of force incidents stemmed from criminal / arrest situations, while the remaining 40% involved non-criminal (i.e., primarily protective custody and behavioral health) situations. The chart at left depicts the upward trend in the need for and use of non-criminal use of force applications.



Breaking a three-year upward trend is a reduction in the number of subjects involved in use of force incidents whom officers reported to be emotionally disturbed and / or using alcohol and / or drugs; that number still remains high, however, at approximately 71.8% of all incidents in 2018.

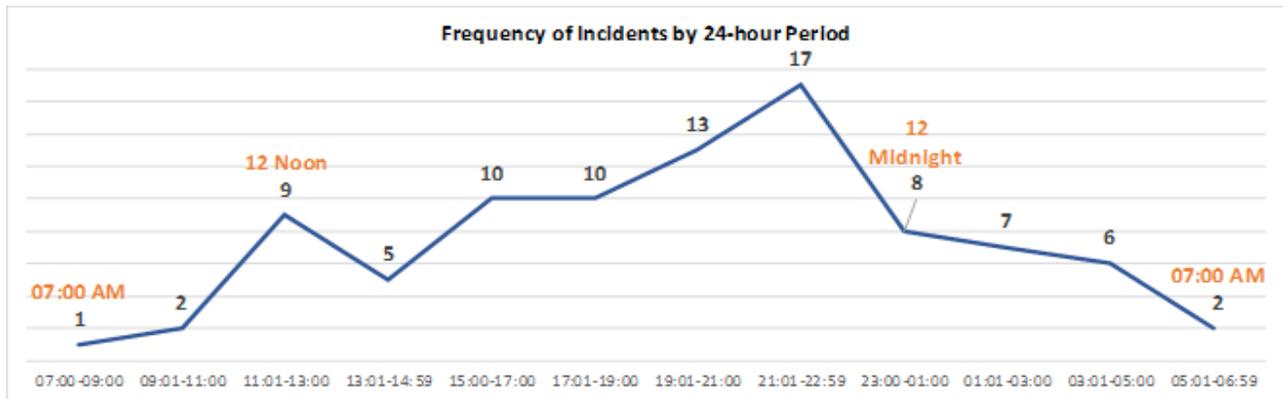
Additional data points related to 2018's use of force incidents include frequency of incidents by month, day of week, and time of day.



The highest number of incidents occurred during the summer months of July and August (see graph above).

The days with the greatest frequency of incidents were Monday and Tuesday (see graph left).

The time of day with the highest number of incidents is 2100-2200 hours (see graph below).



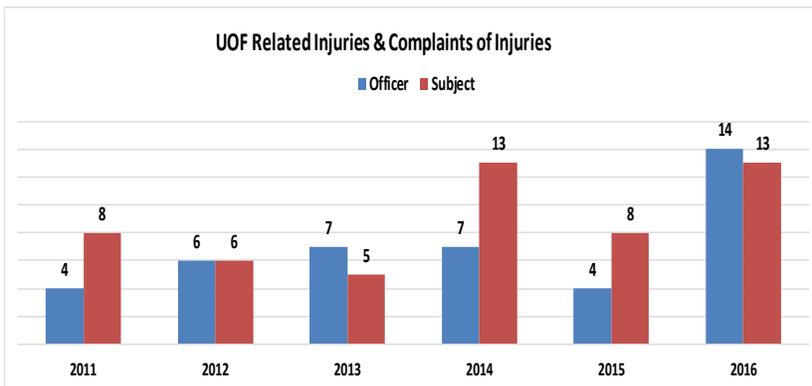
Use of Force frequency by all personnel, both individually and grouped by team or rank, along with a breakdown and trend of overall officer response options, is contained in **APPENDIX B** and **APPENDIX C**, respectively.

In comparing those statistics with those from 2017, the use of force reports filed by the command (+50%), sergeants (+12%), A / B (+40%), C (+13.9%) and E (+81.3%) Teams all increased; and those filed by CID / CRU (-42.9%) and D Team (-6.3%) both decreased. The range of individual officer use of force report filings ranged from zero to fifteen, with the approximate average frequency per sworn officer being 3.1 uses of force for the calendar year.

In comparison to 2017, both officer and subject injuries increased. The subject injuries consisted of abrasions, lacerations, head impact (possible concussion), nosebleed and CEW probe marks; the officer injuries similarly consisted of abrasions, lacerations (one due to a human bite), sprains, back pain and an OC exposure.

The increase in injuries is an obvious concern, however, I would attribute the lack of any significant injuries to the professionalism, training, preparation and cohesiveness of agency personnel.

I would also note that 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 should strive to assess injuries during each administrative review, addressing any potential concerns or training needs with an overall goal of reducing both officer and subject injuries.



As you will also note below, the department conducted administrative (Internal Affairs) investigations related to three excessive force related complaints during 2018. Two collaterally involved Notice of (Litigation) Claims that remain pending at the time of this report. In all but one case, the involved officers were exonerated.

SOP #1-1-A, Use of Force & Control, was recently reviewed and revised during January 2019, with input from all sworn personnel. These revisions included adding specific language related to both defining and using verbal and non-verbal tactical de-escalation techniques in an attempt to slow down situations and reduce 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 guidance in regards to 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 and other training relevant to constitutional policing, to include weekly viewing of an online video series by Attorney Eric Daigle, Esq., titled “Path of the Guardian,” which ended in April 2018.

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, I would recommend:

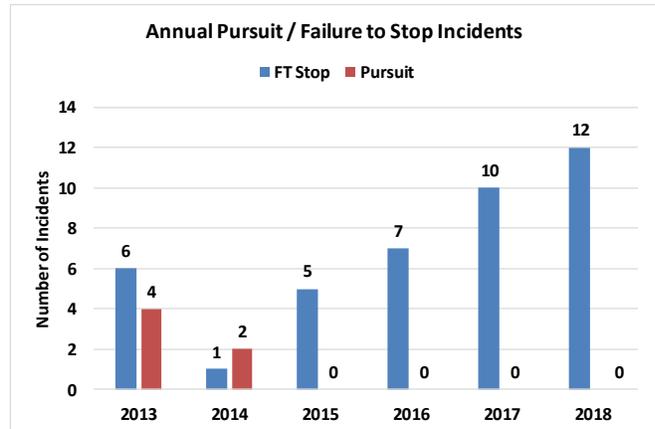
1. An increase in annual MARC training hours in order to ensure competency and confidence in this area;
2. Training in de-escalation, much of which is practiced but can be further honed and adopted into our priority of life related training, with the goal of reducing the need or level of particularly the non-criminal (i.e., often mental health related) force applications, whenever possible, yet not creating hesitation when force is required; and,
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.

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 stay vigilant in regards to contacts and interactions with persons with domestic violence histories, as well our provision of mental health related training and collaboration to sworn staff, our 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, which 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 2018, officers did not engage in any *pursuits* but did engage in twelve (12) *failure to stop* incidents. This represents another four-year upward trend, but 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;
- Three (3) incidents occurred during first shift hours; seven (7) during second shift hours; and two (2) 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;
- Police vehicle speeds ranged from approximately 30 to 60 mph;
- Two officers (one sergeant and one patrolman) were each individually involved in two separate incidents;
- 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 33 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, is contained in **APPENDIX D** of this report.

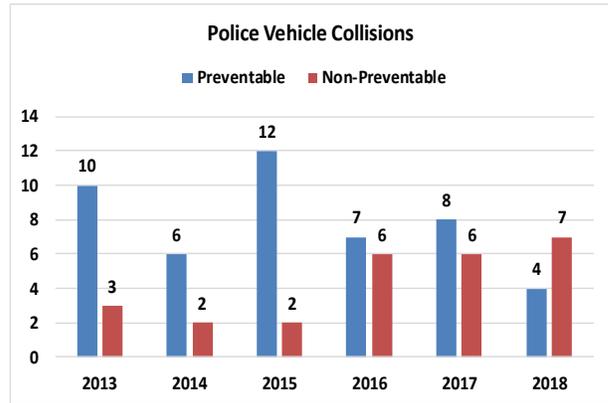
With the overriding goal of officer and public safety, SOP directives in this area appear to be effectively limiting these types of incidents and their potentially disastrous outcomes. Based upon the individual reviews and this analysis, these directives appear to be understood and followed by personnel. 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, with remedial training provided in one of the twelve incidents.

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 or 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 11 police vehicle involved collisions during 2018, a 21.4% decrease in reported incidents compared to 2017. The Command / Administrative review process deemed only four (4) of those collisions to be preventable, resulting in one driver 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 2018 department review of SOP #6-62, Vehicle Crash Investigation & Reporting, resulted in revisions related to jurisdictional response issues and lobby complaints. 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.

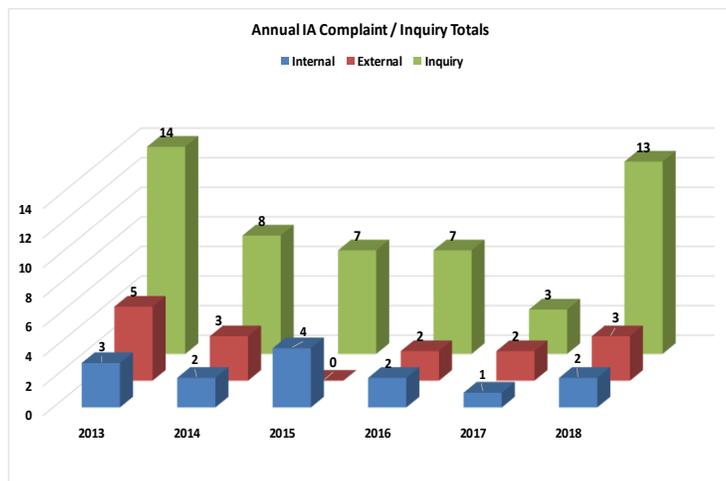
**Internal Affairs Report & Analysis:**

During 2018, the department conducted five (5) Internal Affairs investigations; three (3) of these were based upon external complaints, and two (2) were generated internally.

Of the received complaints, there were twelve (12) separate allegations involving ten (10) separate sworn personnel, both line officers and supervisors. The nature of the complaints involved Excessive Force, Unlawful Arrest, Prisoner Handling, Truthfulness, Conduct Towards the Public, BWC Use, Reporting, and Investigative Protocol Violations.

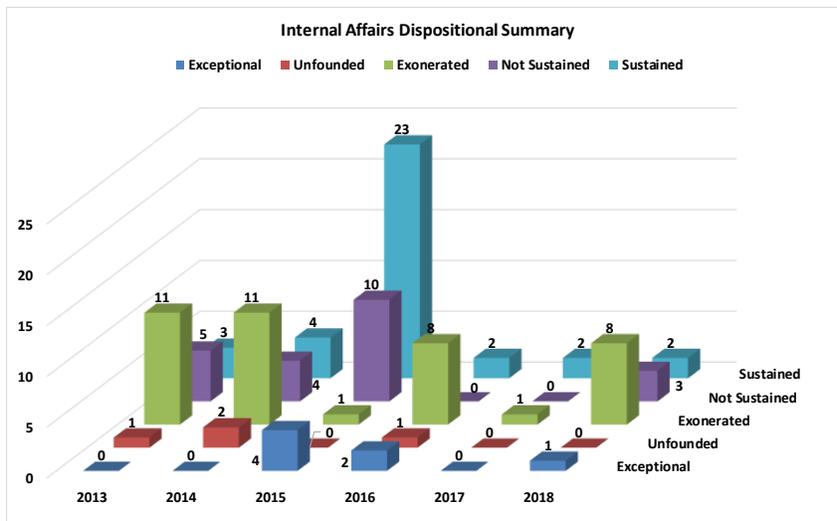
One internal complaint was “Sustained,” with no discipline issued. The second internal complaint was sustained, in part (resulting in a 2-day suspension), and not sustained, in part.

The three external complaints resulted in the officers being “Exonerated” or the complaint otherwise not being sustained. Two external complaints also resulted in Notice of Claims being filed against the officer and agency. Both were forwarded to the Maine Municipal Association for review and defense.



Department supervisors also documented and resolved a total of thirteen (13) 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 was ten more inquiries than were received or taken in 2017, seemingly confirming 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.



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.

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):

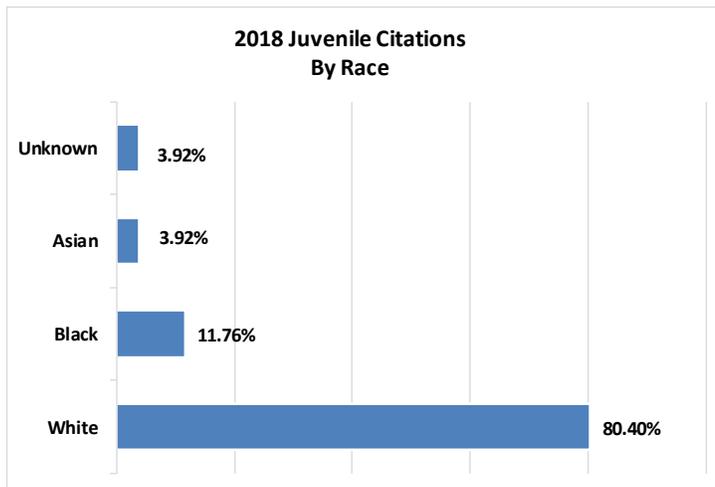
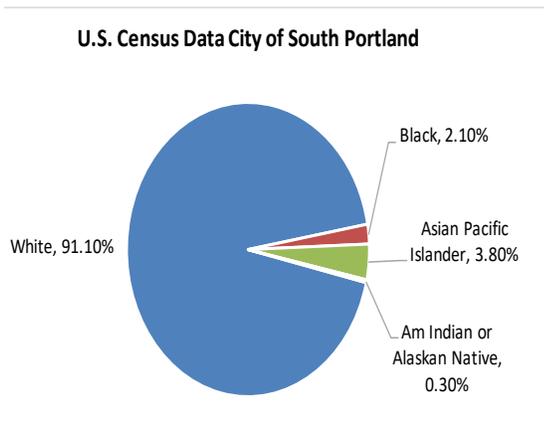
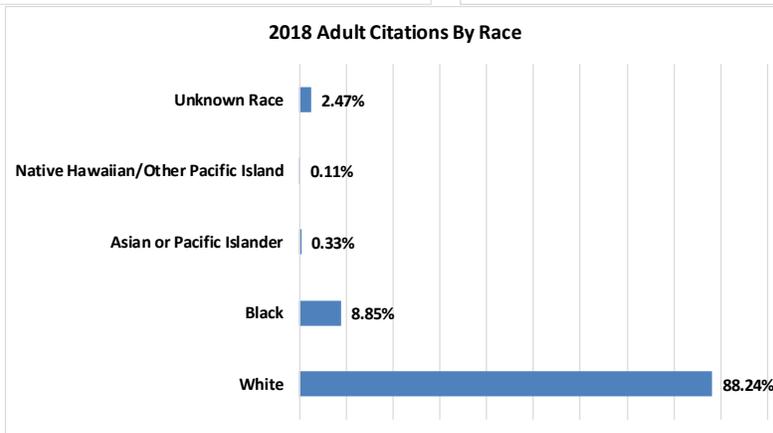
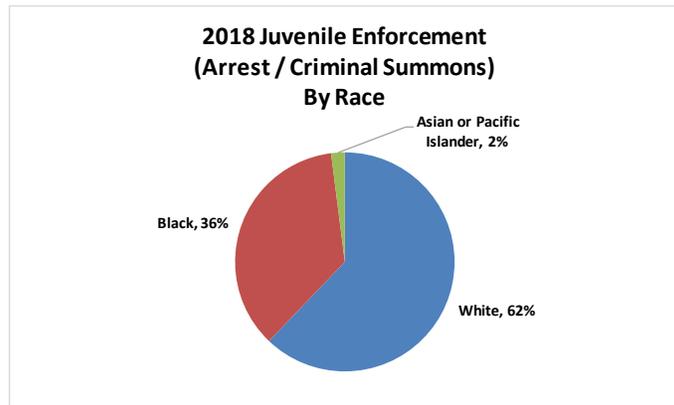
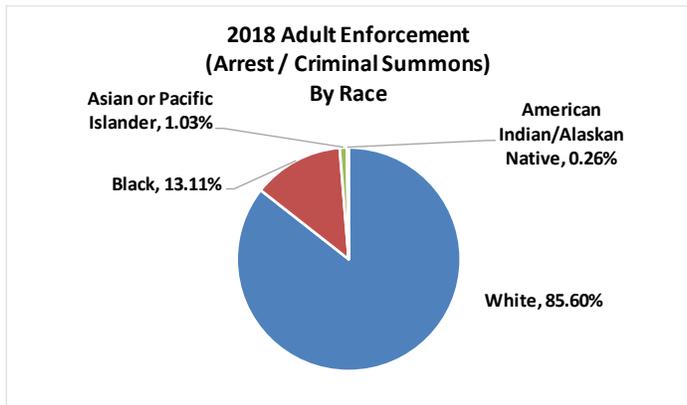
Pursuant to SOP #1-4, *Bias-Based Policing / Profiling*, the following review was conducted to assess the likelihood of illegal or bias-based policing occurring during the operation and enforcement activities of this department.

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 2018 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,

above. 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).



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 8.85% of Adult Citations, up to 36% of Juvenile Crimes. Based upon this perceived discrepancy, this data was analyzed further.

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 2017, the department's relevant enforcement activities involving the black demographic increased for all categories (i.e., adult and juvenile criminal enforcement and traffic citations). I would note here that there were no reported traffic citations issued to black juveniles in 2017, wherein 6.9% of that year's juvenile traffic citations had an "unknown" race descriptor. In 2018, the "unknown" category was cut in half, reduced to 3.92% of the citations issued, meaning that a reason for part of this increase is more accurate VSAC reporting and documentation.

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 22.5% of the student population in the city's schools are non-white, not of Hispanic origin. The same data indicates that approximately 7.2% of the sixth through twelfth grade student population is black. 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), 197 arrests and summonses (adults and juveniles), and 169 traffic citations involved a member of the black race. Using these numbers (and subtracting the number of use of force incidents involving an arrest or summons in order to prevent redundancy), a total of 358 recorded enforcement related contacts involved a black person. This reflects only 1.02% of the department's 35,008 calls for service in 2018. Lastly, the same perceived disproportionate relationship exists when reviewing the race of crime *victims* in 2018, in that 13.56% of the victims who filed crime reports in the city were black. 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 three officers who triggered early intervention protocols for 2018.

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; and the third had two (2) preventable cruiser crashes.

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 fourth 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.

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, six (6) sworn officers severed employment during 2018. Three retired with upwards of 30 to over 40 years of service; two out of state lateral hires resigned during their field training period for different personal reasons; and one left for employment with another Maine municipal police agency. The department hired nine (9) officers during 2018, which included an opening that was created in 2017. Two of those hired completed MCJA within the 2018 calendar year and are currently in the field training program; one is a Maine blue pin, who started in January 2019; two are out of state certified officers, each of whom started in January 2019; two have begun the MCJA BLETP in January; and two were the above-referenced out of state lateral hires who accepted employment but chose to leave soon thereafter.

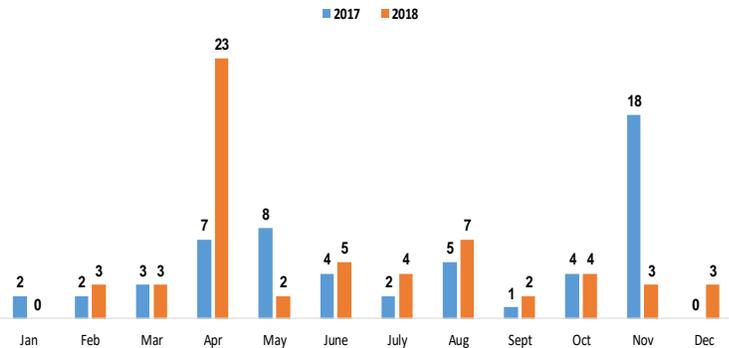
In terms of process, the department's hiring of sworn personnel is dictated, in large part, by the Civil Service Commission pursuant to City of South Portland Code of Ordinances, Ch. 19, Article II. In contrast to several years ago, in which the department would receive one or two hundred some odd applications 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.

In 2016, the department requested revisions to the "Civil Service ordinance," essentially intended to streamline the application and pre-employment screening process. During 2018, the Commission and City Council acted upon these 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. Instead of applications 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.

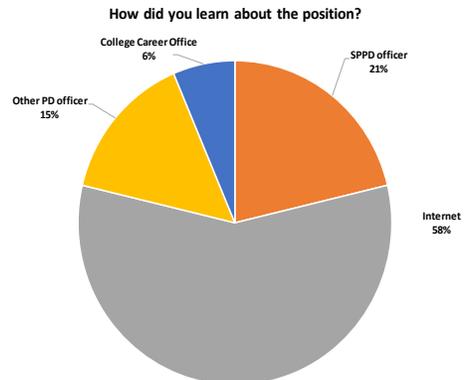
During the period January 1, 2018 to December 31, 2018, the department received 59 applications for the position of police officer, one more than in 2017. Fourteen (14) of the applicants were certified officers; this is a notable increase from the four (4) certified officers who applied in the 2017 applicant pool. Five (5) of the certified officer applicants were hired; two (2) of them were out of state, lateral hires who severed employment during their field training period. The other three (3) began employment in January 2019. There were ten (10) female applicants, a 33% increase over last year’s pool, four (4) of whom were hired. Per HR and legal guidance, the department does not track or allow for the identification of applicants by race, but one (1) new hire is of African descent. He will be attending the MCJA beginning in January 2019.

CY 2017 and CY 2018 - Number of Applications Received by Month



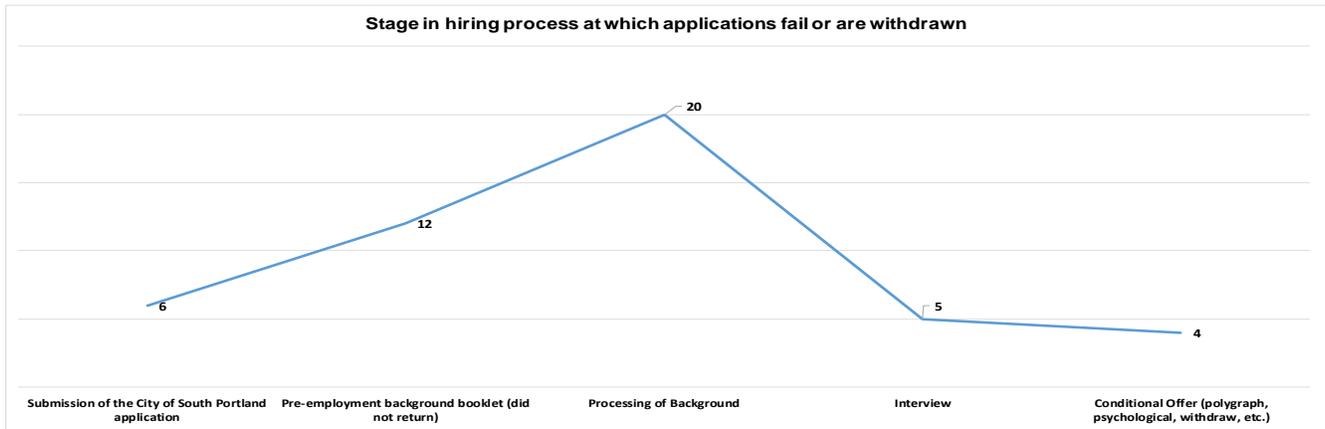
The graph left indicates that April and August 2018 were the two busiest months for the receipt of applications. This is a slight shift from the months of May and November that evidenced the highest application volumes in 2017. This was likely due to timing of job announcements and college presentations aimed at allowing sufficient time for application processing in anticipation of Maine’s only two BLETP sessions.

One of the questions on the application is, “How did you learn about the position?” Approximately 80% of the applicants responded. There is almost a 10% drop in the internet as the source of applicant information over last year, however the MCJA website remains the most common online source. This decline was made up by an increase in referrals from police officers; whether at events, job fairs, or casual conversation. Officers from South Portland Police Department, the Maine State Police and other surrounding local police agencies were all cited by applicants as saying that SPPD was a good place to apply and work.



As mentioned above, of the 59 applicants, 9 were hired. Two of the 9 new hires resigned. Of the remaining 53 applicants, 14 accepted offers from other police departments. One was made a conditional offer that was subsequently rescinded by the department. Nine 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 cause being background related issues:



The department's first formal recruitment plan was enacted in March 2016, with the following objectives and action steps:

- To attract a sufficient number of qualified applicants to fill existing and anticipated vacancies in the agency;

Unlike in years past, this has been a problematic issue for Maine and other law enforcement agencies for several years now. The department worked with the Civil Service Commission and / or the Human Resources Department, posting job opportunities for sworn personnel on an ongoing basis, and for non-sworn personnel, as available.

- To develop an easier and streamlined online application process, as opposed to the current paper process;

The department has been in contact with the city's Human Resources and IT Department staff, with a request to implement an online Application / Applicant Tracking option using the city's current MUNIS program. This was a work in progress in 2017, but was delayed due to vacancies of the city's IT and HR Directors, both of which have since been filled. This request remains a pending item at this time and requires action by HR and IT.

- To propose revisions to the Civil Service Commission aimed at making the hiring process more streamlined and flexible;

During January 2016, the department, with the support and involvement of the city's Human Resources Department, proposed a number of revisions to "Civil Service Ordinance," Chapter 19 of the Code of Ordinances. The goal was to eliminate two steps and effectively streamline the hiring process.

This action item was completed in 2018. The Civil Service Commission revised the ordinance, removed its standardized written examination in lieu of using the already mandated Maine Criminal Justice Academy (MCJA) entrance (ALERT) exam. 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. 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.

The department hired 4, but ended the year with 3 additional female officers during 2018. The department also hired its first African American officer, who will be attending the BLETP began the BLETP in January 2019. A second African American applicant was given a conditional offer of employment, but failed to complete the steps required in the conditional offer.

- Part of the revisions to the Civil Service ordinance include recognition and consideration for applicants demonstrating fluency in a foreign language.
- As noted above, the standardized written examination was waived, allowing for easier access by everyone into the hiring process itself.
- 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 process.
- The department has improved on its goal of mirroring community demographics, but 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). During the fourth quarter of 2018, the recruitment team was expanded and additional actions items, to include enhanced job fair presentations, social media presence, and a recruitment video are currently in progress.

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 #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
							Sex	Age	Race				
18-01	1/1/2018	Mon	2239	██████	N / A	N / A	M	17	W	Hands	Drug Possession	Criminal	No
18-03	1/8/2018	Mon	2254	██████	N / A	N / A	M	39	W	Hands/Firearm Display	Traffic-OUI/Reckless Conduct	Criminal	Yes
18-05	1/12/2018	Fri	2322	██████	N / A	Abrasion	M	15	W	Hands	RTL / CIT	Non-Criminal	Yes
18-06	1/14/2018	Sun	2018	██████	N / A		M	17	W	Hands	Drug OD (Medical)	Non-Criminal	Yes
				██████	N / A					Hands			
				██████	N / A	N / A				Hands			
18-07	1/14/2018	Sun	1437	██████	N / A	N / A	M	39	W	Hands	CIT	Non-Criminal	Yes
				██████						Hands			
18-08	1/15/2018	Mon	0338	██████			F	11	B	Hands	CIT	Non-Criminal	Yes
				██████			F	15	W	Hands			Yes
				██████						Hands			
				██████	N / A	N / A				Hands			
18-10	1/17/2018	Wed	1530	██████	N / A	N / A	F	11	B	Hands	CIT	Non-Criminal	Yes
18-11	1/26/2018	Fri	2132	██████			M	15	W	Hands	RTL / CIT	Non-Criminal	Yes
				██████	N / A	N / A				Hands			
18-12	2/14/2018	Wed	1500	██████	N / A	N / A	M	15	B	Hands	Missing Juvenile	Non-Criminal	No
18-13	2/6/2018	Tues	2242	██████ Ke			M	24	B	Firearm Display	Probation Violation	Criminal	No
				██████	N / A	N / A				Firearm Display			
18-14	2/15/2018	Thurs	2112	██████	N / A	N / A	M	29	W	Hands	Domestic	Criminal	Yes
				██████	N / A	N / A				Hands			
18-16	2/20/2018	Tues	1614	██████			M	60	W	Firearm Display	Armed Robbery	Criminal	No
				██████	N / A	N / A	M	36	W	Firearm Display			
18-17	2/16/2018	Fri	1145	██████	N / A	N / A	M	56	W	Hands	CIT	Non	Yes
				██████	N / A	N / A				Hands			
18-18	2/20/2018	Tues	1740	██████	Abrasions	N / A	M	30	H	Hands/Firearm Display	Agg. Drug Trafficking	Criminal	No
18-19	2/22/2018	Thurs	0157	██████			F	29	W	Hands	CIT	Non	Yes
				██████						Hands			
				██████	N / A	N / A				Hands			
18-22	3/7/2018	Wed	1550	██████	N / A	N / A	M	70	W	Firearm Display	Bank Robbery	Criminal	No
18-23	3/8/2018	Thurs	1550	██████			M	30	W	Hands	Traffic- Exp. Reg.		
				██████	N / A	N / A				Hands			
18-24	2/26/2018	Mon	0600	██████	N / A	Head Impact	M	16	B	Firearm Display	SWAT Call (Terrorizing)	Criminal	No

Control #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
							Sex	Age	Race				
18-25	3/16/2018	Fri	0806	██████	N / A	N / A	M	23	W	Hands	RTL / CIT	Non	Yes
				██████	N / A	N / A				Hands			
18-26	3/19/2018	Mon	1111	██████			F	9	W	Hands	CIT / Child Protection	Non	Yes
				██████	N / A	N / A				Hands			
18-27	3/19/2018	Mon	1940	██████			F	55	W	Hands	CIT / Suicidal	Non	Yes
				██████	N / A	N / A				Hands			
18-28	3/19/2018	Mon	2315	██████			F	38	B	Hands/Feet	911 Hangup / RT Submit	Non	Yes
				██████						Hands			
				██████	Bruise / Probe stick	Abrasions / Probe Stick				Hands			
18-31	4/3/2018	Tues	1835	██████			M	43	W	Hands/Impact/CE	CIT	Non	Yes
				██████						Hands			
				██████	OC Exposure					Hands			
				██████	Sprain					Hands			
				██████	N / A	N / A				Hands			
18-32	4/21/2018	Sat	2151	██████	N / A	N / A	M	29	W	Hands	Destruction of Drug Evidence	Criminal	Yes
18-33	4/22/2018	Sun	0100	██████			F	32	B	Hands	CIT	Non	Yes
				██████	N / A	Laceration / Jaw Pain				Hands			
18-34	4/19/2018	Thurs	0028	██████			M	20	W	Hands	Trespass at SPPD	Criminal	No
				██████	N / A	N / A				Hands			
18-35	4/23/2018	Mon	1845	██████			M	29	W	Firearm Display	Armed Suicidal	Non	Yes
18-36	4/23/2018	Mon	1945	██████			M	25	B	Firearm Display	Disorderly/Possibly Armed	Criminal	Yes
			2044	██████		Torn Lip Stitch				Hands			
			2250	██████		Torn Lip Stitch				Hands			
			2250	██████	Laceration	N / A				Hands			
18-37	4/26/2018	Thurs	1645	██████			M	22	W	Hands	Disorderly / Fight	Criminal	Yes
				██████						Hands			
				██████	N / A	N / A				Hands			
18-39	5/4/2018	Fri	1902	██████			M	15	W	Hands	CIT / Assault	Criminal	Yes
				██████	N / A	N / A				Hands			
18-41	5/7/2018	Mon	1200	██████			F	25	W	Hands	CIT / Fighting / Assault EMS	Criminal	Yes
				██████	Laceration / Stitches	Nosebleed / Probes				Hands			

Control #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
							Sex	Age	Race				
18-43	5/8/2018	Tues	2055	██████	N / A	N / A	M	41	W	Hands/CEW	Trespass / Assaultive	Criminal	Yes
				██████						Hands			
				██████						Hands			
				██████	N / A	N / A				Hands			
18-44	5/12/2018	Sat	2225	██████	N / A	N / A	M	49	B	OC	Trespass in Vehicle	Criminal	Yes
18-46	5/17/2018	Thurs	0428	██████			M	28	W	Hands	Theft Investigation	Criminal	No
				██████	N / A	N / A				Hands			
18-47	5/18/2018	Fri	0118	██████			M	27	W	Firearm Display	Criminal Threats w/ Weapon	Criminal	Yes
				██████						Hands			
				██████	N / A	N / A				Hands			
18-48	5/23/2018	Wed	1000	██████	N / A	N / A	F	10	W	Hands	CIT / Assaultive	Non	Yes
18-49	5/26/2018	Sat	1202	██████			M	18	W	Hands	CIT / Suicidal	Non	Yes
				██████						Hands			
				██████	N / A	N / A				Hands			
18-50	6/3/2018	Sun	0332	██████			M	57	W	Firearm Display	Domestic	Criminal	Yes
				██████	N / A	N / A				Firearm Display			
18-51	6/8/2018	Fri	2100	██████	N / A	N / A	M	56	W	Firearm Display	CIT / Suicidal w/ Handgun	Non	Yes
18-52	6/10/2018	Sun	2257	██████	N / A	N / A	M	20	H	Firearm Display	Domestic / Building Search	Criminal	No
18-53	6/13/2018	Wed	2126	██████			M	35	W	Hands/CEW	CIT - erratic threatening male	Criminal	Yes
				██████	N / A	N / A				Hands			
18-55	6/21/2018	Thurs	1130	██████	Abrasions	Abrasions / Ankle Pain	M	26	W	Hands	Drug Search/Handcuff Resistance	Criminal	Yes
18-58	7/4/2018	Wed	2303	██████	N / A	N / A	M	43	W	Hands	Domestic Flight	Criminal	Yes
18-59	7/14/2018	Sat	1740	██████			F	23	W	Hands	Robbery/Agg Assault/Threats	Criminal	No
				██████						Hands			
				██████						Hands			
				██████	N / A	N / A				Hands			
18-60	7/17/2018	Tues	1944	██████			M	15	W	Hands	Agg Assault Warrant	Criminal	No
				██████	N / A	N / A				Hands			
18-61	7/16/2018	Mon	1730	██████	Laceration (bite)	Lacerations / Abrasions	M	49	B	Hands	CIT - Agitated male	Non	Yes
18-63	7/3/2018	Tues	1630	██████			F	23	W	Hands	Topless Female RT Submit	Criminal	Yes
				██████	N / A	N / A				Hands			
18-64	7/18/2018	Wed	0133	██████			F	34	W	Hands	Traffic - OUI Arresat	Criminal	Yes
				██████	N / A	N / A				Hands			
18-65	7/25/2018	Wed	1846	██████	Abrasions / Back pain	Abrasions	M	38	W	Firearm Display	K-9 Track - Assault Suspect	Criminal	No

Control #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
							Sex	Age	Race				
18-66	7/30/2018	Mon	1023	██████	N / A	N / A	M	27	W	Hands	Arrest of Theft Suspect	Criminal	No
				██████	N / A	N / A				Hands			
18-67	7/30/2018	Mon	2208	██████	N / A	Bruising	M	36	W	Hands	Warrant Arrest	Criminal	Yes
				██████	N / A					Hands			
18-68	8/7/2018	Tues	1630	██████	N / A	N / A	M	29	W	Hands/CEW	Drug Search / Evidence Destruction	Criminal	Yes
18-69	7/31/2018	Tues	1845	██████	N / A	N / A	M	36	W	Hands	CIT	Non	Yes
18-70	7/11/2018	Wed	1946	██████			M	14	B	Hands	CIT - Blue Paper Custody	Non	Yes
				██████						Hands			
				██████						Hands			
				██████	N / A	N / A				Hands			
18-71	8/7/2018	Tues	0320	██████			M	14	B	Hands	CIT Protective Custody	Non	Yes
				██████	N / A	N / A				Hands			
18-73	8/11/2018	Sat	0017	██████	N / A	N / A	M	41	W	Hands	Assault Suspect Arrest	Criminal	No
18-74	8/14/2018	Tue	0525	██████	N / A	N / A	M	21	B	Firearm Display	Fight in Progress	Criminal	No
18-75	8/17/2018	Fri	1950	██████			F	33	W	Hands	Suicide Attempt	Non	Yes
				██████	N / A	N / A				Hands			
18-76	8/20/2018	Mon	2125	██████	N / A	N / A	M	42	W	Firearm Display	Threats w/ Firearm	Criminal	No
18-78	8/24/2018	Fri	0420	██████			M	22	W	Hands	Criminal Trespass/Disorderly	Criminal	Yes
				██████	N / A	N / A				Hands			
18-79	8/26/2018	Sun	1544	██████	N / A	N / A	F	30	W	Hands	Traffic - OUI Arrest	Criminal	Yes
18-80	8/28/2018	Tues	2120	██████			M	40	B	Firearm Display	CIT - Report of male w/ firearm	Criminal	Yes
				██████						Firearm Display			
				██████	Sprain	N / A				Firearm Display			
18-81	9/6/2018	Thurs	1716	██████	Bloody Nose / Soreness		M	35	W	Hands/Impact	CIT - Threats to Others	Non	Yes
				██████						Hands/CEW Laser			
				██████	N / A	N / A				Hands			
18-82	9/19/2018	Wed	0055	██████	N / A	N / A	M	31	B	Firearm Display	Flight from Fight in Progress	Criminal	Yes
18-84	9/24/2018	Mon	1614	██████			F	71	W	Hands	CIT - Protective Custody	Non	Yes
				██████	N / A	N / A				Hands			
18-85	9/26/2018	Wed	1940	██████			F	23	W	Hands	CIT - Suicidal Subject	Non	Yes
				██████						Hands			
				██████	N / A	N / A				Hands			

Control #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	Criminal / Non	EDP / Alcohol / Drugs
							Sex	Age	Race				
18-86	10/1/2018	Mon	1805	██████	N / A	N / A	M	29	W	Hands	Burglary Suspect Arrest	Criminal	No
18-87	6/8/2018	Fri	1202	██████	N / A	N / A	F	10	W	Hands	Behavioral Safety Issues	Non	Yes
18-88	10/6/2018	Sat	0141	██████	N / A	N / A	M	45	W	Firearm Display	Stolen Auto Suspect Arrest	Criminal	No
18-89	10/13/2018	Sat	0300	██████	N / A	N / A	M	23	W	Hands	CIT - Suicidal Subject	Non	Yes
18-91	10/12/2018	Fri	1440	██████	Laceration / Abrasion	N / A	F	41	W	Hands	Traffic - OAS Arrest	Criminal	No
18-92	10/17/2018	Wed	1117	██████			F	30	W	Hands	CIT - Protective Custody	Non	Yes
				██████	N / A	N / A				Hands			
18-93	10/18/2018	Thurs	1744	██████			M	40	W	Firearm Display	Armed Assault Suspect Arrest	Criminal	No
				██████	N / A	N / A				Firearm Display			
18-94	10/22/2018	Mon	1250	██████			M	29	W	Hands	Traffic - False Name / OAS	Criminal	No
				██████	N / A	N / A				Hands			
18-95	10/23/2018	Tues	1958	██████		Laceration	M	22	W	Firearm Display	Felony Stop-Drug Suspect Arrest	Criminal	No
18-98	11/1/2018	Thurs	1631	██████			M	14	B	Hands	Assist JCCO Bail Violation Arrest	Criminal	No
				██████						Hands			
				██████	Knee Impact Pain					Hands			
				██████	N / A	N / A				Hands			
18-99	11/5/2018	Tues	1348	██████			F	15	W	Hands	CIT - Suicidal Subject	Non	Yes
				██████	N / A	N / A				Hands			
18-100	11/5/2018	Tues	1348	██████			M	30	W	Firearm Display	Felony Stop-Mutual Aid Assist	Criminal	Yes
				██████						Firearm Display			
				██████	N / A	N / A				Firearm Display			
18-101	11/11/2018	Sun	0318	██████			M	41	W	Hands	Domestic / Assault Investigation	Criminal	Yes
				██████			M	49	W	Hands			
				██████	N / A	Abrasions				Hands			

Control #	Date	Day	Time	Officer(s)	Officer Injury	Subject Injury	Subject			Force Type	Encounter Type	EDP / Alcohol / Drugs	
							Sex	Age	Race			Criminal / Non	Drugs
					N / A	N / A							
18-102	11/30/2018	Fri	2244	██████			M	54	W	Firearm Display/CEW/Hands	Domestic Violence Arrest	Criminal	Yes
				██████						Hands			
				██████						Firearm Display			
				Hall ██████	N / A	N / A				Hands/Firearm Display			
				██████						Hands			
18-103	12/2/2018	Sun	0130	████	N / A	N / A	M	30	W	Firearm Display	Traffic Stop Furtive Movement	Criminal	Yes
18-104	12/7/2018	Fri	0156	████			M	42	W	Hands	Control of Traffic Stop Scene	Criminal	Yes
				████			F	30	W	Hands			
				██████	N / A	N / A				Hands			
18-105	12/8/2018	Sat	1210	████	N / A	N / A	M	32	W	Hands	Detention of Theft Suspect	Criminal	Yes
18-106	12/7/2018	Fri	1301	██████	N / A	N / A	F	31	W	Hands	CIT-Excited Delirium Protection	Non	Yes
18-107	12/25/2018	Tues	2348	██████			M	64	W	Firearm Display	Traffic - FT Stop / OUI	Criminal	Yes

**APPENDIX B: Officer / Team Use of Force Data**

**Admin/Command # Reports**

██████	0
██████	0
██████	0
██████	2
██████	1
<b>TOTAL:</b>	<b>3</b>

**Sergeants # Reports**

██████	0
██████	4
██████	8
██████	0
██████	8
██████	0
██████	8
<b>TOTAL:</b>	<b>28</b>

**CID / CRU: # Reports**

██████	0
██████	0
██████	0
██████	0
██████	0
██████	0
██████	1
██████	1
██████	0
██████	1
██████	1
██████	0
<b>TOTAL:</b>	<b>4</b>

**A/B Team # Reports**

██████	2
██████	3
██████	3
██████	2
██████	2
██████	0
██████	2
██████	3
██████	2
██████	3
██████	6
<b>A/B TOTAL:</b>	<b>28</b>

**C Team # Reports**

██████	10
██████	6
██████	4
██████	5
██████	15
██████	1
<b>C TOTAL:</b>	<b>41</b>

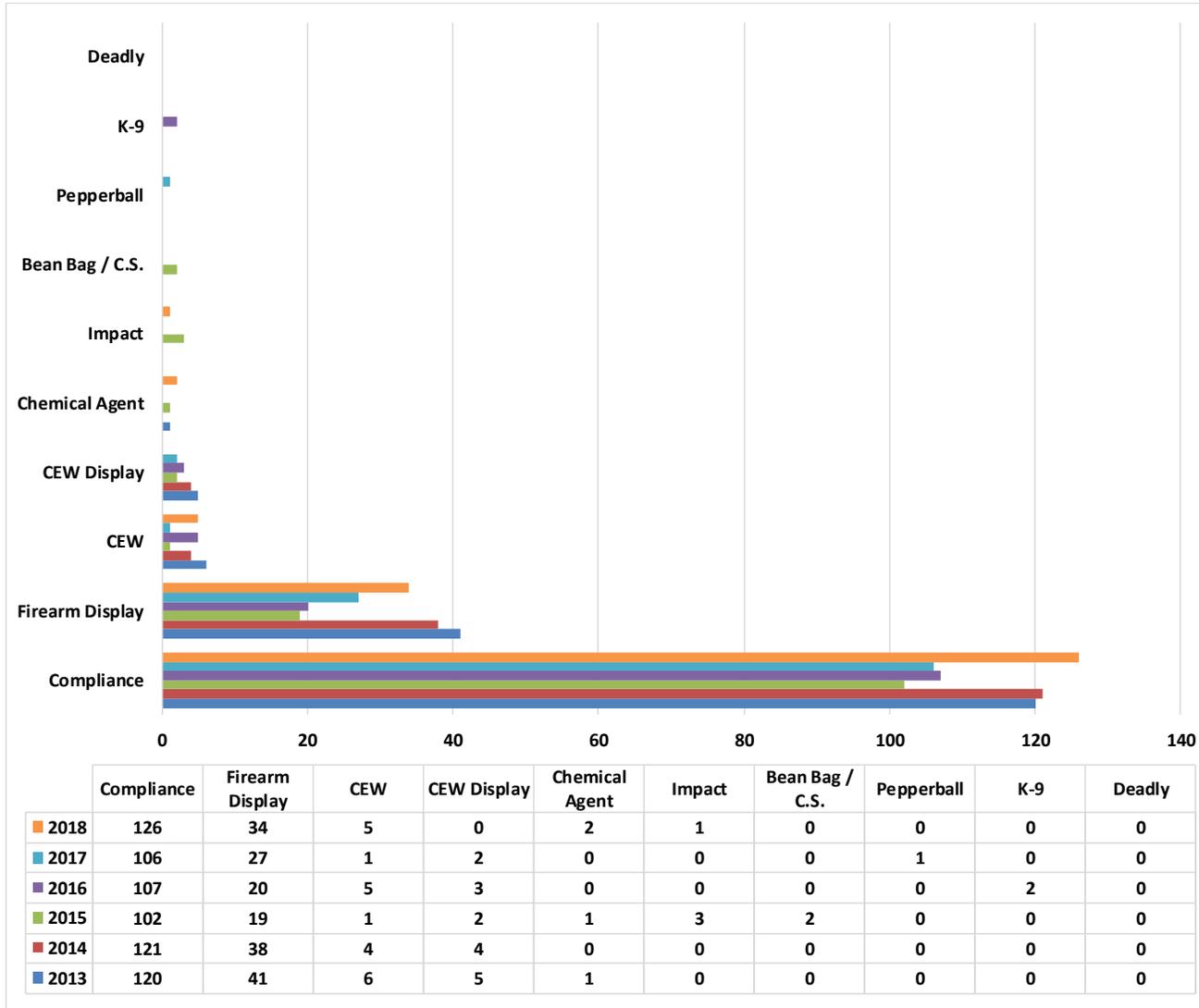
**D Team # Reports**

██████	2
██████	3
██████	7
██████	14
██████	7
██████	1
<b>D TOTAL:</b>	<b>34</b>

**E Team # Reports**

██████	8
██████	5
██████	7
██████	0
██████	9
<b>D TOTAL:</b>	<b>29</b>

### APPENDIX C: Officer Use of Force Response Options



**APPENDIX D:**

**Pursuit and Failure to Stop Analysis Data**

<b><u>Date / Time</u></b>	<b><u>Primary</u></b>	<b><u>Secondary</u></b>	<b><u>Initiating Event</u></b>	<b><u>Terminating Event</u></b>	<b><u>Suspect Charged / Crime</u></b>	<b><u>S / C</u></b>
1/13/2018 / 2234	██████	N/A	Infraction	Suspect Stopped	Suspect Stopped	Macisso
3/5/2018 / 1903	██████	N/A	Infraction	Suspect Stopped	None	Gerrish
3/20/2018 / 1322	██████	N/A	Infraction	Supervisor Terminated	Warrant Req: OAS / FT Stop	Sutton
5/2/2018 / 2106	██████	N/A	Infraction	Officer Terminated	None	Hall
5/4/2018 / 1941	██████	N/A	Infraction	Officer Terminated	None	Simonds
5/20/2018 / 0038	██████	N/A	Infraction	Officer Terminated	None	Gerrish
6/13/2018 / 1625	██████	N/A	Infraction	Suspect Stopped	None	Hall
6/28/2018 / 1712	██████	N/A	Infraction	Supervisor Terminated	None	Simonds
7/4/2018 / 2236	██████	N/A	DTE	Officer Terminated	None	Simonds
9/24/2018 / 1019	██████	N/A	Infraction	Suspect Stopped	VSACs: Seatbelt / Address Change	Hall
10/30/2018 / 1113	██████	N/A	Infraction	Supervisor Terminated	None	Sutton
12/25/2018 / 2348	██████	N/A	Infraction	Suspect Stopped	OUI / FT Stop	Gerrish