# CLEMSON
## UNIVERSITY POLICE



## CLEMSON UNIVERSITY POLICE DEPARTMENT
## 2018 ANNUAL REPORT

*Our Path Forward*

experience:**SAFETY**

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## MISSION

To enhance safety, reduce risk and prevent harm from affecting the Clemson University community.

## VISION

An organization setting the standard of excellence in law enforcement through integrity, compassion, service before self and honor above all.

## GUIDING PRINCIPLES

Collaborate with university partners to create a safe and secure campus through education, community service and strategic enforcement.

Utilize innovative technology, specialized training, community policing strategies and strong partnerships to enhance the university living and learning environment.

Create an environment that champions the success and well-being of our students, faculty, staff and visitors through professionalism and a commitment to service.

Foster a climate of trust and respect through a commitment to diversity, equity and procedural justice principles.

## CORE VALUES

**Honor:** We serve with honor through our actions, conduct and job performance. We perform with integrity, even at personal cost. We constantly strive toward ever-rising standards.

**Integrity:** We do the right thing even in the most challenging situations. We hold ourselves and others accountable to be honest, trustworthy, responsible and ethical.

**Courage:** We are courageous not just physically in the face of struggle or danger but also morally in our ability to make the right choice even when the decision is unpopular or when others cannot or will not act.

**Inclusion:** We believe in the inherent worth and dignity of all people. We commit to creating authentic relationships and aspire to recognize, understand and value all aspects of our diverse community.

**Respect:** We value all citizens, each other and different points of view, regardless of race, gender, appearance, individual beliefs or lifestyles.

## MESSAGE FROM THE CHIEF

I am pleased to present you with the Clemson University Police Department's 2018 Annual Report. This publication features information about our agency and provides a summarized report of accomplishments and statistics for the year.

Nothing accomplished in 2018 could have been done without continuing partnerships that have been forged between our officers, community and campus leaders. The support of the board of trustees, the president, members of the executive leadership team, Dr. Almeda Jacks, and our campus and community partners has been a cornerstone of our success. Gaining required funding to enhance training, technology and facilities and our relationships with multiple regional partners have allowed us to build trust and become stronger as a community. These efforts, along with the hard work, commitment and selfless service of our officers and professional staff, have kept us moving toward our vision of setting the standard for law enforcement excellence.

One of our major accomplishments during 2018 was the implementation of our new Strategic Plan, which covers the period of 2018-2021. This plan builds on past successes and helps us implement new, innovative and distinctive programs. Its foundation is based upon the principle of police-community problem solving. During the year, we continued to provide our officers with basic and advanced training to ensure they have the skills and competencies required to meet the challenges of their ever-changing profession. We also added additional equipment (electronic control weapons, patrol rifles and

rifle grade ballistic vests) to help us be more effective and prepared to face the challenges presented by today's environment. Additionally, our technology vision continued to be implemented with the deployment of Cradlepoint and mobile data computers; our new records management system; additional safety and security cameras; and Rhodium, a new technology software to assist in the management of critical incidents. We expanded our social media footprint allowing us to communicate and share information faster with our partners and campus community.

The Clemson University Police Department is committed to excellence. Our goal of enhancing safety and security on campus; improving the Clemson experience for all students, staff, faculty and visitors; and staying on the cutting edge of our profession has never been more important. With these values leading us, I am confident our department will continue to provide the Clemson community with the professional, dedicated and honorable policing service they deserve and expect.

*Gregory Mullen*

Gregory Mullen
Associate VP for Public Safety/Chief of Police
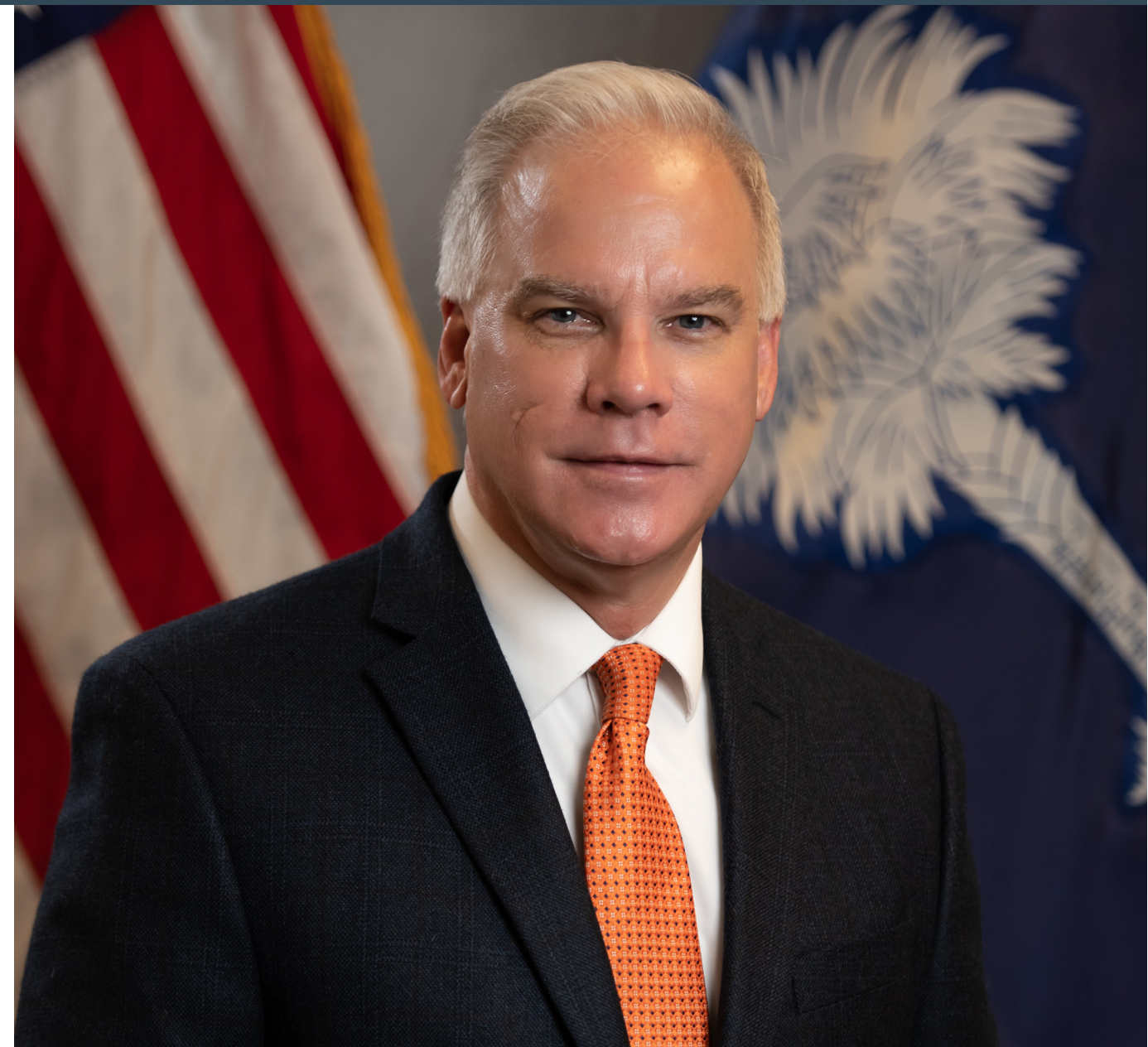


Gregory Mullen, Associate VP for Safety/Chief of Police

## SECURING OUR CAMPUS

In order to reach our goal of crime reduction to enhance campus safety, we made a number of changes in 2018. While some of the changes are minor, all contribute to crime reduction and safety enhancements. Officers have gained mobile data computers in their vehicles, which allow access to the DMV, criminal history and other relevant data, providing more information in real time to address emerging situations. Officers have expanded their work with other campus partners to share information about police practices, procedures and common questions. Our efforts to educate faculty, staff and students about risk reduction, response to targeted violence and crime prevention techniques grew substantially in 2018 and reached more than 1,300 community members.

We increased our efforts to ensure the safety of students on campus through the Housing Liaison Officer Program where officers interact nightly with Resident Assistants and students regarding safety issues. Officers also directed patrols to provide and assure high visibility in all residential spaces. Through these constant patrols, officers were able to build trust with students and proactively address unsafe behaviors.

During 2018, CUPD officers expanded their community policing activities. Through efforts like Coffee with a Cop, Face to Face, Connections and other outreach endeavors, officers developed relationships across the campus community. These relationships are imperative when solving crimes. Throughout the year, crime tips
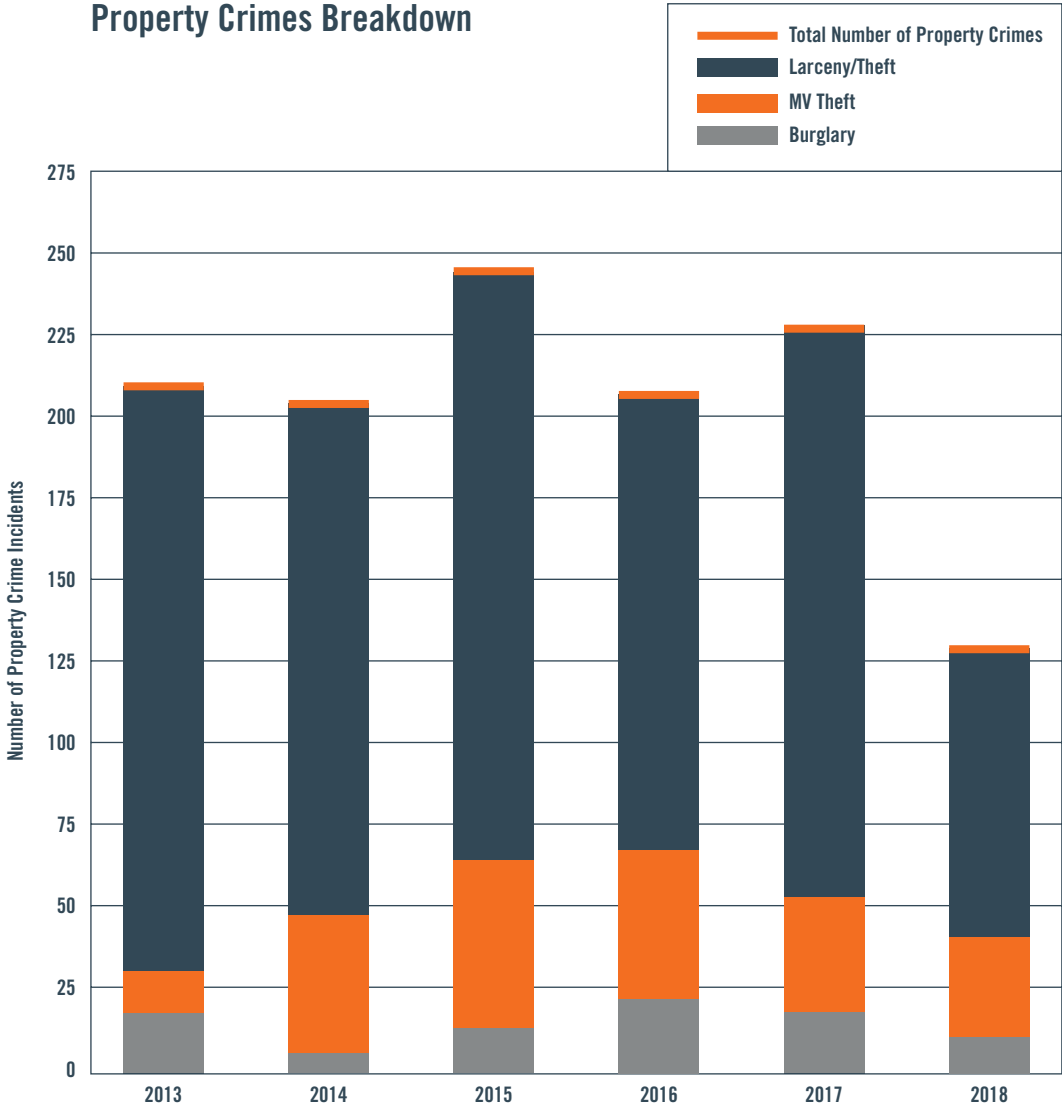
coming from engaged campus members assist us in closing cases and expand our ability to prevent crime across campus.

As a result of the community engagement and proactive efforts across campus, there was an overall reduction in violent and property crimes for 2018. Violent crimes were reduced from nine in 2017 to six in 2018 for a reduction of 33 percent. Property crimes reduced from 227 in 2017 to 127 in 2018 for a reduction of 44 percent.

The largest reductions occurred in aggravated assault with four reportable offenses in 2017 compared to one in 2018. This was a significant reduction of 75 percent. In the property crimes area, larcenies fell from 173 in 2017 to 90 in 2018 for a 44 percent reduction. While larcenies fell substantially in 2018, one of our 2019 goals will specifically be to continue this downward direction.

While violent and property crimes fell substantially during 2018, drug and alcohol violations remained consistent. CUPD recorded 109 alcohol violations in 2017 and 105 in 2018. Similarly, 63 drug charges were filed in 2017 compared to 59 in 2018. While the number of charges declined slightly, student alcohol transports and referrals to OCES during 2018 were significant. This demonstrates the need for increased attention in this area in 2019 from both a prevention and an enforcement standpoint. We will be addressing this matter from multiple fronts in 2019. We will implement initiatives to enhance education and awareness through

## Property Crimes Breakdown



Legend:
- Total Number of Property Crimes
- Larceny/Theft
- MV Theft
- Burglary

Y-axis: Number of Property Crime Incidents (0 to 275)
X-axis: 2013, 2014, 2015, 2016, 2017, 2018

## Data

| Violent Crimes | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|
| Murder and Non-negligent | 0 | 0 | 0 | 0 | 0 | 0 |
| Rape | 1 | 2 | 3 | 2 | 5 | 4 |
| Robbery | 1 | 0 | 4 | 1 | 0 | 1 |
| Aggravated Assault | 3 | 3 | 0 | 1 | 4 | 1 |
| Total | 5 | 5 | 7 | 4 | 9 | 6 |
| vs. Previous Year | - | 0 | 2 | -3 | 5 | -3 |
| vs. 2013 | - | 0 | 2 | -1 | 4 | 1 |
| **Property Crimes*** | | | | | | |
| Burglary | 20 | 6 | 13 | 23 | 20 | 10 |
| Larceny-Theft | 177 | 157 | 181 | 142 | 173 | 90 |
| MV Theft | 12 | 40 | 50 | 42 | 34 | 27 |
| Total | 209 | 203 | 244 | 207 | 277 | 127 |
| vs. Previous Year | - | -2.87% | 20.20% | -15.16% | 9.66% | -44.05% |
| vs. 2013 | - | -2.87% | 16.75% | -0.96% | 8.61% | -39.23% |
| **Alcohol Violations**** | | | | | | |
| MIP | 95 | 125 | 111 | 63 | 58 | 59 |
| Public Disorderly Conduct | 136 | 125 | 88 | 67 | 51 | 46 |
| Total | 231 | 250 | 199 | 130 | 109 | 105 |
| vs. Previous Year | - | 8.23% | -20.40% | -34.67% | -16.15% | -3.67% |
| vs. 2013 | - | 8.23% | -13.58% | -43.72% | -52.81% | -54.55% |
| **Drug Violations** | | | | | | |
| Total | 46 | 77 | 121 | 72 | 63 | 59 |
| vs. Previous Year | - | 67.39% | 57.14% | -40.50% | -12.50% | -6.35% |
| vs. 2013 | - | 67.39% | 163.04% | 56.52% | 36.96% | 28.26% |
| **Weapon Violations** | | | | | | |
| Total | 4 | 1 | 3 | 2 | 2 | 1 |
| vs. Previous Year | - | -3 | 2 | -1 | 0 | -1 |
| vs. 2013 | - | -3 | -1 | -2 | -2 | -3 |

*= Data from Records Management System (2013-2018) and SLED UCR Stats (2013-2017)

**= Data from Records Management System (2013-2018)

outreach with our partners at the Alcohol and Other Drug Abuse Services office. Additionally, we will develop directed patrol strategies that include on-campus activities as well as joint operations with the City of Clemson Police Department to address underage drinking, over serving and selling to minors. This two-pronged approach will allow us to be informative while also providing consequences for those who decide to engage in risk behaviors that jeopardize their safety and the safety of others.
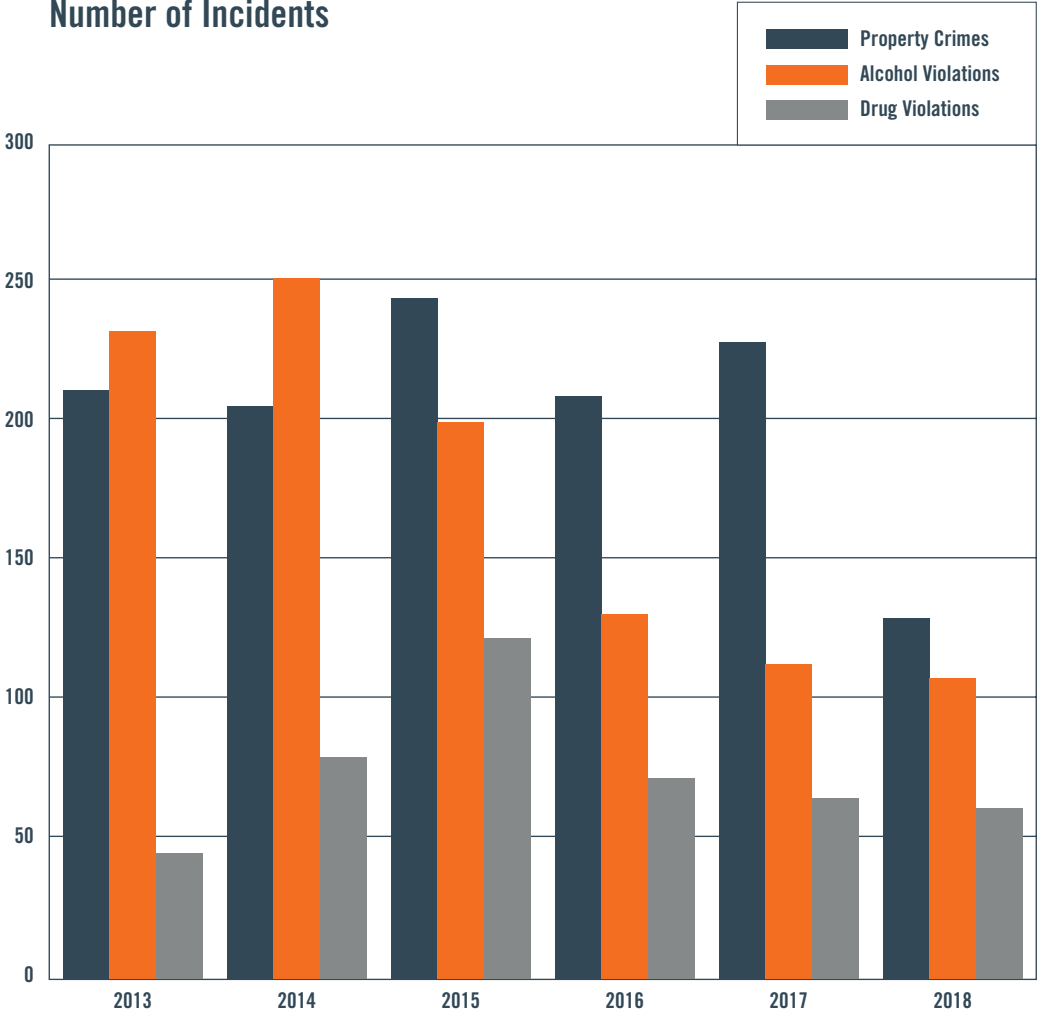
Finally, a major achievement this year involved the changes involved in incident management. The department led the effort to create a unified command process and move the Command Post from its historical location inside Memorial Stadium to Police Headquarters where all aspects of incident command were managed and communicated. This new model brought all game day partners into one space, outside of the core operational area, to observe, provide direction and offer leadership. This new model provided space for new participants and enhanced coordination during the seven home football games with more than 100,000 patrons visiting during each event. This new process will be the new normal for special events and has proven its worth by enhancing planning, response and recovery operations.



Clemson University 2018 National Championship Parade

## Number of Incidents



Legend:
- Property Crimes
- Alcohol Violations
- Drug Violations

| Year | Property Crimes | Alcohol Violations | Drug Violations |
|------|-----------------|--------------------|-----------------|
| 2013 | 210 | 231 | 44 |
| 2014 | 205 | 250 | 78 |
| 2015 | 244 | 199 | 121 |
| 2016 | 208 | 130 | 71 |
| 2017 | 228 | 112 | 64 |
| 2018 | 128 | 107 | 60 |

## ORGANIZATIONAL STRUCTURE

During 2019, CUPD introduced a new organizational structure that would carry them forward in their quest to expand the capabilities and capacity of the department. A review of the current structure led to a number of changes in roles and responsibilities and will allow for functional alignment.

The Operations Bureau, which represents our core responsibility, will consist of two divisions, Patrol and Special Operations.

The Patrol Division will be comprised of a lieutenant, four sergeants and 16 officers. Each shift will be comprised of a sergeant and four patrol officers. These squads will focus primarily on calls for service and daily proactive community policing. Patrol will be the backbone and most visible unit within the department.

The Special Operations Division will be comprised of a lieutenant, a sergeant and 12 officers. There will be two teams, Special Response Team (SRT) and Power Shift.

SRT will work primarily Monday through Friday and supplement patrol officers while providing a rapid response to significant incidents. This team will also provide coverage for special events and allow patrol officers to continue their community policing and call response responsibilities. Since SRT will have special training in various disciplines, they will also work with the commander of Professional Development and Training as an instructor cadre for the department.



Officer Speaking with Students

The Power Shift will provide an additional three officers on each shift rotation who will work an overlap shift of 5 p.m. to 3 a.m. to assist night shift officers during peak hours. Power Shift officers will also conduct directed patrols dealing with specific issues, such as traffic safety, crime suppression and joint operations with the Clemson City Police.

By utilizing these teams to augment patrol resources, we will effectively increase our shifts to 12 officers during

day shift operations and eight officers during evening hours. In addition, this structure will provide flexibility to address unplanned events and/or special activities.

The Director of Administrative Services and Outreach position, a new position, was created to assist the department in a myriad of activities that were managed by a variety of employees. The incumbent oversees records and the Communication Division and provides administrative support. They also provide direct support to the chief of police for human resources matters, scheduling and other related activities.

In 2018, the department was able to reach full staffing in the Communication Division. Our current authorized staff of eight telecommunication operators (TCO) allowed the department to enhance its communication capabilities and implement changes such as mobile data computers, automatic vehicle location and plain language.

This growth will continue in 2019 with the addition of two new TCO positions. This staff increase provides for two TCOs per shift with overlap to address leave, training and illnesses. We are currently exploring a new team leader position within communications to offer supervisory and career development opportunities.

To add additional administrative assistance, plans are in place to hire an administrative assistant to help with managing employee training, accreditation and information analysis. This new capability will allow the

department to update its administrative systems, create new efficiencies and utilize data to help inform decisions and manage processes.

## ORGANIZATIONAL DEVELOPMENT

A new pay plan including performance steps was implemented in August 2018 for sworn and professional staff. The step system allows for continuing financial growth based upon performance, time in service and career development activities. This pay structure requires the investment of both the department and the individual. It creates a shared responsibility and allows the employee to have clarity about their earning potential based upon performance, growth and development.


Officers Reviewing Information

This Professional Enhancement System encourages officers at all levels of the organization to continue to grow and develop their value to the Clemson University Police Department. In return for this additional growth and development, the organization will offer financial incentives throughout the individual's career. This system will address the retention issues that occur when officers cannot plan or receive incentives for their career growth and development. This system will provide hope of additional opportunity and will require the officers to take affirmative responsibility for their career. This will continue to keep the Clemson University Police Department competitive in this increasingly difficult marketplace.

Recruitment and hiring was a key performance element during 2018. Recruitment processes expanded to include the South Carolina Law Enforcement Officers Association and other employment sites available to Clemson Human Resources. Additionally, we verified the placement of all openings on the state employment website and updated the CUPD website to include recruitment and selection guidelines and the new compensation package. We have also expanded our social media footprint to include updated information.

We worked with our partners in human resources to create an open recruitment process where we can continue to receive applications throughout the year. This allows us to create a pool of qualified candidates for selection, which reduces hiring time when vacancies occur. Through our first two postings, we have received 137 applications. Between June and December 2018,

we added eight officers and four additional candidates were offered positions on Jan. 15, 2019. With these hires, all previous vacancies were filled. We are now beginning the recruitment process for new positions that were approved as part of our three-year plan.

To achieve these outcomes and assure we were attracting and hiring top quality applicants, our hiring process was modified to reflect best practices. Human resources currently conducts prescreenings for all applicants to ensure they meet minimum standards. After the human resources screening, CUPD members including the chief, training lieutenant and administrative director meet to review applications and select candidates to move forward in the process. If successful, they go through a robust interview and background process to ensure they meet the highest standards.

Enhancing communication has also been a priority. Sharing information and developing open communication processes internally and externally is critical to our success.

Internal communication has expanded significantly with the following processes:
• Biweekly command staff meetings
• Monthly master musters with all personnel
• Weekly "good deeds" memorandums from the chief
• Daily roll calls and supervisory updates
• Quarterly recognition
• Daily informal communication between the chief, commanders and line officers
• Establishing the Chief's Council comprised of first-line

supervisors, officers and professional staff. This is an all-volunteer group that meets with the chief monthly to discuss issues and concerns, identify needs within the department, and research and propose new initiatives and programs.

Externally, we are strengthening our existing partnerships and building new connections. Our officer liaison initiative is connecting volunteer officers directly with associations representing Clemson's affinity groups to build trust and confidence between officers and underrepresented communities.

We are broadening our circle of response organizations partnering with us during major events on campus. This has expanded our capabilities and leveraged resources at the local, state and federal level to improve the safety and security of our campus. These relationships continue to grow, and we are adding more agencies to our group in 2019.

Finally, we are seeking out opportunities on campus to integrate resources and help provide opportunities for students to gain valuable insight into our operational components and utilize their skills to increase capacity. We are working closely with the Social Media Listening Center to integrate their work into our special event operations and provide real-world experience to their students surrounding critical incident response. This is a big win-win partnership for all involved.
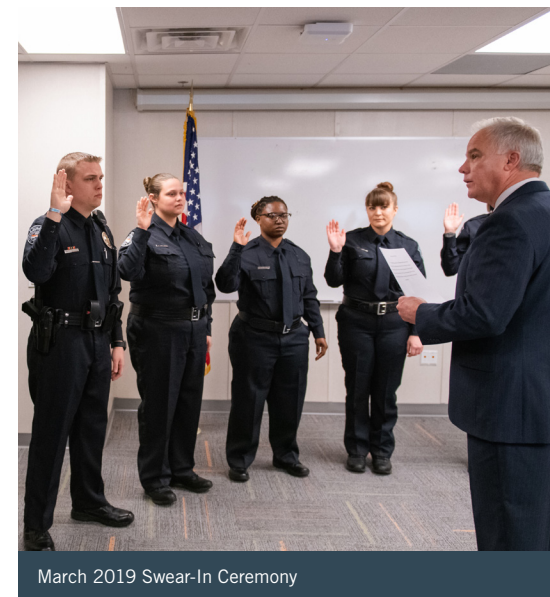

March 2019 Swear-In Ceremony

## WORKFORCE DEVELOPMENT AND TRAINING

Leadership development is a key element of our path forward. This initiative includes all organizational members. This tiered process begins when new members join the department and continues to build throughout their career. It includes career development processes for front-line officers as well as socialization models for formal leaders. These models combine reading assignments, reflective writings, classroom instruction and online courses. Through this comprehensive process, the department will develop and grow leaders for the future while creating a structure for lifelong learning.

This learning will be the foundation that keeps the organization fresh and on the cutting edge of new ideas and opportunities.

Within our three-year plan, funds are designated for leadership training for all levels of supervision. We will be seeking courses in all available South Carolina-sponsored leadership programs. This effort began in January 2019. Activities planned include:
• Lieutenants: Completed FBI-LEEDA Training in February and March
• Patrol Captain: Scheduled for the Police Executive Research Forum Senior Management in Policing Course in July
• Sergeants: Basic first-line leadership courses and critical incident leadership, ICS 300 and 400
• Officers: In-house instruction in leadership principles and case studies

Additionally, we provided more than 5,000 hours of training for our staff in 2018, including specialized courses relating to active shooter and basic tactical medical training. This represented 140 hours per sworn officer, which far exceeds the state requirement of 40 hours every three years. We are also working with SLED to host additional specialized training on campus, allowing us to include more officers, expedite training and create a joint readiness program with our regional partners.

In August, we collaborated with the Easley and Clemson City Police Departments to host a Train-the Trainer course from the Police Executive Research Forum —

Integrating Communication, Assessment and Tactics. In turn, this specialized de-escalation course, provided to all sworn personnel in October, is being shared with all new hires as they join the department.

We have trained all personnel in the use of electronic control weapons (ECW). This added a new less-lethal option for our officers to utilize as a de-escalation tool. Once the training was completed in July 2018, full ECW deployment occurred.

To address the overdose crisis associated with opioid use and addiction, the department trained all officers in the use of NARCAN. This lifesaving drug was provided to all officers prior to the beginning of fall semester, so we would be ready to address any overdose situation that arose.

Additionally, we continued to engage in new opportunities to grow and develop our officers and professional staff members. We introduced a new training module, Racial and Emotional Intelligence Diversity and Anti-Bias model, and delivered this training to all sworn and communications personnel. In addition, we collaborated with the State Attorney General's Office to host one of the regional Violence Against Women Act conferences with more than 100 criminal justice and community service professionals in attendance.

## TECHNOLOGY

During 2018, the department made a number of strides through the addition of several technology applications.

In July, a major transition occurred involving the Records Management System (RMS). In cooperation with the Pickens County 911 Center, the department moved to a new RMS that offered several enhancements including field reporting, automatic vehicle locators and a robust case management capability. This major project required all personnel to learn new processes and procedures. In addition to administrative improvements, this system opened numerous databases to officers in the field, increasing their access to information for decision making and officer safety.

After the new RMS was in place, Mobile Data Computers (MDC) were purchased and added to the fleet. This enhancement allows officers to take full advantage of the new RMS upgrades and increases our efficiencies in the field. With the addition of the RMS upgrades and the MDCs, officers now have a mobile office that allows them to spend more time on patrol and complete offense reports, crash reports and other paperwork while in their patrol areas. The requirement for officers to visit the headquarters building to complete and file reports is no longer needed. This saves time, allows for the reallocation of administrative staff, reduces errors, and, most importantly, keeps our officers on campus where they can proactively engage in relationship building and crime prevention activities.

CUPD also made strides during 2018 to improve communication interoperability among regional first responders. During the implementation of the MDCs, we selected Cradlepoint devices as our connection platform. Cradlepoint is a partner with AT&T FirstNet, which provides priority service to first responders in the event of a major crisis. This means officers will have a preemption capability and remain connected even when usage spikes. We are also exploring additional FirstNet devices to serve as a redundant communication system if traditional radio communication or cellular service is disrupted. This will connect all public safety services on the university with a backup platform to utilize during power outages, cellular spikes and unanticipated communication failure.

Finally, the department expanded its incident management capacities by implementing Rhodium Incident Management Software as our event planning and management tool. This software platform was acquired and utilized throughout the 2018 football season to create weekly Incident Action Plans, which guided all response protocols. The tool also captured events and activities conducted by first responders to keep players, coaches and guests safe during games that brought hundreds of thousands of visitors to our campus.

The implementation of Rhodium occurred simultaneously with the startup of the new Incident Command Post. This space, located inside police headquarters, created a unified command group with all support personnel and technology. This included the integration and expansion of the campus closed-circuit TV system along with new


Active Command Center During a Home Clemson Football Game

capabilities from the closed-circuit TV system from the city of Clemson, as well as real-time access to news, weather and social media information. This new space will continue to expand and add more real-time information through additional tools to create a common operating picture for all entities working special events or an incident. The new command post allows for the infusion of information from multiple points to aid the commander in decision-making, resource deployment, incident response and enhanced situational awareness.

Plans are already underway to expand the current footprint by adding additional staffing to support video analytics, social media communications, and modeling of potential threats and hazards.

## COMMUNITY OUTREACH

Community outreach has been another critical area during our transformation in 2018. We have sought to expand relationships with campus personnel and CUPD through training, communication and partnership opportunities. We believe exposing the members of the campus community to our operational activities and internal processes builds knowledge, understanding and support.

In 2018, inclusion was an ongoing focus, and we included community partners in department activities such as policy and program input, hiring and promotional processes, and training. We also implemented a campus leadership advisory group that meets quarterly to sustain

and strengthen current relationships and broaden our reach with student government and staff and faculty senates. This collaboration has already delivered positive results via increased communication and cooperation.

Our initiative to build investment and cooperation with various organizations and communities on campus was launched in August. Currently, we have liaison officers assigned to three campus communities: the LGBTQ, Muslim and African American communities. We plan to add the Hispanic and Greek communities in 2019. These new efforts will support and enhance the already successful Housing Liaison Officer Program that has been in place for several years and continues to play an important role for us in building strong community relationships.

In conjunction with our new initiatives, the department continues to be active in campus outreach. During 2018, CUPD provided numerous training and education programs to various entities on campus including students, faculty and staff. These programs ranged from Active Shooter Awareness to crime prevention tips and Coffee with a Cop. In all cases, officers utilized all opportunities to build confidence and trust among our community and create opportunities to share information, build relationships, and develop a mindset for shared responsibility for safety and security on campus.

Some examples of our efforts to stay engaged include:
- Clemson Community Coalition
- Pickens County Sexual Assault Response Team
- MLK Planning Committee


March 2019 Active Shooter Training Exercise


Officers on Duty on Campus

- Building Security Coordinator Program
- Parking and Transportation Advisory Committee
- Information Security Incident Management Team
- Rape Aggression Defense Training
- Connections
- Face to Face
- A number of tabling events to connect and interact with students

### CONCLUDING THOUGHTS

Our yearly activities continue to support the department and Student Affairs' Strategic Leadership Plan. Our plan identifies five key goals that will provide direction and clarity for the continued growth and evolution of the department. By utilizing these goals as filters for decision-making regarding staffing, deployment and budgetary expenditures, we will reach our vision of being an excellent law enforcement agency. There is no doubt the Clemson University Police Department has the potential and talent to move from being a good department to a great department. Our challenge is clear, and we are committed. We expect the best from ourselves, and the community deserves no less. Together, we will set the standards for others to follow.
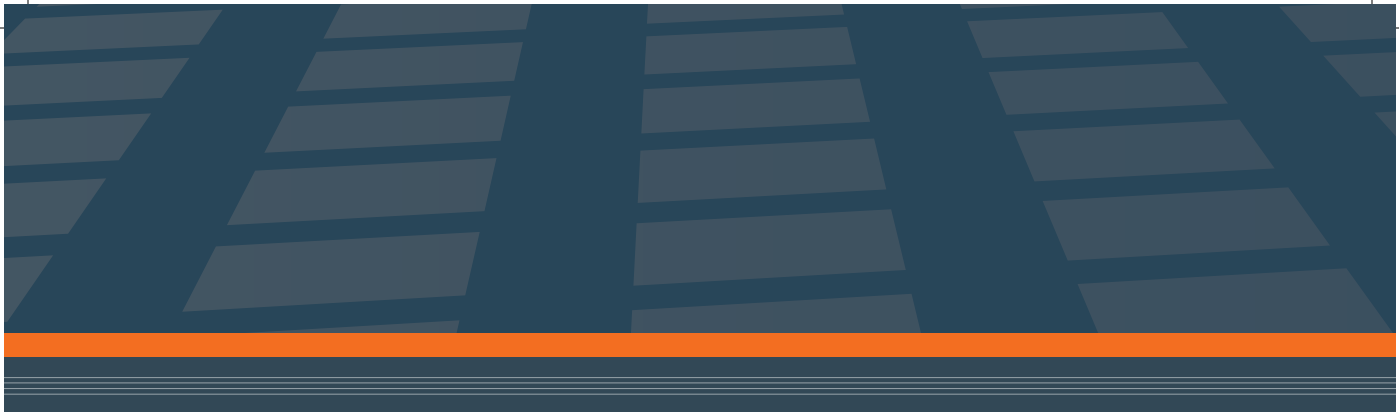
## CONTACT US

Clemson University Police Department
Division of Student Affairs
124 Ravenel Center Place
Seneca, SC 29678

*clemson.edu/cupd*

Nonemergency: 864-656-2222
Fax: 864-656-0714
Emergency: 911
Email: *police@clemson.edu*