



POLICE DEPARTMENT
Public Safety



CLEMSON UNIVERSITY POLICE DEPARTMENT

2022

ANNUAL REPORT


CLEMSON.EDU/CUPD





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University Police works closely with students, faculty, and staff to create a safe living, learning, and research environment on the Clemson campuses.

We work to provide professional, courteous, and effective law enforcement service to our community.

Mission

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

Core Values

Honor, Integrity, Courage, Inclusion, Respect

Vision

Clemson University Police Department (CUPD) is an organization setting the standard of excellence in law enforcement through integrity, compassion, service before self, and honor above all



Guiding Principles

We will collaborate with University partners to create and foster a safe, secure campus through education, community service and strategic enforcement. We will utilize innovative technology, specialized training, community policing strategies, and strong partnerships to enhance the University's living and learning environment.

We will create an environment that champions the success and well-being of our students, faculty, staff, and visitors through professionalism and a commitment to service. We will foster a climate of trust and respect through a commitment to diversity, equity, and procedural justice principles.

MESSAGE *from the* CHIEF



I am pleased to present the Clemson University Police Department's 2022 Annual Report. This publication features information about our agency and provides a summarized report of accomplishments and statistics for the year. I continue to be proud of the daily work achieved by members of the agency as they provide service to the Clemson community that directly impacts our ability to complete our mission — **Enhancing Safety, Reducing Risks and Preventing Harm.**

Safety and Security are one of Clemson's top priorities. Our goal is to create an integrated approach that enlists everyone in making our campus a safe and enjoyable environment. We accomplish this goal by sharing information, providing training, and working together as a team. At no time in the recent past has this unified approach been more important.

This year, we faced several challenges. **One key issue involved mental health.** Mental health concerns are rising at unprecedented rates among college-age adults. To address this issue, we continued to promote crisis intervention training and mental health first aid for all officers. We also added communication officers to the training this year. Currently, 90 percent of all sworn members have completed the training. Only recently hired officers have not completed this program; however, they will do so during the next available class. To support the growing mental health crisis, we also applied for and received a federal grant to develop and implement a co-

responder model to support Clemson and surrounding law enforcement agencies.

Staffing was also a challenge in 2022. **Law enforcement agencies across the country are facing critical shortages of police officers.** We were not immune to this dilemma. However, even when vacancy rates increased, service delivery did not suffer. Our staff continued to meet all the demands of a college campus and performed in an outstanding manner. Even with minimum staffing, we added new initiatives, expanded crime prevention efforts, increased community engagement, and managed hundreds of special events.

Targeted violence remained top of mind in 2022. Our efforts to prepare and mitigate attacks on our campus continued in earnest. Our video management system added hundreds of additional views to expand coverage across campus. We added video analytics that provide the ability to quickly search larger amounts of video in real-time to identify individuals, as well as conduct forensic searches to assist with investigations. We also expanded our access controls systems to most campus facilities. This provides the ability to secure buildings during daily operations and immediately lock all facilities from one location in the event of an emergency. We also added classroom lock-down devices for another layer of security for students. Our Public Safety Operations Center also flourished in 2022. With a full staff providing 24/7 coverage, this group became a force multiplier for the agency. Successes achieved included real-time information sharing relating to police and fire calls, officer safety coverage during calls for service, special events monitoring, evidence collection, and investigative assistance.

PSOC personnel became an integral part of the public safety team. Finally, our training for this critical issue also continued to increase in scope and realism. We partnered with FLETC and DHS to bring advanced training in tactics, medical response, and incident

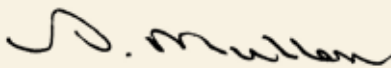
management, expanded the use of simunition systems to increase realism, and introduced a new simulator system to enhance officers tactics, de-escalation, and decision-making skills.

Targeted violence remained top of mind in 2022. Our efforts to prepare and mitigate attacks on our campus continued in earnest.

We continued our **commitment to training, accountability, and transparency.** We completed our second Leadership Series with a cohort of fifteen police officers, firefighters, security specialist, and emergency management technicians. This 8-month series focuses on all aspects of leadership and incorporates theory and practical applications. Our Professional Standards Office completed inspections, audits, and administrative investigations to monitor performance, identify areas of improvement, and correct deficiencies. We expanded our public facing dashboard which provides the community a view into the agency's operation. These efforts led to the agency's success on its annual CALEA compliance review.

Crime and roadway safety is always a top priority for the organization. Through our CompStat360 initiative, we continued to monitor incidents, develop, and deploy strategies to address trends and patterns, and work with partners to solve identified issues through a combination of education, prevention, and enforcement. This allows us to mitigate issues through voluntary compliance. When that did not work, officers were intentional in their efforts to utilize enforcement to change behavior and resolve problems.

The Clemson University Police Department is committed to excellence. **Our shared purpose of enhancing safety, reducing risk, and preventing harm continues to drive our daily operations.** We believe that each staff member is a leader and can have influence. We are committed to being leaders in our profession and building strong, trusting relationships in all areas. We believe in balancing the all-important values of Public Safety and Individual Rights as we work daily to create a campuswide environment that supports learning, personal growth, and hope. With these principles leading us, we have undoubtedly achieved our goal of Serving with Purpose.



Gregory G. Mullen
AVP for Public Safety/Chief of Police



OUR TEAM

PATROL OPERATIONS

Responds to the community's calls for service, enforces traffic and criminal laws, and addresses needs through relationship building and community policing.

PROFESSIONAL STANDARDS

Oversees the CALEA Accreditation process and maintenance. Receives, processes and supervises investigations that involve allegations of criminal conduct and acts of misconduct made against members of the department.

INVESTIGATIONS

Primary function is to conduct professional investigative services and to follow up on investigations of reported crimes; works closely with other local, state and federal law enforcement as needed.

CRIME PREVENTION

Prepares, disseminates and trains the community using strategies and measures that seek to reduce the risks of crimes occurring — as well as their potential harmful effects on individuals — by intervening to influence and educate the campus and surrounding communities.

ADMINISTRATIVE SUPPORT

Highly skilled and organized administrative team that helps keep the department running smoothly by handling the day-to-day administrative needs of the department.



K-9S AND THEIR OFFICERS

Police officers who are trained to work closely with and train police dogs who are responsible for the specialized task of scanning for explosive devices.

SPECIAL RESPONSE TEAM

Performs same role as patrol operations, plus completes specialized training emphasizing sufficiency, speed, and planning for tactical coordination in the event of an emergency.

PROFESSIONAL DEVELOPMENT AND TRAINING

Responsible for the planning and execution of all mandatory and optional law enforcement training for the department. Assists the team with identifying goals and taking ownership of their professional development and planning for career progression.

EVIDENCE CUSTODIAN

Logs, ensures proper chain of custody and oversees all evidence submitted to or obtained by the department.

PHYSICAL SECURITY

Centralized headquarters for monitoring, detecting and responding to campus security issues and incidents.

COMMUNICATIONS/911 DISPATCH

Assists the community and visitors by answering emergency and non-emergency calls and obtaining information to properly serve those in their time of need.

STUDENT INTERNS

Our student interns gain experience in a variety of roles and responsibilities within a law enforcement agency. In return, they enjoy the benefits of mentoring, training and real-life work environment experiences.





COMMUNITY COLLABORATIONS and OUTREACH

PUBLIC SAFETY CITIZENS ACADEMY

CUPD conducted two eight-session Public Safety Citizens Academy programs in 2022 with a total of 30 participants graduating the program. Attendees were comprised of students, faculty, and staff of Clemson University and students from the Tri-County Technical College Criminal Justice program along with local community members. Participants learned about, Fire/EMS, 911 Dispatch, Physical Security Operations, Emergency Management, search and seizure, objective reasonableness, de-escalation, proportionality, duty to intervene, traffic stops, fingerprinting, and officer training programs. Clemson University campus partners presented on topics such as Bystander Intervention and student conduct. Participants were also provided the opportunity to participate in scenario-based incidents via CUPD's virtual de-escalation training simulator.

If interested in attending a future Public Safety Citizens Academy, please contact Sergeant Michelle Young at myoung@clemson.edu.

LEADERSHIP SERIES

2022 brought an expansion of the new annual professional development program focused on leadership growth and development for current and aspiring supervisors which was launched by CUPD in 2021. The program was broadened to include the larger first responder population at Clemson University and was re-branded into the Public Safety Leadership Development Series. The 2022

cohort began with 14 participants from CUPD, Clemson University Fire and EMS, and Clemson University Emergency Management. Participants took part in a cohort-based model designed to provide shared-experiential learning opportunities. Attendees from CUPD were accepted based on applications detailing interest and goals for completion of the program. Seven CUPD members began the cohort in March 2022 with six successfully completing the 8-month series focused on leadership theory, self-reflection and assessment, practical leadership conversations, identifying trends and future issues, and developing critical thinking strategies focused on 21st Century concepts in Public Safety. Participants were paired with members of the senior command staffs of all three first responder oriented Public Safety departments to take part in a formal mentorship program that spanned the second half of the series. The program concluded in October 2022 with 11 of the original 14 participants completing a capstone exercise in incident response and management.

INTERNS

CUPD staffed five student interns through the University Internship and Co-op (UPIC) program who assisted the agency in a variety of work assignments related to data analysis and graphic display, crime trends reporting, and Physical Security Operations. Several of these interns renewed their program from previous semesters with CUPD indicating successful sustainment of intern opportunities and a positive program experience. Interns have been able





to participate in varied police training programs as either role-players during scenario-based sessions or having the opportunity to take part in hands on practical learning experiences.

One participating intern, while conducting environmental patrols in support of the nighttime Housing Security Program, was able to identify an immediate personal safety concern and obtain police and medical assistance for an individual who was expressing concerns of harm to self. Another intern who participated in program experience throughout 2021 and into the spring semester of 2022 subsequently was accepted as a full-time Police Officer with CUPD, completing basic training in 2022 and beginning her Police Training Officer program shortly thereafter. Outcomes such as this are key indicators of program success and demonstrate the validity of the intern experience at CUPD for future participants.

RAD TRAINING

CUPD maintains instructors in the nationally delivered Rape Aggression Defense (RAD) self-defense program. During 2022, CUPD certified four new personnel as instructors in

this program, increasing the department's capacity to deliver training with five total instructors on staff. CUPD delivered ten RAD classes in 2022 and hosted the national RAD organization to provide an instructor development program furthering this training for the campus and surrounding community.

GREEK LIFE PARTNERSHIPS

The department's sworn and professional staff members work hard to build stronger relationships with University Greek Life students. One dispatcher in particular goes above and beyond her role, routinely going the extra mile for these young adults.

She has a passion for students, and her personal story drives her work to help others feel safe on campus.

CUPD professional and sworn staff partner to provide educational seminars and workshops, participate in Greek Life events, and to support the Greek Life community as they work together to meet the departments mission of enhancing safety, reducing risk, and preventing harm in our community.

CELEBRATING *the* BRIGHT SPOTS

GRANTS

In 2022, CUPD completed all program objectives for the FY22 Coronavirus Emergency Supplemental Funding Program (CESFP) state sub-grantee award for the delivery of advanced classroom and training technology. This project totaled \$91,269 in grant funding from the South Carolina Department of Public Safety to convert the CUPD Multipurpose Room in a distance learning/Smart Classroom with motion capture presenter and audience cameras along with in-room microphones, and to procure a virtual training simulator to provide realist de-escalation training for department personnel and mutual aid needs, among other smaller funded needs. CUPD completed installation of the smart classroom system in the fall of 2022 and utilized the new technology successfully for multiple presentations and courses. CUPD acquired a complete virtual de-escalation training system with air-powered recoil kits for various department lethal and less lethal system to enhance training for personnel on response to a variety of situations with a focus on communication and tactics-based de-escalation concepts. This training was utilized by all department personnel as in-service training with new hire trainees completing varied courses of instruction. CUPD trained six instructors in the utilization of this system.

The two-year, 2019 Justice and Mental Health Collaboration and Planning Grant project CUPD completed through the DOJ supported a subsequent submission to the DOJ Connect and Protect grant program in June 2022 which was awarded funding in the amount of \$549,992 in direct Bureau of Justice Assistance support for implementation of a joint co-responder model with the South Carolina Department of Mental Health's Anderson, Oconee, Pickens regional office. The total project amount for this grant, which will span a 36-month period ending in 2025, is \$776,209 including match requirements from Clemson University.

CUPD successfully closed previously awarded grants from the FY 2021 South Carolina DPS Body-worn Camera Program as reimbursement for expenses incurred related to equipping personnel with body-worn cameras and storage costs. In 2022 CUPD applied for and received an additional \$91,173.99 from this program.

CUPD completed participation in a National Institute of Justice research study in 2022, which focused on officer training programs on response to resistance/use of force. This national level study solicited participant agencies from

large metro-area agencies along with CUPD and mutual aid partners representing rural/non-urban agencies and placed officers through a series of simulator-based use of force decision making scenarios followed by a course of virtually delivered training sessions. The research, done in conjunction with Clemson University researchers from the Department of Sociology, Anthropology, and Criminal Justice resulted in findings shared with CUPD that provided validation to department training focus areas, particularly in responding to mental health crisis event and demonstrated that CUPD participants performed comparatively or better on critical trigger indicators for response to resistance prompts.

CUPD was solicited to again partner with researchers from the Department of Sociology, Anthropology, and Criminal Justice on two additional projects impacting police science. The first, a Major Research Instrumentation Grant project, will focus on Virtual Reality simulations that create an immersive training experience to study officer responses to situations similarly explored in previous research. This program was awarded funding and CUPD will be a primary support contributor in the form of study participants and support equipment. The second project is a study assessing Empathic Accuracy in police/citizen encounters conducted through assessment of indicators of empathy during interactions through police body worn camera footage and conducting survey collection from participating individuals who have experienced a varied level of engagement from police officers ranging from general assistance to criminal charges.

Since 2019, CUPD has been the recipient of state and federal grant funding totaling \$1,102,894 in support of major research, implementation, and equipment support initiatives.

HEALTH AND WELLNESS

In 2022, the Clemson University Police Department established a formalized employee wellness program in line with the well-being initiative set by the department's formal leadership. The intent of this initiative is to focus our efforts toward improving employee well-being through a holistic approach. Several members of the department have taken a leadership role in this initiative and formed a Wellness Committee. The Wellness Committee conducted an initial survey of the wellness needs of our department members, so that we could provide individualized wellness



offerings. The new offerings of the CUPD Wellness Program include a monthly wellness newsletter, professional development library, and new-hire wellness packets. In addition, the Wellness Committee hosted several wellness challenges including the step, hydration, and movement and mindfulness challenges. The committee is looking forward to completing several more tasks to aid the department in our wellness initiative in 2023.

AWARDS AND RECOGNITION

CUPD utilizes a formal awards and recognition program with the delegation of a standing awards committee under the direction of the Commander of Professional Development and Training. Members of the department were chosen and tasked with recommending employees who have displayed exemplary performance throughout the year for various awards set by policy. The awards committee ensures fairness and consistency in rewarding deserving members annually and quarterly.

CUPD recognized several employees in 2022 who consistently go above and beyond in their daily work, always aiming to meet our mission to enhance safety, reduce risk, and prevent harm from affecting the Clemson University community. These individuals were recognized for being team contributors, demonstrating consistent growth as leaders and colleagues, and modeling the positive attributes indicative of our core values of Honor, Integrity, Courage, Inclusion, and Respect. For 2022, the following individuals were recognized for their dedicated service to the organization and University Community:



- **Officer Steven Kennedy**
Pickens County Officer of the Year
- **Detective Jason Allen**
CUPD Employee of the Year
- **Sergeant Michelle Young**
Title IX 50th Anniversary Trailblazer
- **Captain Chris Harrington**
Clemson Alumni Association Roaring 10 Award
- **Officer Steven Kennedy**
SC Law Enforcement Officers Naloxone Program Life-Saving Award
- **Detective Brent McKinney**
SC Law Enforcement Officers Naloxone Program Life-Saving Award
- **Sgt. Matthew Prisco**
SC Department of Public Safety Law Enforcement Target Zero Challenge DUI Hero award

Congratulations to all recipients on these accomplishments and for your commitment of service to both CUPD and our community!

OPERATIONS BUREAU

The Clemson University Police Department Operations Bureau consists of the Patrol and Special Operations Divisions. The Operations Bureau provides 24-hour delivery of police services throughout the campus. Uniformed patrol and special operations officers are responsible for the primary response to calls for service along with traffic enforcement, security assessments, and directed patrols based on data collection and problem-identification. As the entire department is dedicated to a community policing philosophy that strives to create new partnerships to solve the unique problems within our campus environment, patrol officers are the heart of our community-oriented policing efforts and are expected to engage community members through conversation and prevention programming. Patrol and Special Operations members work daily to develop community rapport with students, faculty, and staff to increase awareness and a positive exchange of information. Patrol Operations is also responsible for the Residential Living CUPD Liaison Program and represents several members of the CUPD Affinity Liaison Program.

SPECIAL OPERATIONS

Special Operations conducts random security and safety audits on facilities throughout the Clemson campus. During the audits, officers utilize Crime Prevention through Environmental Design techniques to identify possible improvements relating to lighting, tree canopies, security cameras, and access control practices. They also review for behaviors that increase risk such as leaving entrance doors open and not securing property. Thirty-eight Safety Audits were conducted in 2022 and the findings were documented and provided to Security Coordinators for awareness and security enhancement.

As an effort to expand the safety and security of Clemson University's satellite campus locations, members of public safety, along with TigerOne and A3 Communications, visited several locations within the coastal region of South Carolina. The team visited Coastal REC, CU Design Center, Baruch Institute, and Clemson University Restoration Institute (CURI). While on site, team members assessed the current safety and security policies and procedures for each location from an all-hazards approach. Due to this outreach the team was able to identify areas for improvement in the safety and security of each facility. The result of these assessments led to a second visit to deliver training in active threat and traumatic injury response and mitigation. The team delivered trauma kits and AEDs to each campus. Camera

and access systems at each facility are being upgraded and integrated into the current physical security system control at the CUPD Public Safety Operations Center (PSOC). Each location received a written report of the teams' findings and recommendations for addressing improvement areas at their facilities. The future goal is to continue providing support and outreach to these facilities and others throughout the state.

TRAFFIC DATA AND ENFORCEMENT

As part of our data-driven enforcement initiatives, commanders of the Operations Bureau continued to use data-driven principles to develop safety initiatives that targeted traffic enforcement needs in various locations. Analyzed data encompassed collision data, citizen complaints, and collected data utilizing speed trailers. Key tasks for officers assigned to the targeted enforcement activities during any specific directed initiative were to increase officer presence, enforce applicable state laws, have high visibility patrols to influence driving behaviors, educate community members on safe driving habits, and mitigate the likelihood of speed related vehicle collisions.

One of the 2022 CUPD Annual Goals focused on the reduction in reportable collisions by 10%, prevent traffic fatalities, increase enforcement productivity, intentional training, and reduction of collisions in specific areas throughout campus. Overall, there was exactly a 10% reduction in collisions campus wide. There were no traffic fatalities in 2022, and multiple enhanced traffic enforcement initiatives resulted in productivity throughout the jurisdiction. Additionally, there were 268 hours of training in traffic-related enforcement conducted throughout the year.

The **Number of Collisions, Warnings and Citations** graph provides enforcement outcomes based on targeted efforts resulting from the data collection and analysis conducted throughout 2022 in addition to proactive and self-initiated law enforcement activity.

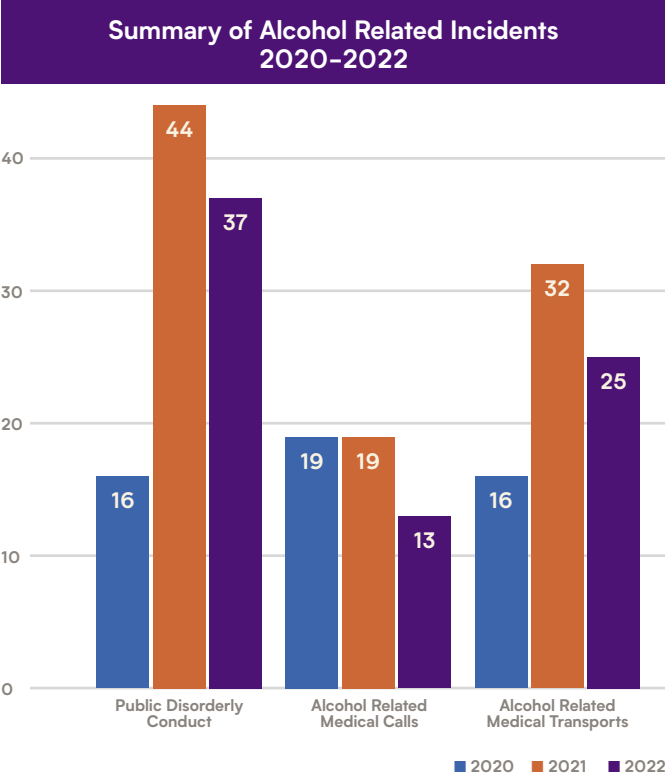
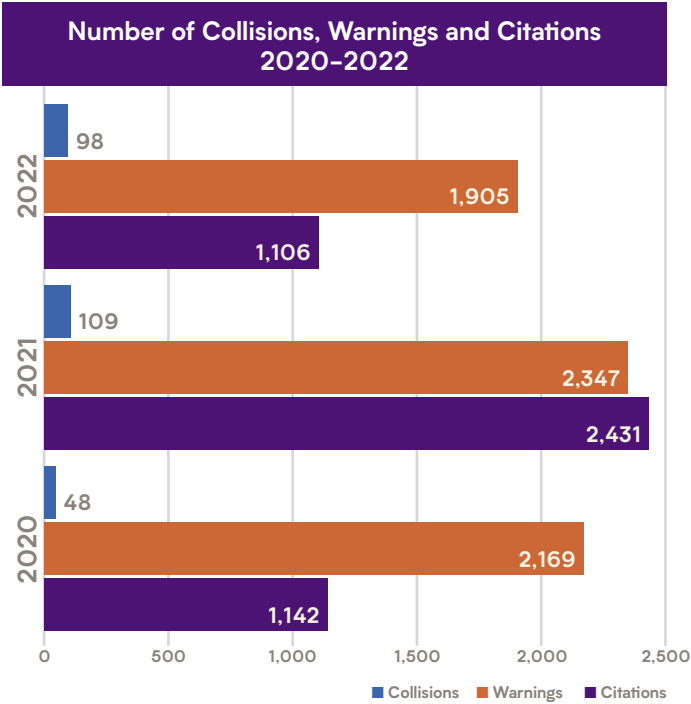
ALCOHOL RELATED INCIDENTS AND ENFORCEMENT

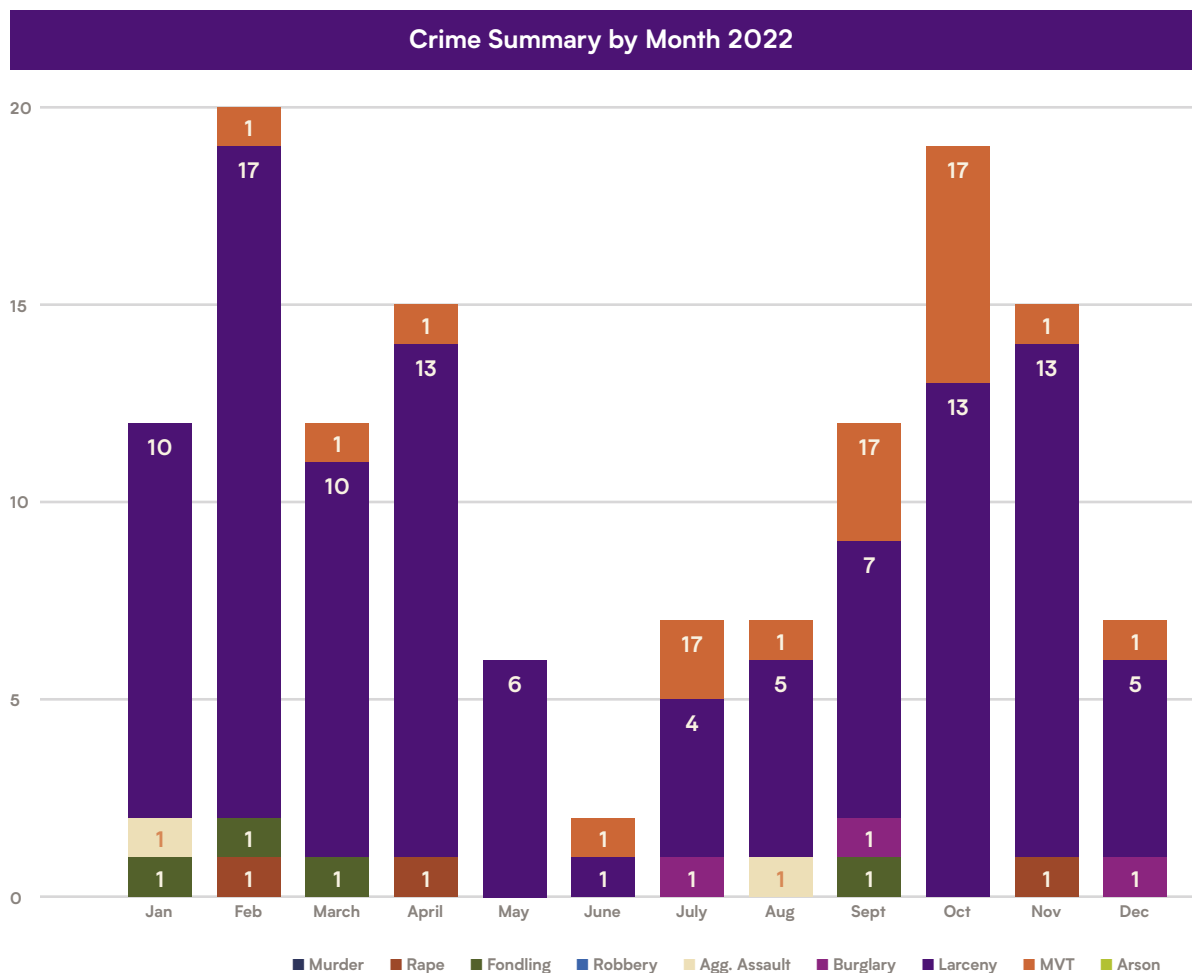
The **Summary of Alcohol Related Incidents** graph provides a visual representation of Public Disorderly Conduct arrests (PDC), Alcohol-Related Medical Calls (AMC) and Alcohol Transports (AT) that occurred during 2022 and in comparison, with the previous two years. Public Disorderly Conduct charges result after an officer

encounters an individual who is grossly intoxicated. Alcohol-Related Medical Calls are calls that require an EMS response for evaluation but do not result in transport to a medical facility. Alcohol Transports are calls that require transport to a local hospital for further evaluation after EMS personnel have screened an intoxicated person.

The **Alcohol Enforcement Actions** graph depicts the number of criminal citations issued, or alcohol enforcement, for Driving Under the Influence (DUI) and Liquor Law Violations (LLV) for the aforementioned years. Liquor Law Violations include Possession of Beer or Liquor Under Age 21, False Identification, and Open Container charges made by officers. While more analysis would be needed at the conclusion of the 2023 calendar year, it appears that alcohol related incidents may be declining from the dramatic post-COVID modified operations increase seen in 2021.

Enforcement for Driving Under the Influence offenses increased 17.85% during the 2022 calendar year, and enforcement for Liquor Law Violations increased 5.48%.





CRIME REPORT

The categories presented in the following chart include Murder, Rape, Fondling, Robbery, Aggravated Assault (Agg Assault), Burglary, Larceny, Motor Vehicle Theft (MVT), and Arson. As the chart depicts, crime rates, particularly thefts (larcenies) notably increase during the months of February, September, October, and November.

reporting. Efforts in continuing education and training are still ongoing with quarterly training to be scheduled in the following calendar year, and this process will be instrumental in enhancing safety and reducing risk to the campus community.

CLERY REPORTING

CUPD led a multi-disciplinary team of campus partners to complete the Annual Security and Fire Safety Report to meet Clery Act compliance. This project requires the collaboration with multiple campus partners to ensure that all policy statements are accurate and relevant as well as to gather data surrounding crime statistics, institutional procedures, and educational efforts to improve campus safety. The 2022 Annual Security and Fire Safety Report was made available to the public on September 27th, 2022.

During the fall semester, the Offices of Advocacy and Success, Human Resources, Title IX, and Community and Ethical Standards all reformatted their incident report tools to include specific reference to threat assessment



INVESTIGATIVE *and* SUPPORT SERVICES BUREAU

The Investigative and Support Services Bureau consists of the Criminal Investigations Division, which includes Crime Prevention/Victim Services and Evidence/Property Room, Professional Development and Training, and Physical Security Operations. Each of these functional units is managed by a Lieutenant or Program Coordinator reporting directly to the Bureau Commander. The Bureau is staffed for eight full-time sworn staff and 10 full-time professional staff.

Additionally, the Investigative and Support Services utilizes the assistance of 3-5 student interns each academic semester who support data collection, analysis, programing work, and graphical presentation of quantitative data.

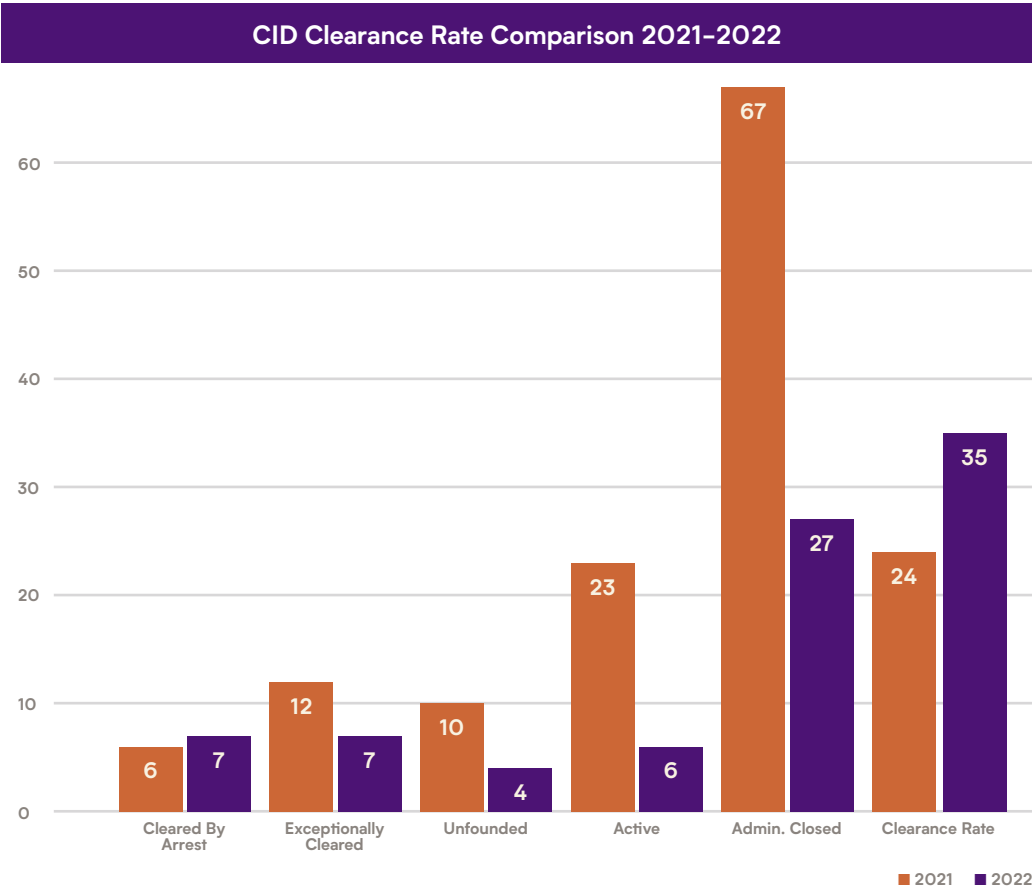
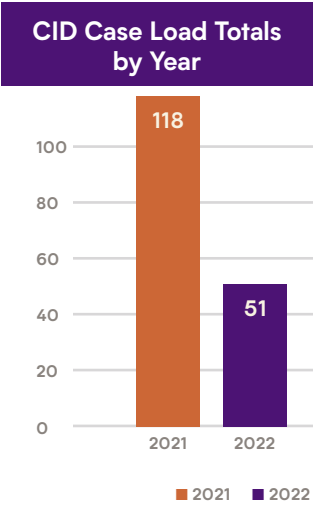
INVESTIGATIONS

The Criminal Investigations Division is comprised of three full-time detectives and the Crime Prevention/Victim Services Sergeant, overseen by the Criminal Investigations Lieutenant. This Division is responsible for investigative follow-up of cases assigned, conducting interviews, evidence collection and property management, crime scene investigations, dignitary and VIP security, and maintaining liaison with other law enforcement investigative units.

In 2022, Clemson University continued a return to more traditional patterns of operations post impacts of the COVID pandemic. In analyzing trends, CUPD

saw a significant increase in cases reported during 2021, largely as result of newly lifted limitations on activities experienced during 2020. As in-person activities and on-campus residency increased, so did calls for service and incidents reported to the University Police Department. Criminal Investigations experienced a 57% increase in cases assigned for follow-up investigation in 2021 over 2020. During 2022, cases assigned to CID for investigative follow-up decreased by 56.7% compared to 2021 totals from 118 to 51 cases assigned. Assigned case totals continue to remain below the 2019 pre-COVID level of 169, with 2021 representing a 30% decrease and 2022 representing a 70% decrease in assigned cases compared to 2019. While rate of incident occurrence has played a role in the reduction of cases assigned, case assignment criteria revisions and Patrol Operations follow-up assignments increased in 2022 to provide focused attention by CID on cases requiring more direct attention.

Case closure status and clearance rates increased in 2022 compared to 2021 from 24% to 35%. Contributors to this increase in clearance are focused case assignments



where solvability factors exist and enhanced investigatory tools such as the addition of new investigative databases, partnership with mutual aid agencies for the utilization of electronic device extraction technology, enhance security and surveillance camera functionality, and training.

Successful utilization of electronic device extraction technology in partnership with mutual aid and the rise of cyber and electronic device evidence has given rise to the identified need and allocation of funds for CUPD's Criminal Investigations Division to acquire in-house device extraction technology to further enhance efficiency in execution of search warrants and acquisition of evidentiary data.

In 2022, CID launched a new Peer Review Group process where experts in sexual assault incidents from various partner organizations comprising backgrounds in victimology, survivor support, criminal investigations, and prosecution, meet on a quarterly basis to screen and review previously closed cases in an effort to identify successful practices to sustain any areas where investigatory efforts can improve for future cases by providing input on policy, Standard Operations Procedures (SOPs), and training.

In 2022, CID developed a monthly tracking process to assist an internally assigned task force focused on malicious damage to property incidents. This tracking process was instrumental in identifying new occurrences over previously reported incidents as a significant uptick in such activity was experienced in early 2022 as a result of social challenges focused on damaging devices such as emergency exit signs. Since the launching of the task force approach and monthly tracking initiatives over all occurrence rates, crimes in this category decreased by 59% across the second half of 2022 in comparison to the first half of the year.

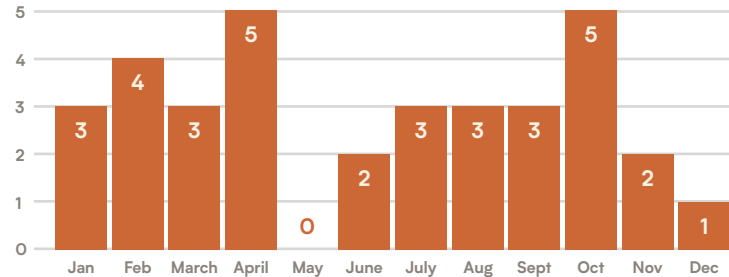
CID developed an on-the-job training program for officers to expand their knowledge and skills related to field investigations and follow-ups. This program included opportunities for officers from Patrol Operations to take part in the development of investigative leads, recognizing solvability factors, drafting and submitting warrant affidavits, and executing search warrants and evidence collection. This program was ultimately included as a primary component of the Police Officer Training Program, providing newly hired officers with an immersive

experience in the investigative process early in their careers with CUPD.

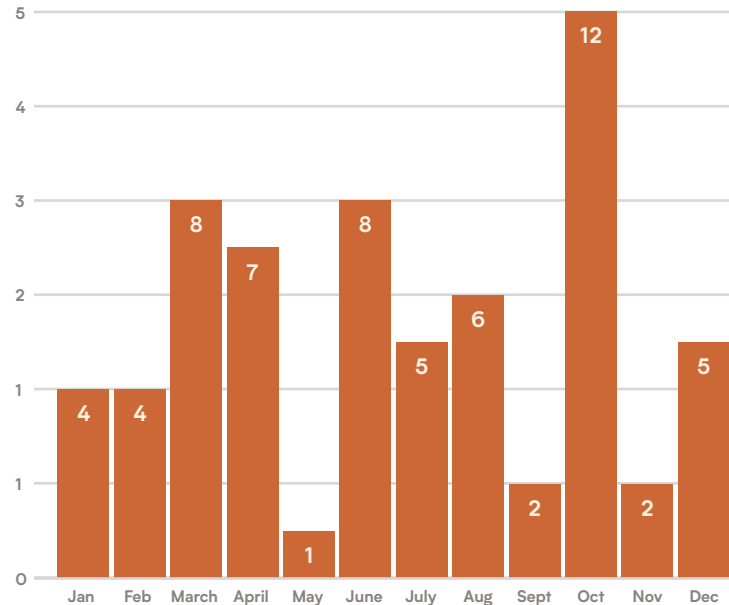
CRIME PREVENTION AND VICTIM SERVICES

The Crime Prevention and Victim Services function conducted 98 in-person community engagement and presentation activities in 2022, and number that held steady from the same level of events conducted in 2021 (98), which represented an increase of 56 events (133%) over the 2020 total of 42 (combined). Over the past two years since the onset of the COVID-19 pandemic, Crime Prevention identified and engaged in varied alternative methods of reaching the community through platforms such as Zoom, WebEx and Microsoft Teams.

Crime Prevention 2022 Presentations



Crime Prevention 2022 Community Engagements



During the 2022 time frame, major crime prevention initiatives included:

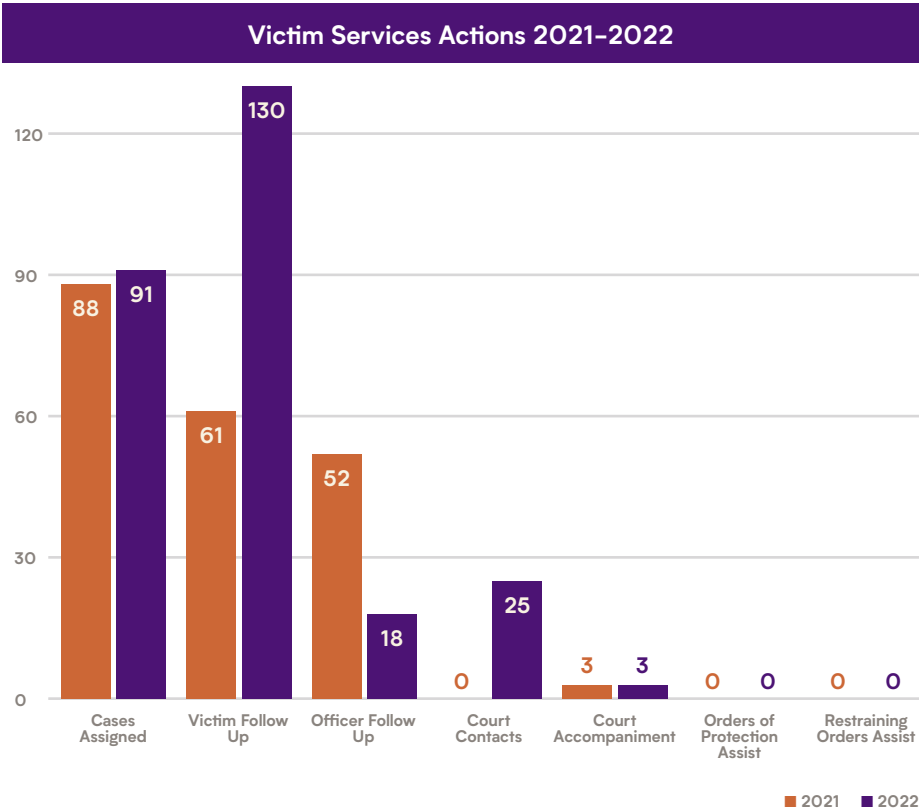
- Continuing to work with campus Building Security Coordinators in conjunction with Clemson University Emergency Management on improved access control measures and implementation of Crime Prevention Through Environmental Design Principles (CPTED)
- Public awareness campaigns and programming with the “It’s On Us” Clemson Student Organization
- Continued Alcohol Safety and Drug Education Partnerships and launching targeted educational campaigns around property crimes with Residential Living.
- Data analysis and assessment for monthly CompStat 360 reporting
- Partnering with the University’s Interpersonal Violence Coordinators to establish the Interpersonal Violence Alliance aimed at consolidating information and resource reporting for survivors of interpersonal violence crimes by all relevant offices with responsibilities at Clemson University.
- CU Diversity/Ethnicity Affiliated Organizations and re-developing the CUPD Affinity Group Liaison Program, establish priorities and monthly reporting criteria and ensure department personnel are meeting set goals.
- CUPD continued the success of previous Public Safety Citizens Academies by delivering two in-person cohorts in 2022, each with eight sessions and graduating 30 total participants. This program also bore significant fruit in the form of several proactive feedback responses from attendees on their level of appreciation and trust in CUPD along with several applicants for vacant positions within Public Safety.
- Collaborating with Clemson University Emergency Management on drafting the comprehensive Friends and Family Reception Center plan for critical incident support.
- Revising the Trespass Notice Management Process to

automate public-facing web pages where such information is made available to ensure timely updates via the department’s web-based dashboards.

- 22 social media outreach efforts focusing on personal safety awareness, crime prevention initiatives, and national campaigns.
- Coordinating the Campus Safety Walk in conjunction with National Campus Safety Awareness month.
- Launching the first-ever CU Public Safety National Night Out in conjunction with the national campaign

PHYSICAL SECURITY OPERATIONS CENTER (PSOC)

Major staffing initiatives took place within the Physical Security Operations Center (PSOC) in 2022 culminating in reclassification of all assigned personnel from the state job class Security Specialist II to Security Specialist III. This reclassification was conducted to bring all staff within the Operations Center to a level that more closely aligned with their respective duties and revised position descriptions to more accurately reflect the expanded scope of work that Physical Security has assumed. With this reclassification came a compensation increase supported at the Divisional level to reflect the expanded duties and increase



recruitment for vacant positions. As of the end of year 2022, Physical Security Operations has filled its staffing level beyond any year since launching the full-time Operations Center.

On a daily basis the PSOC provides real-time monitoring and historical video investigation to assist Operations and CID personnel in calls for service and investigatory needs. In 2022 PSOC staff conducted 4,352 different activities associated with law enforcement, fire, and EMS calls for service, special events, system hits, and video investigations. This is a decrease of 585 activities over 2021's total of 4,937 (12%). The most significant attributors being reduced levels of police staffing throughout much of 2022 as many of the tracked activities conducted by PSOC staff are related to support to officer-initiated actions.

Throughout the course of 2022, PSOC staff have been successful in identifying suspects for varied cases and assisting in the location and recovery of stolen property. Notable occurrences were real-time assistance in a series of vehicle break-ins, which was observed and reported by a Physical Security Specialist and ultimately tracked and documented via the surveillance and security camera system, along with numerous stolen vehicle and license hits from the FLOCK ALPR system. PSOC staff were responsible for ongoing support for numerous calls for service and able to provide situational awareness updates to incidents and crimes in progress, guiding responding officers while en route to facilitate effective response.

PSOC responsibilities for special event standby and Information Officer duties within the ICS continued to expand in 2022, with Security Specialists cross-training in special event operations and fulfilling Incident Action Plan responsibilities for major events in both the Unified Command Post and Stadium Operations Center. Personnel rotated through assignments serving as primary and secondary information officers and camera operators, along with serving within multiple Incident Action Plans (IAPs) as drone operations teams for major events.

In addition to video and access control monitoring responsibilities, PSOC staff enhanced the real-time monitoring of the fixed position Automatic License Plate Recognition (ALPR) system. An additional fixed-position site was added to the inventory in 2022 which bridges some

gaps between CUPD and the Anderson County Sheriff's Office. PSOC staff instituted new video evidence collection and storage processes in 2022, resulting in the utilization of the department's *Evidence.com* management system as the means of uploading video for officer cases and assigning video evidence to officers for chain of custody. This process replaces physical digital media copying and enhances the court process through verifiable chain of custody and audit logs.

PSOC staff collaborated with TigerOne, CCIT, and University Facilities to support Phase II of the campuswide camera enhancement plan and life-cycle replacement plan, resulting in a total of 110 devices being newly installed or replacing end-of-life legacy systems. As part of their work in supporting these projects, PSOC staff consult and provide camera coverage plans for new construction projects and planned renovations. Major efforts in this area for 2022 were collaboration on a Board of Trustee-led initiative to enhance security in and around the Woodlawn Cemetery and expansion projects at the Snow Family Outdoor Fitness and Wellness Complex.

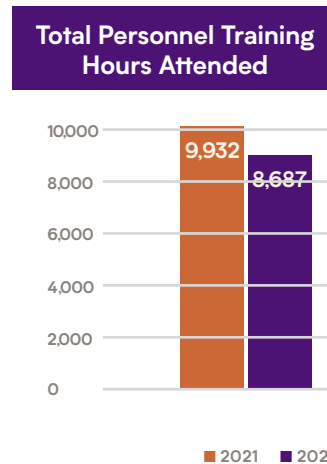
The PSOC is also responsible for the nightly staffing of residential environmental safety monitoring and conducts door security checks and property logging along with reporting of suspicious activity or hazards to the Dispatch Center. As a component of this work, PSOC staff conduct regular inspections of lighting around campus and submit work orders to University Facilities.

PROFESSIONAL DEVELOPMENT AND TRAINING

Promotions in 2022: Officer Matthew Prisco and Officer Melissa Boggs were both promoted to Sergeant positions. Congratulations!

Woody, our talented K9 partner, celebrated a retirement this year. Woody has no plans of slowing down too much. He's living a relaxed, spoiled life in the care of his former handler and law enforcement partner.

2022 saw a 12.5% decrease in total attendance hours of training as the department experienced similar staffing obstacles to other police agencies nationwide. The total number of training sessions conducted/attended decreased from 154 in 2021 to 101 2022 (53/34%), consistent with reduced staff to attend separate training courses.



Highlighted areas of training for this period include hosting and attending courses on NAMI Crisis Incident Team Training (CIT), Federal Law Enforcement Training Center Active Shooter Instructor, Law Enforcement Fitness Coordinator, Active Bystandership for Law Enforcement (ABLE), Critical Asset Risk Management, Critical Infrastructure Resilience and Community Lifelines, Threat and Hazard Identification, Crime Prevention Through Environmental Design, Conflict Resolution, Crisis Negotiations, Mobile Field Force, Threat Assessment Team Training, Entre Leadership Summit, Integrating Communications, Assessment, and Tactics, ICS 300 and 400, scenario-based active threat response, and general department in-service training. Moreover, CUPD gained the certification of four additional Rape Aggression Defense Instructors and multiple instructors in tactical response to active threats and less lethal delivery systems.

The department obtained training for six members of the agency on public safety drone applications, culminating in several licensed pilots and trained observers within the agency to support drone missions focused on public safety situational awareness and incident response.

CUPD developed and implemented a first-of-its-kind in South Carolina lesson plan program on Battle Buddy Training, which featured community partners providing their personal stories of using similar approaches to connect with veterans. The program launched with a select group of Clemson University Police Officers who have served in all branches of the military and, when/if available, will be dispatched to calls for despondent and/or suicidal veterans

and active military members. Currently, there are eight CUPD sworn veteran personnel (ranging in rank from Officer to Chief). Training in this program was expanded to include all personnel in the department through 2022.

Battle Buddy Officers are a resource that veterans and active military members can talk to, utilize for resources like providing crisis intervention, and get information for services (other than the VA Hospital) that military members can use for further assistance. The goal is to further connect with a veteran before a crisis occurs and work with them after an adverse event to reduce recidivism.

In furtherance of CUPD's commitment to employee health and wellness initiatives, the department coordinator attended the International Association of Chiefs of Police National Conference on Law Enforcement Wellness and Trauma and launched several new initiatives aimed at targeting health-conscious activities and challenges to generate department-wide participation.



PROFESSIONAL STANDARDS

The Professional Standards Office is responsible for ensuring that the Clemson University Police Department is operating within the boundaries and established guidelines of public trust and confidence. The Department is committed to providing the highest standards of integrity and our administrative investigative process plays an integral role in building and maintaining that public trust.

One of the functions of the Professional Standards Office includes the investigation, management, and review of complaints and allegations of misconduct against department personnel, both sworn and professional staff.

The Police Department's image and reputation depend on the personal integrity and discipline of all departmental employees. To a large degree, the public image of the department is determined by a professional response to allegations of misconduct against its employees.

The Professional Standards Office also manages the reporting of all "Response to Resistance / Aggression" reports submitted by Clemson University Police Department officers throughout the year, the reporting of all employee-involved vehicle collisions, and the reporting of all vehicle pursuits.

The Professional Standards Office manages the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation process for Clemson University Police Department. In March of 2022, CUPD underwent an intense yet successful annual review of the accreditation process by CALEA representatives. The purpose of CALEA accreditation is to establish a foundation within public safety agencies that focuses on achieving the best outcomes in the delivery of services. Consistent internal and external review, combined with third-party validation of an agency's policies and procedures, is critical in the delivery of high-quality public safety services and promotes accountability.

INVESTIGATIONS

Throughout the calendar year of 2021, the Professional Standards Office documented, managed, or handled five investigations. The number of cases decreased from five in 2021 to two in 2022.

Depicted in the following table and graph below are the number of investigations in 2022, as compared to the number in 2021, and the percentages of the cases that

were generated internally, by someone within the police department, and those cases generated externally, by someone outside of the police department.

PSO INVESTIGATIONS	2021		2022	
Internally Generated	2	40%	1	50%
Externally Generated	3	60%	1	50%
Total Cases	5	100%	2	100%

2022 Allegations

There were two separate allegations linked to the two separate cases involving the same officer in 2022.

A closer review of the type of allegations that were investigated during 2022 was conducted. The allegations are noted in the table below.

ALLEGATION TYPES — 2022	Employees involved in Allegations
Limits of Authority/Discretion	1
Code of Conduct	1
Total	2

2022 Allegation Findings

A review of the dispositions for the two allegations from the cases in 2022 is depicted in the following table.

ALLEGATION DISPOSITIONS — 2022		
Disposition	Count	Percent of Total
Exonerated	0	0%
Not Sustained	0	0%
Unfounded	0	0%
Sustained	2	100%
Total	2	100%

Both allegations in 2022 resulted in a sustained disposition and were the result of both internally and externally initiated investigations.

Action Taken

While specific disciplinary actions taken against an employee as a result of an investigation cannot usually be disclosed to the complainant or to the public, in the interest of transparency and responsiveness to concerns

regarding public trust and legitimacy, CUPD utilizes a progressive disciplinary approach to all sustained allegations in accordance with established policies, procedures, and applicable laws.

The table below contains a summary of all actions taken in response to sustained allegations from cases that were received and completed during the period of January 1, 2022 through December 31, 2022:

SUSTAINED ALLEGATIONS — 2022	
Action Taken	Number
Suspension	0
Counseling	1
Written Reprimand	1
Remedial Training	0
Letter of Counseling	0
Employee Feedback Form	0
Dismissal	0
Resigned While Under Investigation	0
Retired While Under Investigation	0
Total	2

RESPONSE TO RESISTANCE

As previously thought, 2022 showed a decrease of contacts with members of the community which resulted in a lower number of response-to-resistance incidents. Despite the decrease, officers are continuously displaying best practices and using lessons learned while taking enforcement action. This can be credited to continuous internal training through Professional Development and Training and numerous external resources such as Crisis Intervention Training (CIT).

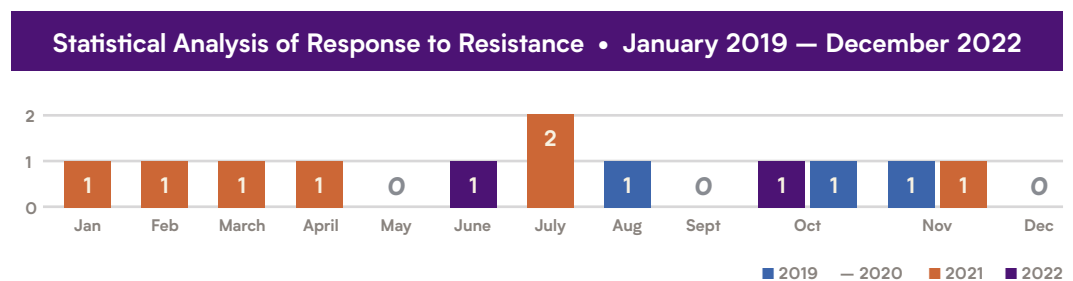
All incidents, regardless of year, were reviewed by the involved officer's supervisor, the division's commanding officer, the Professional Standards Division Commander, the Deputy Chief of Police, and the Chief of Police. Upon conclusion, it was determined that each incident involving an officer and citizen encounter was found to be a proportionate and an objectively reasonable response to

resistance in 2022.

An analysis/comparison was made using 2019, 2021, and 2022 data in an effort to observe potential trends, identify how to improve the effectiveness and efficiency of our officers, improve training, increase employee safety, and provide information for agency management to address resistance to police response issues within the community served by the Clemson University Police Department.

As the Clemson University Police Department continues to grow and strive to better serve the campus community, the process for review and improvement should continue to expand and better evaluate available data. While demographic data has not been analyzed in the past, better documentation practices implemented late 2018 for response-to-resistance incidents will allow for more in-depth review in the future. This is especially important as new initiatives, purposeful directed patrols, and an increase in staffing will lead to increased interactions between officers and members of the public.

Increased interactions enhance the opportunity for a variety of responses from members of the community and





the department. While it may not be possible to prevent all instances of resistance or aggression toward officers, the Clemson University Police Department believes it is important to address and prevent occurrences through a multitude of approaches, to include de-escalation training. In 2018, it became mandatory for all sworn personnel to complete Integrating Communications, Assessment, and Training (ICAT) developed by the Police Executive Research Forum (PERF) to help equip personnel with the skills and tools needed to potentially de-escalate volatile situations. Additionally, the Clemson University Police Department has implemented the requirement that NAMI Crisis Intervention Training (CIT) be afforded to all personnel to provide additional tools to better respond to and address incidents involving mental health crisis. The low numbers of reported incidents resulting in a response to resistance/aggression in 2019, 2021 and 2022 can be directly attributed to the implementation of the body-worn cameras, the Department's commitment to providing the officers with up-to-date, yearly training to include: defensive tactics, Conducted Electrical Weapon (CEW), disengagement techniques and de-escalation, as well as Active Bystandership for Law Enforcement (ABLE) training.

FAIR AND IMPARTIAL POLICING

Fair and Impartial Policing is one of the most complex and controversial issues facing law enforcement professionals, especially in today's climate. To build trust and support of community members and to limit civil liability often associated with allegations of bias-based policing, law enforcement agencies must first develop written policies specifically prohibiting bias-based policing and condemning any conduct by an employee that leads to the disparate treatment of any person based on race, gender, sexual orientation, or ethnicity. In addition, it is essential for police departments, just as the Clemson University Police Department has, to establish a comprehensive approach that includes:

- Increased education and training in racial diversity and cultural awareness for all personnel
- Community outreach
- A citizen complaint system that is both fair and effective



During 2022, there were no reported investigations of misconduct related to fair and impartial policing. However, in 2021, there was one investigation for allegations of bias-based profiling or discrimination which was cleared by body camera footage and exonerated. The national spotlight on recent incidents across the country, namely officer-involved shootings, has highlighted the issue. It is an extremely complex and controversial matter facing law enforcement professionals today and it is an issue that provokes an impassioned debate which can result in extensive division within all segments of the community.

Clemson University Police Department conducts training on issues that pertain to Fair and Impartial Policing in accordance with guidelines. Moreover, the in-service training, Fair and Impartial Policing, has been incorporated as a mandatory block of instruction for all officers, regardless of rank. It is recommended that this training module be maintained and additional resources including those from community stakeholders such as Clemson University's Gantt Multi-Cultural Center be added to continue the education and knowledge process. Professional development and training continues to provide quality in-service training in many areas.



ADMINISTRATIVE BUREAU

The Administrative Bureau of the Police Department is responsible for a variety of activities and functions within the department. Its mission is to serve the department through business, support, and administrative activities in order to provide efficient, effective, and quality services in all areas of concern. Its mission is to ensure that support services are provided to the department in order to provide public safety and service to the University community. This is achieved by developing creative solutions consistent with specific goals, objectives and outcomes.

The Bureau is responsible for the day-to-day operations of the administrative needs of the department and includes 911 telecommunications officers, police department records, human resources, payroll and timecards, and administrative specialists. Members of this team provide support to the community, the police chief, and the command staff. The Bureau supports the department's overall administrative needs and the needs of the community and citizens we serve. Lobby services include walk-in reports, literature distributions, after-hours payment receipt for vehicles that have been towed and a waiting room for guests.

Personnel within the administrative bureau handle responsibilities such as human resource management, payroll management, budgetary involvement and data management — along with recruiting and retention support; records/documentation maintenance; accreditation compliance; report reviews ("outcomes" or other "accomplishments"); risk-management processes, research and development, cash management, data entry, quality assurance and other duties assigned or initiated as needed.

The University Police Department serves the campus community 24 hours a day, seven days a week, 365 days a year. Our goal is to provide a safe and secure environment for the persons and property of the campus community. In case of emergency, dial 911. **For non-emergency questions or concerns, please call 864-656-2222 for Dispatch.**

COMMUNICATIONS, RECORDS AND 911 DISPATCH

Communications upgraded the phone system and migrated to South Carolina ESInet system, an IP based emergency call routing service. The system is designed to recognize the device and the type of message (e.g., voice call, text, photo, or video) and route the emergency call in a timely manner to the correct PSAP enhancing communications technology for better safety, security, and operational efficiency. We delivered improved communications training for employees, including a 6-hour course covering Criminal Law for South Carolina Records Personnel. The staff attended quarterly training to discuss updates from the FBI on crime offenses and the law, application of the use of force portal, and law enforcement suicide data collection process overview.

The team worked through an important and necessary server upgrade to our Computer Aided Dispatch System (CAD), improving our ability to better serve the community with immediate improvement in officer safety, 911 service quality, and incident management. In addition, Aided Dispatch CAD software upgrades and enhancements, Automatic Vehicle Location (AVL) system upgrades and enhancements, and Fire Department Radio System upgrades were made this year. The upgrade to a new NCIC software resulted in improved efficiency entering records into the NCIC database.

The Records Coordinator led the department through a successful South Carolina Law Enforcement Division (SLED) audit, including a review of NCIC entry records, policies, and personnel files assuring all staff certifications are up to date.





LEADERSHIP SERIES

2022 brought an expansion of the new annual professional development program focused on leadership growth and development for current and aspiring supervisors which was launched by CUPD in 2021. The program was broadened to include the larger first responder population at Clemson University and was rebranded into the Public Safety Leadership Development Series. The 2022 cohort began with 14 participants from CUPD, Clemson University Fire and EMS, and Clemson University Emergency Management. Participants took part in a cohort-based model designed to provide shared-experiential learning opportunities. Attendees from CUPD were accepted based on applications detailing interest and goals for completion

of the program. Seven CUPD members began the cohort in March 2022 with six successfully completing the 8-month series focused on leadership theory, self-reflection and assessment, practical leadership conversations, identifying trends and future issues, and developing critical thinking strategies focused on 21st Century concepts in Public Safety. Participants were paired with members of the senior command staffs of all three first responder oriented Public Safety departments to take part in a formal mentorship program that spanned the second half of the series. The program concluded in October 2022 with 11 of the original 14 participants completing a capstone exercise in incident response and management.



POLICE DEPARTMENT

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