



2019 Annual Report

Matthews Police Department



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Mission Statement

The employees of the Matthews Police Department strive to promote a safe community by preventing crimes and reducing the fear of crime, while treating all individuals fairly and with respect. Our members will demonstrate honesty, professionalism and integrity, while building the partnerships necessary to enhance the safety of our community.

These are the core values by which the members of our department shall conduct ourselves in the service to our community. These values are considered in the selection of new personnel, the development of policies and procedures, and in the daily delivery of services to our citizens.

Integrity

A steadfast adherence to a strict moral or ethical code; a sense of honesty and truthfulness as the motivations for one's actions. Employees shall be morally sound, both on and off duty, demonstrating at all times respect for their profession and for the citizens they serve.

Honesty

Consistently speaking and presenting the truth in all manners of communication. Members of the Matthews Police Department must be honest in their self-assessment of themselves, continually improving upon their abilities and their performance.

Respect

Believing and demonstrating a positive feeling of esteem for a person, a personal quality, personal belief, or of any other entity (such as a nation or a religion); our actions and our conduct should always be representative of that respect.

Core Values

Professionalism

A continual commitment to personal development and to the demonstration of a professional character at all times. Being professional means maintaining the highest standards expected of our chosen career, while treating all others with respect, courtesy, compassion and equality.

AS A MEMBER OF THE MATTHEWS POLICE DEPARTMENT, WE PLEDGE TO POSITIVELY IMPACT OUR CITIZENS' QUALITY OF LIFE THROUGH EXCEPTIONAL PERFORMANCE MADE POSSIBLE BY THE STRENGTH AND CHARACTER OF OUR HIGHLY EFFECTIVE EMPLOYEES. WE TAKE PRIDE IN BEING A MEMBER OF THIS ORGANIZATION AND IN HOW, AS A TEAM, WE SERVE OUR COMMUNITY.

A MESSAGE FROM THE CHIEF



On behalf of the dedicated members of the Matthews Police Department (MPD), it is my privilege to present to you our 2019 Annual Report. It is my goal to provide you with an all-encompassing document which will answer questions as well as showcase the great work being done day-in-and day-out.

MPD is committed to excellence and providing the highest quality of service to our community. I take great pride in continually evaluating the department's structure, strategies, and programs to manage change related to community growth, crime trends, and the ever-evolving role of police.

In 2019, MPD received a grant through the Bureau of Justice Assistance Training and Technical Assistance Program which made it possible for the authors and developers of a nationally recognized concept, called The Stratified Policing Model, to travel to Matthews and study how our department could implement the philosophy. An in-depth study was conducted that allowed us to proceed with better knowledge and awareness of how we operated. Following this, the department began operating inside a stratified policing model, where each member of the agency worked as a team with his/her fellow officer, dispatchers, and other support staff to enact long term change and improve community relations. MPD will continue to participate in upcoming training which will behoove the department in the transition into its full implementation of stratified policing concepts.

The Matthews Police Department also strived to make a substantial investment towards increasing our transparency and continuation of building trust and legitimacy with members of the community. We know that we would not be nearly as successful as we have been in the past without our relationships with our community and business partners. I implore you to take the time to review this report and hope that you find it informative. I am always open to conversations and suggestions you might have on improving the services we provide. We all share a vital role in the success of our community. By working together, we will all continue to make Matthews a great place to live, work, play, and invest in.

A handwritten signature in black ink, appearing to read 'Clark A. Pennington'. The signature is fluid and cursive, written over a white background.

Clark A. Pennington
Chief of Police

TOWN OF MATTHEWS



Founded 1879

Government: Town Manager, Mayor, and 6 Board of Commissioners.

Town Operating Budget

\$25,640,229

Town Employees

164 Full-time

Area Information

Square Miles	17.2
Streets in Miles	99.83
Sidewalks in Miles	104

Resident Information

Number of Residents	32, 535
Number of Households	11,678
% Owner Occupied	74.6%
% Rental	25.4%
Median Household Income*	\$76,007
High School Graduates	94.8%
Bachelor's Degree or Higher*	53.4%
Unemployment Rate	3.1%

Population Statistics*

White	81.6%
Black or African American	9.8%
Hispanic or Latino	6.1%
Asian	2.1%
Female*	51.8%
Male*	48.2%

THE MATTHEWS POLICE DEPARTMENT

Department Founded
Budget FY 2019

1879
\$6,787,480.19

63

SWORN STAFF

19

CIVILIAN
STAFF

19

CITIZEN
VOLUNTEERS

1

CHIEF OF
POLICE

44

MARKED
VEHICLES

25

UNMARKED
VEHCILES

3

CAPTAINS

12

SPECIAL
PURPOSE
VEHICLES

3

MOTORCYCLES

1

LIEUTENANTS

7

BICYCLES

3

CANINES

8

SERGEANTS

4

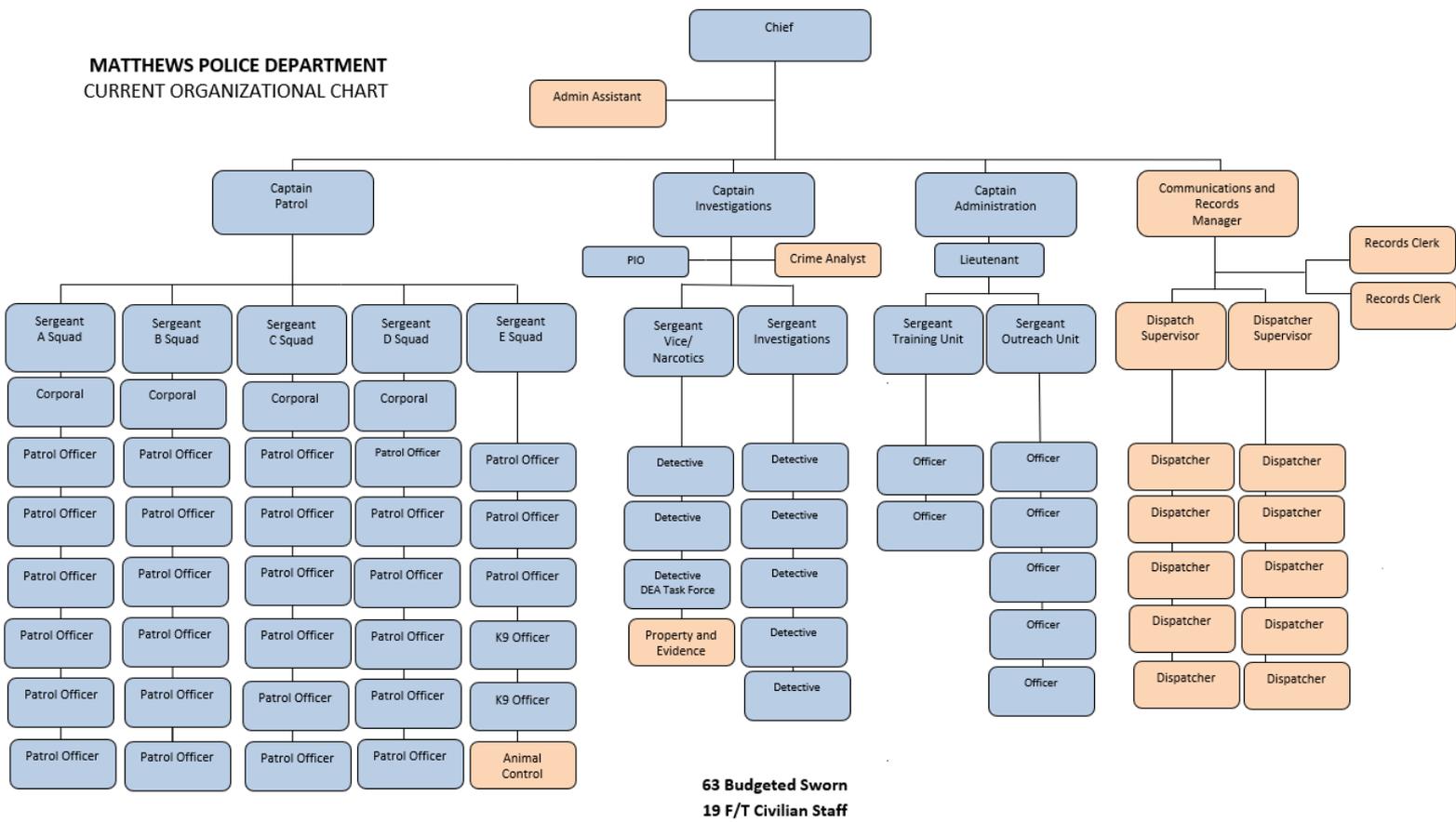
CORPORALS

46

OFFICERS

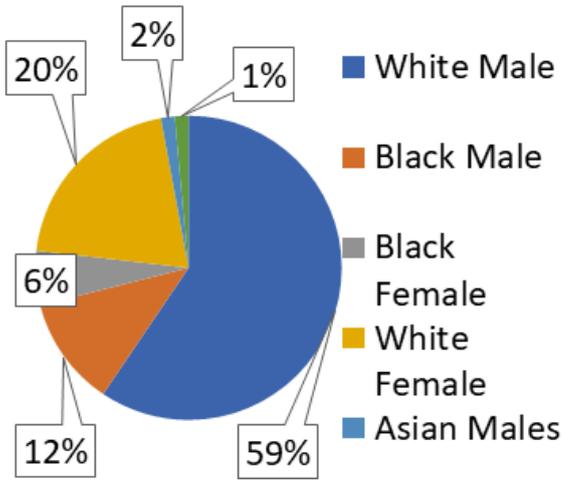


MATTHEWS POLICE DEPARTMENT
CURRENT ORGANIZATIONAL CHART

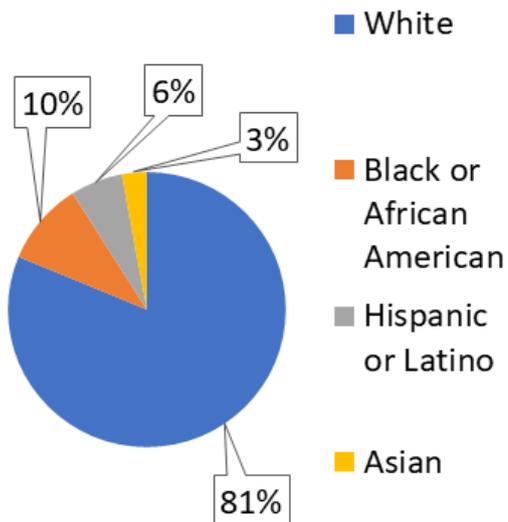


63 Budgeted Sworn
19 F/T Civilian Staff

Employee Diversity



Town of Matthews



MPD OVERVIEW

The Matthews Police Department (MPD) received a Bureau of Justice Assistance grant that allowed the department bring in Drs. Roberto and Rachel Santos to conduct an organizational assessment and provide stratified policing assistance. Stratified Policing is an organizational model that provides structure and guidance for members of the MPD to implement evidence-based policing strategies contained in our anchored approach to community policing, problem solving policing, and intelligence led policing.

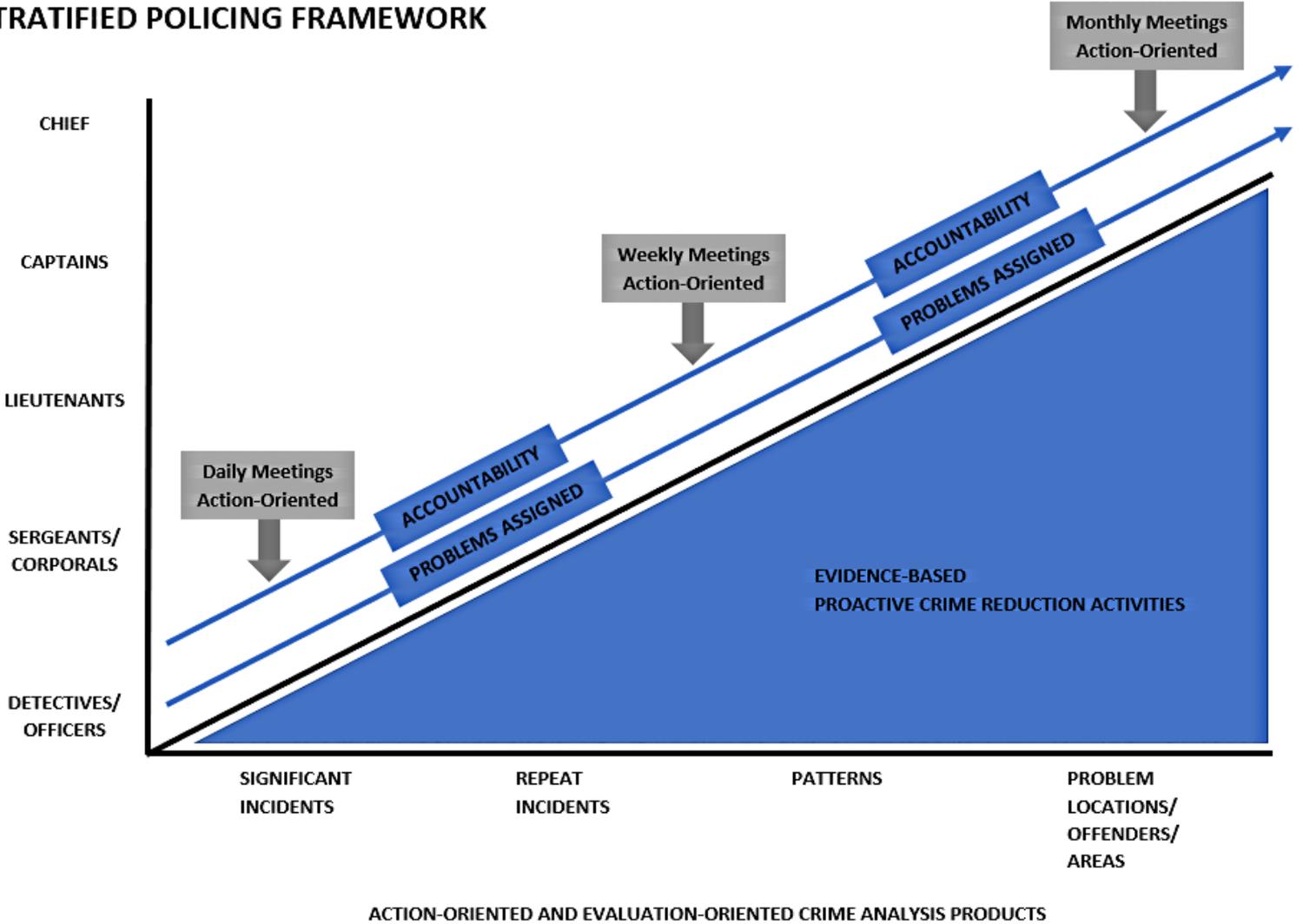
Drs. Roberto and Rachel Santos wrote, "Historically, the Matthews Police Department has been community focused and has prioritized being visible and approachable in the town and to the citizens. The department has taken a traditional policing approach to responding to calls and addressing larger crime issues as they come to the attention to the town government or the police chief. The department has not had a crime analyst, and did not address crime, disorder, and quality of life issues proactively and systematically.



In January 2018, Chief Pennington joined the department stressing the importance of continuing the community-focused approach, while also emphasizing being proactive in addressing crime, disorder, and quality of life issues. Since becoming chief, he has brought about many changes to the organizational culture and processes of the department that have set the stage for implementing Stratified Policing. Some examples include realigning beat boundaries for geographic deployment; hiring a crime analyst; obtaining an agency management system to enhance real time communication for crime reduction (SmartForce); sending command staff to crime analysis training; and enhancing data for crime analysis purposes. He has been steadfast in educating and leading the department as well as the town's leadership to anticipate next steps in this process. Overall, the MPD has a healthy culture and the capabilities (i.e., personnel, data and technology) to carry out Stratified Policing. The general perception of personnel is that change is coming, and they are positive about it. Many expressed that they are more focused and feel more accountability for responding proactively to crime and disorder since the Chief arrived, and they are looking forward to the direction and processes that will organize and structure their efforts in Stratified Policing."

The department is actively operating under a Stratified Policing model and continues to make strides in our ongoing efforts to be a strong partner in a variety of areas within the town.

STRATIFIED POLICING FRAMEWORK



STRATIFIED POLICING

Incorporates multiple evidence-based and practice-based strategies.

Problem-Oriented Policing - Problem solving; Both short and long-term solutions

Community Policing - Community partnerships; police legitimacy

Hot Spots, MTHS Policing - Focus on places/areas; short and long-term solutions

Focused Deterrence, ILP - Focus on problem offenders

Accountability - Accountability/evaluation; track responses; meeting structure

Standard Model - Traditional strategies; hierarchical structure

In addition to the grant funding that allowed for the Stratified Policing implementation, the town contracted with the Center for Public Safety Management to conduct a workload analysis in 2018. This project was extremely comprehensive and not only showed where the department was currently understaffed, but also gave recommendations for policy/procedure improvements and organizational staff deployment changes that would allow for best practices and efficiency improvements. The results of this study proved beneficial in assisting MPD obtain an increase of staffing in the FY20 Budget. The department was allotted funding to hire four (4) sworn officers, a crime analyst, and an Administrative Assistant.

The Matthews Police Department is segmented into four (4) divisions.

Records and Communications

Managed by:
Records and
Communications
Manager, Lynn
Stelley

Criminal Investigations Division

Commanded by:
Capt. Roy Sisk

Operations Division

Commanded by:
Capt. Stason Tyrrell

Administrative Division

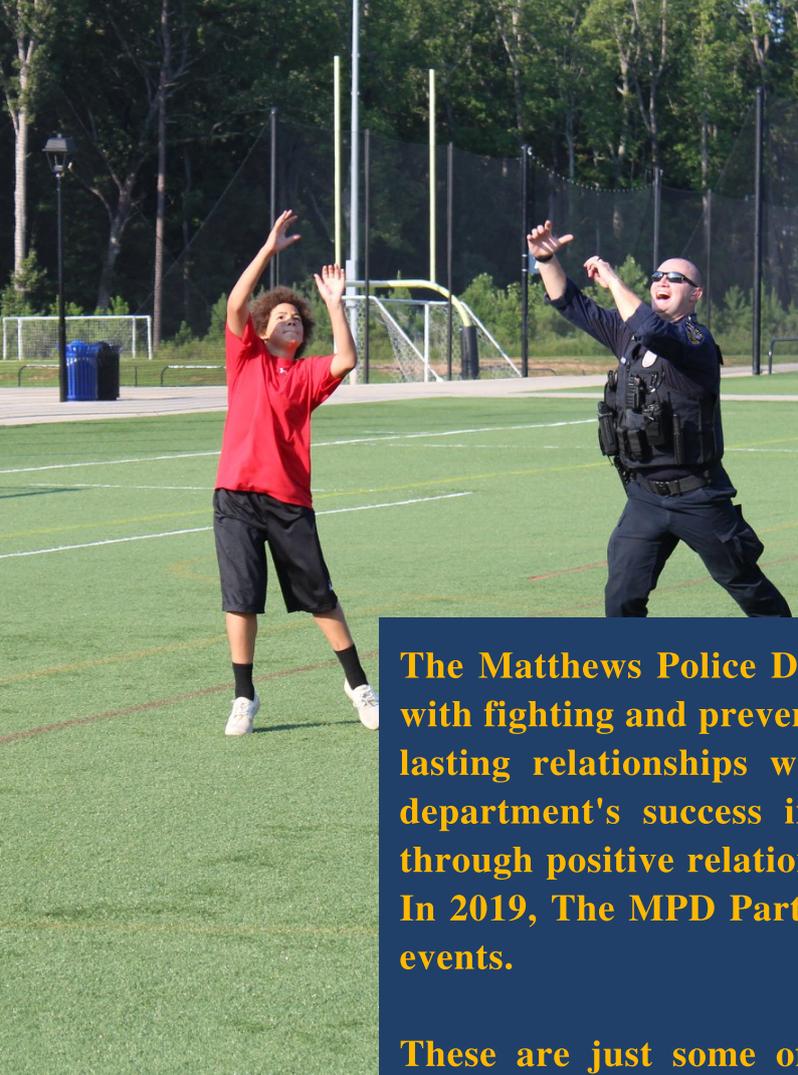
Commanded by:
Capt. David
McGuirt





COMMUNITY ENGAGEMENT

The MPD's current Stratified Policing strategies allow the department the ability to be more proactive in a community policing approach. Matthews Police officers spend a great deal of effort in community outreach and engagement. There are very few public events where the department does not play a role. Matthews Gives Back Christmas and Back to School events originated from employees within the department. These events have grown to include participation of other town employee's and partnering civic organizations. The department operates with a culture of "going the extra mile" in service as an expectation. This has been fostered through an emphasis on service within performance evaluations and fostering an atmosphere of expectation of high-quality customer service.



The Matthews Police Department's mission, along with fighting and preventing crime, is to build long lasting relationships within the community. The department's success in safety will only remain through positive relationships with MPD partners. In 2019, The MPD Participated in 120 community events.

These are just some of the programs that MPD offered or participated in throughout 2019:

- ~Coffee with a Cop
- ~Matthews Gives Back to School
- ~National Night Out
- ~Battle of the Badges Blood Drive
- ~Citizens Police Academy
- ~Gun Lock Program
- ~Car Seat Clinic



Prescription Medicine Disposal ONLY

NO Mail • NO Batteries • NO Pesticides • NO Trash • NO Chemicals • NO Syringes
Thank You



SAFE KIDS

1,253 LBS OF MEDICINE COLLECTED

OPERATION MEDICINE DROP

A prescription medication drop box is located in the front lobby of the department. Members of the community are encouraged to drop off any unused or expired prescription medication into this box. This program has consistently shown that it is possible to get a large amount of unused and or expired medications out of homes for proper destruction. This will ensure that these possibly dangerous medications do not get into the wrong hands or accidentally cause someone harm.

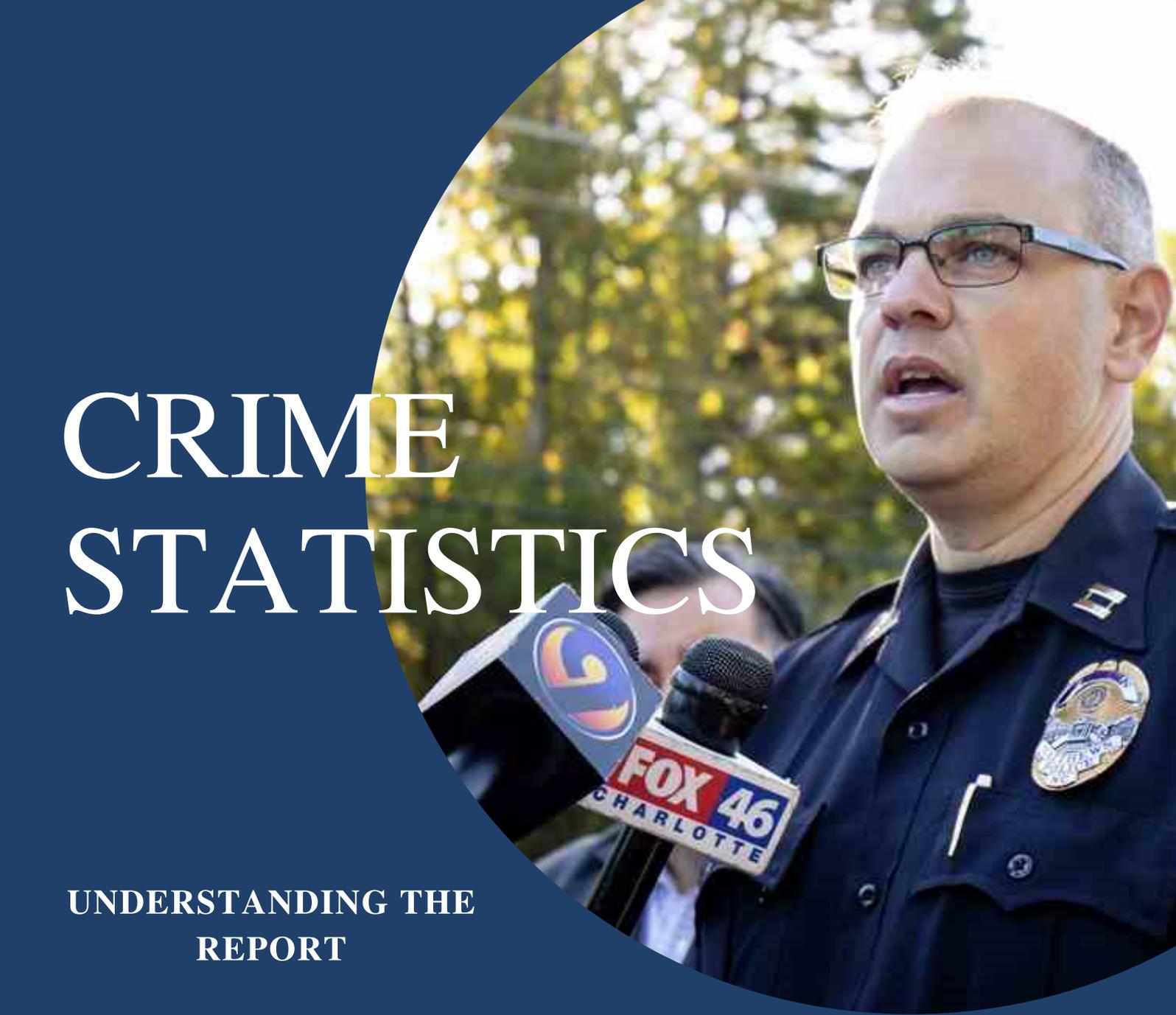
Making a Difference

677 CAR SEATS INSTALLED/CHECKED



CAR SEAT SAFETY CLINIC

The department continues to provide the public with a free car seat clinic every other Wednesday. We feel that this program is extremely important to ensure every child is safe while traveling in a motor vehicle. Just as important, is the education of the parents and caretakers on how proper installation is achieved and what to look for to consistently maintain it.



CRIME STATISTICS

UNDERSTANDING THE REPORT

The FBI's Uniform Crime Reporting (UCR) Program compiles statistics on reported crime from "more than 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies" across the country, including the Matthews Police Department (Source: FBI UCR). The UCR Program includes the National Incident-Based Reporting System (NIBRS), the Summary Reporting System (SRS), the Law Enforcement Officers Killed and Assaulted (LEOKA) Program, and the Hate Crime Statistics Program.

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PART 1 INDEX OFFENSES

Part I, or Index, Offenses include murder and non-negligent manslaughter, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. These eight (8) offenses can also be grouped into violent and property offense categories. There was an overall 12.8% increase in reported index offenses for 2019 as compared to 2018.

VIOLENT OFFENSES

Violent offenses are defined in the FBI Uniform Crime Reporting Program (UCR) as those which involve force or threat of force.

Violent crime statistics are composed of four offenses: murder and non-negligent manslaughter, rape, robbery, and aggravated assault.

There was an overall 9.7% decrease in reported violent offenses for 2019 as compared to 2018.

PROPERTY OFFENSES

Property Offenses are defined in the FBI Uniform Crime Reporting Program (UCR) as those which involve the taking of money or property, but there is no force or threat of force against the victims. Property crime statistics are composed of burglary, larceny-theft, motor vehicle theft, and arson. There was an overall 14.2% increase in reported property offenses for 2019 as compared to 2018.

VIOLENT OFFENSES	2018	2019	% CHANGE
HOMICIDE - Murder & Non-Negligent Manslaughter	2	3	50.0%
RAPE	2	8	300.0%
ROBBERY	23	19	-17.4%
Armed	17	12	-29.4%
Strong-Arm	6	7	16.7%
AGGRAVATED ASSAULT	35	26	-25.7%
Aggravated Assault - Firearm	14	11	-21.4%
Aggravated Assault - Knife or Cutting Instrument	8	7	-12.5%
Aggravated Assault - Other Dangerous Weapon	4	3	-25.0%
Aggravated Assault - Hands, Fists, Feet, Etc.	9	5	-44.4%
VIOLENT OFFENSES TOTAL	62	56	-9.7%
PROPERTY OFFENSES	2018	2019	% CHANGE
BURGLARY/BREAKING & ENTERING	96	115	19.8%
Residential	55	53	-3.6%
Commercial	41	62	51.2%
LARCENY/THEFT	840	978	16.4%
Theft from Motor Vehicle	281	300	6.8%
Shoplifting	289	405	40.1%
Other	270	273	1.1%
MOTOR VEHICLE THEFT	59	46	-22.0%
ARSON	2	0	-100.0%
PROPERTY OFFENSES TOTAL	997	1139	14.2%
INDEX OFFENSES	2018	2019	% CHANGE
INDEX OFFENSES TOTAL	1059	1195	12.8%



ARRESTS	2018	2019	% CHANGE
FELONY	119	175	47.1%
MISDEMEANOR	528	613	16.1%
ARRESTS TOTAL	647	788	21.8%

CRIME REDUCTION EFFORTS

In 2019, the Criminal Investigations Division (CID) continued to work toward improving collaborative efforts in problem solving and reducing crime. Members of the division worked in conjunction with patrol teams to conduct preventive patrols and special operations in high retail theft areas. The unit also participated in community education events and attend information sharing and task force functions with other jurisdictions. The division is broken down into two (2) units; the General Investigations Unit (GIU) and the Vice/Narcotics Unit (VNU). In total, the GIU conducted 336 general investigations and 100 cases were assigned to the VNU in 2019.



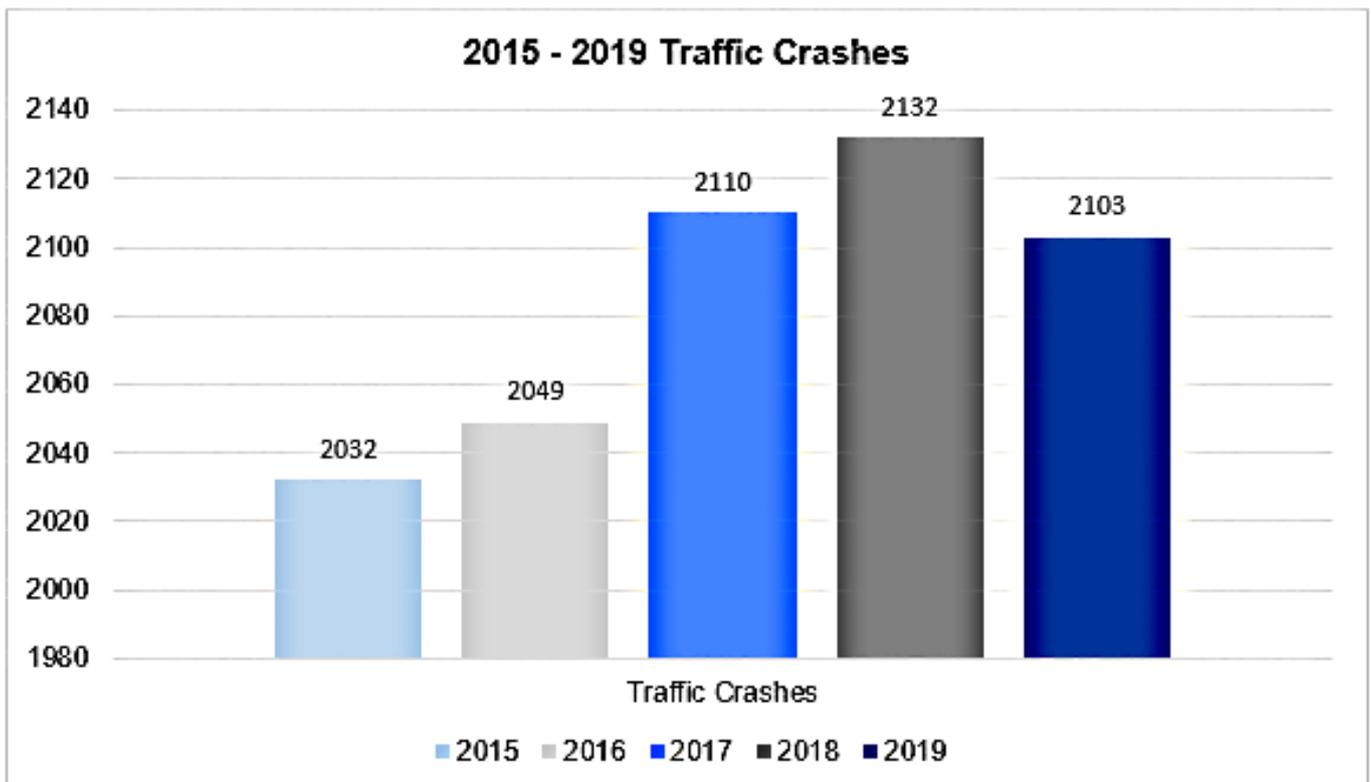
The GIU has increased its case clearance rate by 4% over the past twelve months and strives to achieve an additional 3% increase in 2020. The Vice/Narcotics Unit (VNU) investigated forty-five (45) narcotic complaints and conducted large scale retail theft investigations at three (3) retail stores resulting in the arrest of twenty-four (24) offenders and the recovery of approximately \$6000 in merchandise. These operations assisted other local departments with clearing twenty-one (21) additional cases. The unit also investigated twenty-nine (29) opioid overdose incidents. The VNU managed the deployment and monitoring of Electronic Stakeout equipment which led to the arrest of five (5) offenders suspected of breaking into motor vehicles.

The addition of a crime analyst has enabled the department to better identify those areas of recurring pattern crimes therefore allowing the department to strategically plan and allocate resources in a more effective manner. The analyst assists the division with research and analysis of target locations and known offenders. The department distributed 188 Crime Bulletins in 2019. These bulletins assisted officers with locating missing persons and identifying multiple offenders.

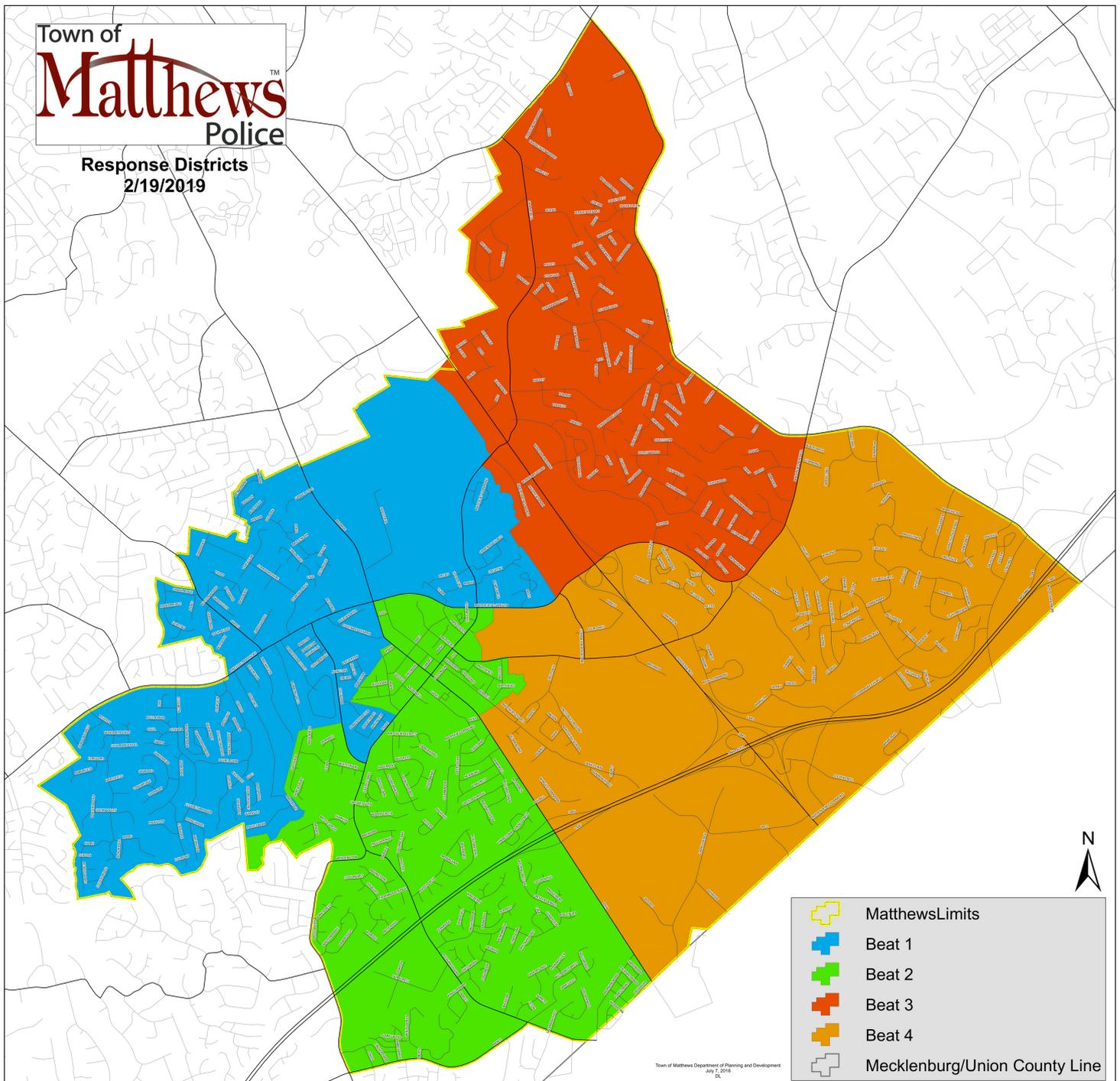


TRAFFIC CRASHES & CITATIONS

	2018	2019	% CHANGE
TRAFFIC CRASHES			
Fatality	5	2	-60.0%
Pedestrian	15	24	60.0%
TRAFFIC CRASHES TOTAL	2132	2103	-1.4%



	2018	2019	% CHANGE
CITATION CHARGES			
CITATION CHARGES			
Moving Violations	1854	2778	49.8%
Non-Moving Violations	1818	1838	1.1%
Alcohol Violations	92	77	-16.3%
Restraint Violations	35	193	451.4%
Other (Infraction and Misdemeanor)	777	1086	39.8%
Secondary Charge	1118	1625	45.3%
CITATION CHARGES TOTAL	5694	7597	33.4%
CITATIONS	4578	5972	30.4%



In 2019, the department was able to change the response areas of the town and assign officers to those geographic boundaries. In the past, the MPD viewed the response to the town based on boundaries that were chosen only because they were easily disguised as major roadways. Data is now used to divide the town in to (4) segments known as “beats” which were strategically developed based on call volume and location types. Additionally, officers no longer rotate each shift into different response areas. Permanent beat assignments were given to patrol officers so they can now have accountability to geographic regions and sub-communities. Policing services are now more specialized to the unique characteristics and needs, creating an opportunity for officers to be more known by the citizens in these areas. Patrol sergeants were also assigned beats to assist in oversight and have responsibility over more complex issues in their area.

INTERNAL AFFAIRS STATISTICS

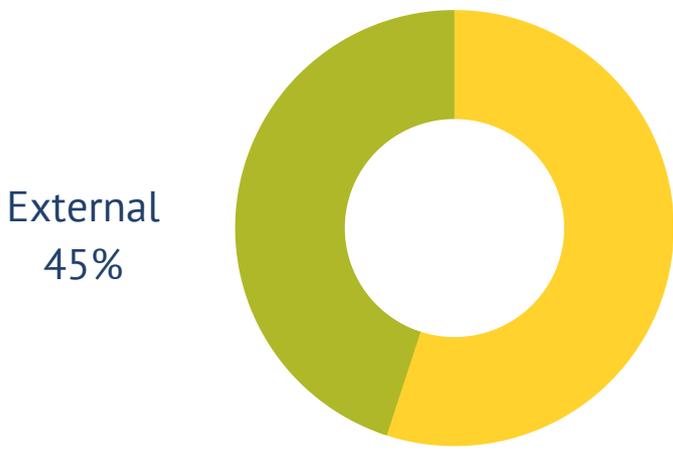
INTERNAL AFFAIRS REPORTING

In 2019, the Internal Affairs process at the Matthews Police Department proved to be more efficient and consistent allowing for more transparency in the internal investigation process. Currently, all officer complaints are documented and forwarded to the Administrative Division for overview and assignment of any needed investigation. The incorporation and use of a reporting and documentation keeping program called IA Pro in 2019, allowed for better record keeping and accountability for investigating internal and external issues reported. Over time, it will further improve the department's ability to be transparent and provide statistics to the community.

Each investigation will be closed as either "Sustained, Non Sustained, Unfounded or Exonerated. Sustained indicates that a violation of departmental rule of conduct is supported by the weight of the evidence. Non Sustained indicates that the reported conduct occurred, but the facts do not support a violation of policy or procedures. Unfounded indicates the allegation is false or there was no evidence to substantiate the allegation. Exonerated indicates that the allegation occurred but was legal, proper and necessary.

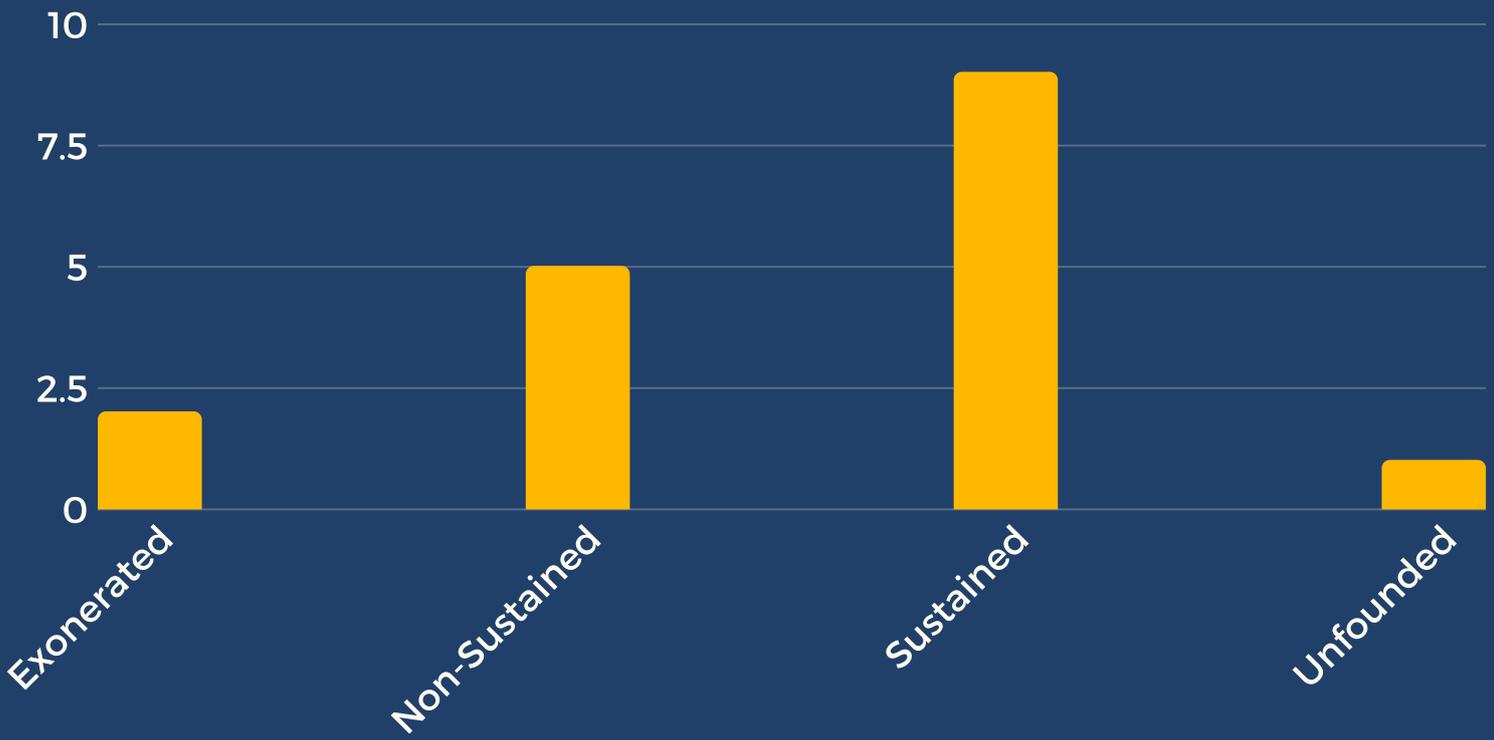
The department tracks the number of complaints brought forward by internal or external personnel. An internal classification indicates the alleged conduct was observed or brought to the attention by a member of the agency. An external classification refers to a formal complaint being lodged by a member of the public.





In 2019, there were a total of (11) internal complaints. A total of (9) complaints came from external sources.

2019 INTERNAL/EXTERNAL COMPLAINTS FINDINGS



USE OF FORCE

MPD officers utilize their training to seek voluntary compliance through lawful direction. However, a subject's actions can sometimes require them to utilize force in order to gain compliance.

In 2019, MPD observed a decrease of two (2) cases (-24%) requiring force to be applied over 2018. Reportable firearms usage is defined as the presentation of a firearm when it is pointed at a person or animal. None of the displays resulted in the discharge of a firearm at an individual.

Hands/Feet
47.6%



Firearms
28.6%

Taser
23.8%

RECRUITING THE BEST



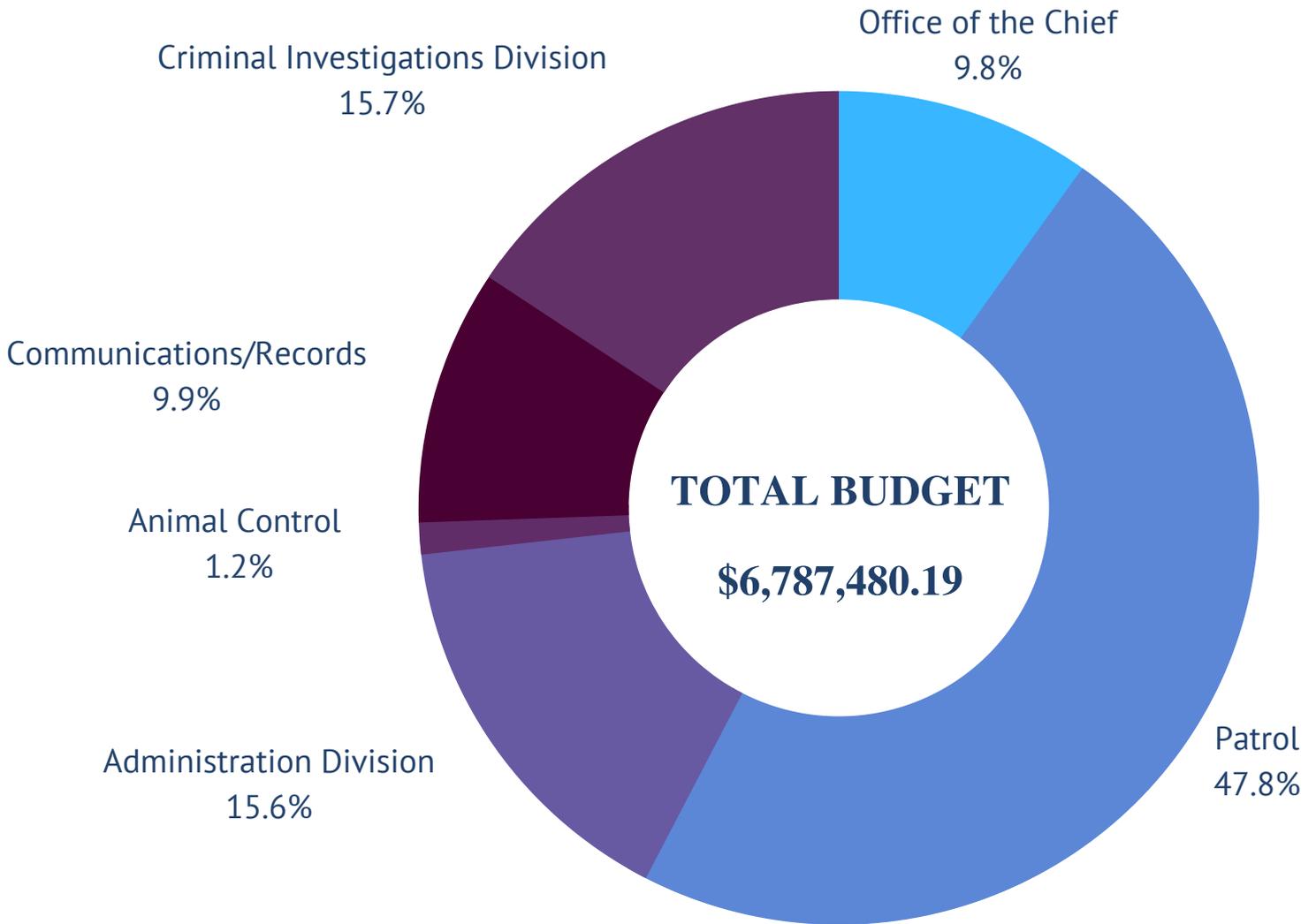
2019				
	Applications reviewed and processed	Candidates interviewed	Conditionals Offered	Hired
Officers	202	36	13	8
Dispatchers	353	49	16	9

The Recruiting Unit continues to search and expand on career fair attendance across the state in efforts to ensure diversity in applicants. A strong focus continues to be recruitment from Basic Law Enforcement Training Programs as the cadets can become candidates for hiring while completing certification requirements. The Recruiting Officer has created and continually updates brochures, posters, videos and social media postings to further the department's reach to the expanded community, again focusing on diversity and searching for those most qualified to represent and serve the Town of Matthews with a high caliber of service.

The Matthews Police Department offers new and existing employees competitive incentives to create an exceptional employee experience.

- **COMPETITIVE SALARIES**
- **401K CONTRIBUTION BY THE TOWN OF MATTHEWS**
- **EDUCATION - UP TO \$5,000 ANNUALLY FOR PRE-APPROVED COURSES**
- **BILINGUAL PAY INCENTIVE - UP TO \$2,000 ANNUALLY (TESTING REQUIRED)**
- **TAKE HOME VEHICLE UP TO 25 MILE RADIUS UPON COMPLETION OF FIELD TRAINING**

MPD FISCAL YEAR 2019 BUDGET



MATTHEWS POLICE DEPARTMENT
1201 CREWS RD.
MATTHEWS, NC 28105
704-841-6701
WWW.TOWNOFMATTHEWS.COM

