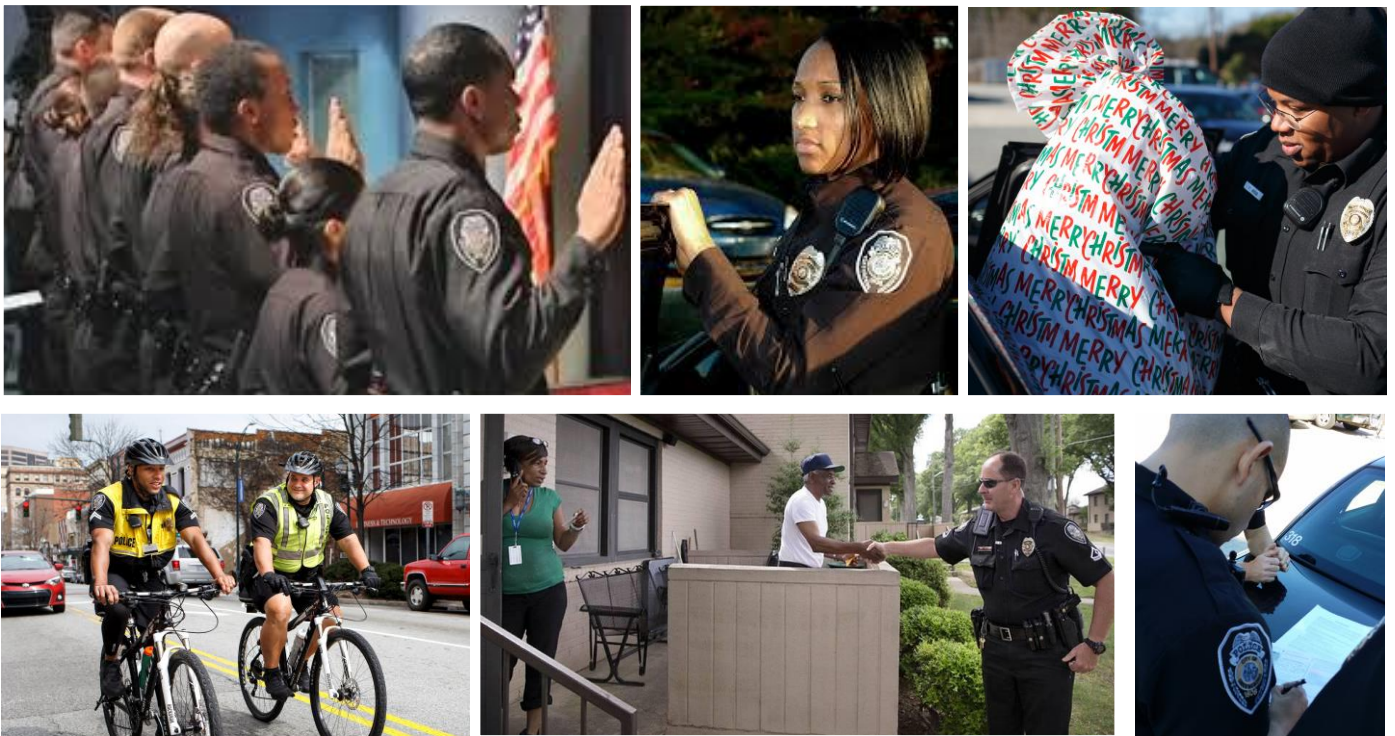


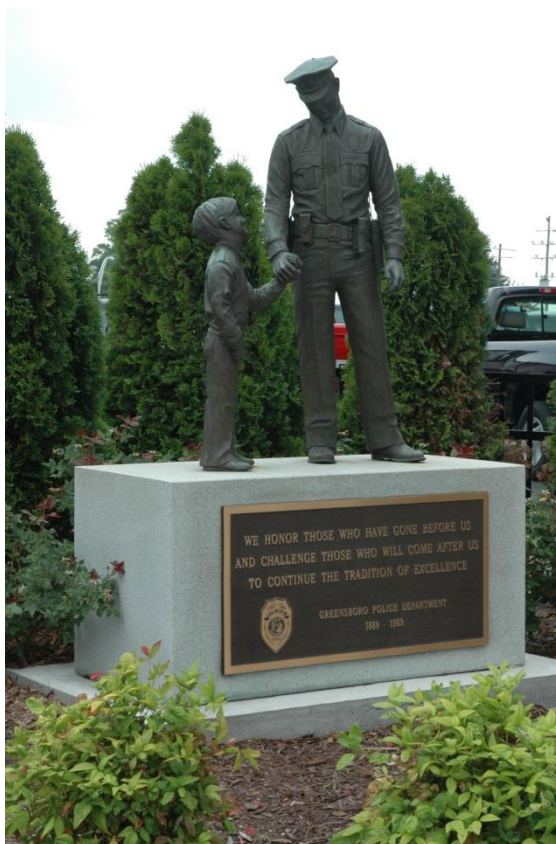


Greensboro Police Department Annual Professional Standards Report - 2015



Partnering to Fight Crime for a Safer Greensboro

The Greensboro Police Department and Our Community



The Greensboro Police Department 2015

- Employees: 778
 - Sworn: 668
 - Civilian: 110
- Male: 603
- Female: 175
- Caucasian: 568
- African-American: 172
- Hispanic/Latino: 25
- Asian/Pacific Islander: 13

Our Community 2015

- Jurisdiction Size: 133.6 square miles
- Jurisdiction Population: 280,801
- Male: 47%
- Female: 53%
- Caucasian: 47%
- African-American: 40%
- Asian/Pacific Islander: 5%
- Other: 5%
- Two or More Races: 3%

Note: Approximately 8% of the above persons are of Hispanic or Latino origin.



This is the Greensboro Police Department's fifth Annual Professional Standards Report. As in years past, the data in this document is used to assess areas such as complaints, uses of force, in-custody deaths, forcible entries, vehicle pursuits, and motor vehicle collisions. All of these impact public trust.

The findings help identify our strengths and areas for improvement. This report also shapes policy, training, and community interactions. Most importantly this report is an example of the transparency sought by the department and community.

As your Police Department, we strive to build trust through transparency and in becoming a national model for policing. We are leaders in the state in Neighborhood Oriented Policing, Community Engagement, police training and progressive legislation requests. Even with these accomplishments, we still strive to achieve more and better serve our community. Please view this report as one more step in working towards our vision of building bridges and becoming a model for other cities to follow.

Annual PSD Reports from previous years can be found at www.gsopd.org in the "How Are We Doing" section.

Wayne Scott
Chief of Police



Executive Summary

This report represents a compilation of information provided by the Greensboro Police Department's (GPD) Professional Standards Division evaluating key topic areas that can impact public trust including: complaints, uses of force, in-custody deaths, forcible entries, vehicle pursuits, and motor vehicle collisions. The information contained in the annual report is utilized for statistical analysis, performance measurement, and policy considerations. This is a comprehensive compilation of the measurements that aid the organization in better managing areas of risk, while providing increased transparency and accountability to the public.

Of the hundreds of thousands of police-citizen interactions occurring in 2015, only .012% involved substantiated allegations of police misconduct. There were 153 total complaints lodged against GPD employees in 2015. Many of the complaints had multiple allegations (alleged policy violations). Of these complaints 72 were identified internally citing 111 different allegations. Members of the public filed 81 complaints, identifying 143 allegations. Of the total allegations stemming from internal complaints, 86% were found to be in violation of Departmental policies or procedures. Sustained allegations for external complaints in 2015 were 19%, as compared to 34% the previous year. Consistent with past annual reports, courtesy violations remain the most prevalent complaint expressed by citizens, while adherence to laws and regulations continues to be the prevailing internal allegation. For the second year in a row, allegations of employees violating the Duty Responsibilities policy saw the biggest comparative jump with 36 allegations in 2015 compared to 23 allegations the prior year which was a 57% increase. Allegations of truthfulness violations declined from 5 allegations in 2014 to 3 in 2015, equating to a 40% decrease.

For the second consecutive year, incidents involving less lethal force have decreased from 274 incidents in 2014 to 226 in 2015, representing an 18% reduction. Physical use of force remains the most common force option utilized by GPD officers. There were a total of seven excessive force complaints investigated in 2015, a 36% decrease from the previous year. None of the allegations investigated were deemed excessive. The most common calls for service resulting in use of force incidents were wanted subjects, narcotic offenses, and disorderly conduct incidents. There were five non-fatal deadly force incidents involving GPD Officers' in 2015. In each incident, the officers' actions were deemed lawful by the Guilford County District Attorney's Office, and were found to comply with Departmental policies and procedures.

During 2015, there were 45 vehicle pursuits compared to 43 in 2014, a 5% increase. Property damage associated with pursuit-related collisions increased; however, the number of persons injured as a result of pursuits declined from nineteen (19) to twelve (12), a 37% reduction in overall injuries resulting from vehicle pursuits. The identified increases led to a review of vehicle pursuit practices and subsequent change to the Department's pursuit policy.

GPD employees were involved in 149 motor vehicle collisions in 2015, a decrease of 15% from the previous year. Of the 149 reported collisions, 79 of the accidents were determined to have been preventable by the employee operating the vehicle. The majority of these accidents resulted in no injuries and minor damage.

The analysis of complaints in aforementioned key topic areas gives us insight into our strengths and areas in need of improvement. An in-depth analysis of the data coupled with policy changes enacted in 2015 will aid the Department in addressing some of the findings contained in this report. These efforts along with continued emphasis on positive community interactions will serve to move the Greensboro Police Department towards becoming a national model for exceptional policing.



Greensboro Police Department Guiding Principles

Our Vision

The Greensboro Police Department will be a national model for exceptional policing, through our commitment to excellence, selfless public service and effective community partnerships.

Our Mission

Partnering to fight crime for a safer Greensboro.

Our Values

We will achieve our mission through adherence to the values of Honesty, Integrity, Stewardship, Respect, Trust, and Accountability.

- ❖ Honesty – Always being truthful, ethical, and principled
- ❖ Integrity – Embodying and firmly adhering to the principles of honor, trustworthiness, and moral courage, which are reflected in our interactions with the public, and internally through fair and consistent disciplinary, transfer and assignment, and promotional processes
- ❖ Stewardship – Recognizing the responsibility we have for the protection and care of community resources, we will work with a unity of purpose, placing the needs of the community and our mission above our individual needs
- ❖ Respect – Treating all members of our community and our employees with dignity and respect, always acting with compassion and valuing the diversity of our community by building partnerships and relationships
- ❖ Trust – Being transparent in our policies and procedures, ensuring they are designed to be fair to the community and our employees and providing all with effective redress for their concerns
- ❖ Accountability – Providing leadership throughout the department in a professional and responsible manner and holding all of our employees accountable for their conduct, effective job performance; including quality of work and knowledge, and dedication to our mission

Our Way

In achieving our mission, we will apply our values in the delivery of service to the community we serve. We will:

- ❖ Improve the quality of life for all members of our community
- ❖ Recognize our employees as our greatest asset in serving our community
- ❖ Maintain the highest standards of personal and professional conduct
- ❖ Treat every contact as an opportunity to enhance our relationships with those we serve

TABLE OF CONTENTS

Introduction	1
1. The Complaint Process	2
1.1 Making a Complaint.....	2
1.2 Case Adjudication	3
1.3 Findings.....	3
1.4 Complaint Disposition	4
1.5 Corrective Action.....	4
2. Community Oversight.....	4
2.1 Police Community Review Board	5
2.2 Biased-Based Policing Committee	5
2.3 District Attorney and Other Police Agency Review	5
3. Overview of 2015 Complaints	6
3.1 Extent of Police-Citizen Interaction.....	6
Figure 3.1 Complaints Per Call for Service	6
3.2 Scope of Complaints.....	6
Figure 3.2 Complaint/Allegation/Accused Employee	7
3.3 Citizen and Internal Complaints	7
Figure 3.3.1 Most Common Allegations	8
Figure 3.3.2 Allegations Received/Sustained.....	9
3.4 Sustained Allegations	9
Figure 3.4 Nature of Most Common Sustained Allegations	9
3.5 Citizen-Police Mediation	9
3.6 Criminal Investigations	10
3.7 Race and Gender of Complainants.....	10
Figure 3.7 Race and Gender of Complainants	10
3.8 Disposition of Complaints.....	11
Figure 3.8 Disposition of Complaint Allegations.....	11
3.9 Corrective Action.....	11
Figure 3.9 Corrective Action Taken.....	12
4. Uses of Force	12
4.1 Uses of Force per Calls for Service	12
Figure 4.1 Uses of Force per Calls for Service	13

4.2 Use of Force.....	13
4.3 Less Lethal Force	14
Figure 4.3 Less Lethal Force by Weapon Type.....	14
4.4 Incident Precipitating Use of Force	15
Figure 4.4 Use of Force Events by Precipitating Incident Type.....	15
4.5 Use of Deadly Force.....	15
Figure 4.5 Incidents Involving Deadly Force	16
5. In-Custody Deaths.....	16
6. Forcible Entries	17
6.1 Reasons to Force Entry.....	17
Figure 6.1 Reasons for Forcible Entry	17
7. Police Vehicle Pursuits.....	17
7.1 Frequency of Vehicle Pursuits	17
Figure 7.1 Vehicle Pursuits by Year Occurred	18
7.2 Offenses Precipitating Pursuits	18
Figure 7.2 Offenses Precipitating Pursuits.....	18
7.3 Analysis of Pursuits.....	18
Figure 7.3.1 Pursuits by Time of Day	19
Figure 7.3.2 Pursuits by Day of the Week.....	19
Figure 7.3.3 Pursuit Speeds	19
Figure 7.3.4 Pursuit Distances.....	20
7.4 Conclusion of Pursuits	20
Figure 7.4 Conclusion of Pursuits.....	20
7.5 Damages and Injuries Resulting from Pursuits.....	21
Figure 7.5 Estimated Damage from Pursuits	21
8. Employee Motor Vehicle Collisions	21
8.1 Collision Rates	21
Figure 8.1 Collisions by Disposition and Collision Rate by Miles Driven.....	22
8.2 Findings of Employee Involved Collisions.....	22
Figure 8.2 Employee Motor Vehicle Collisions	22
9. Employee Injuries	22
Figure 9 Injuries to Employees.....	23
10. Future Strategies for GPD.....	23

Introduction

The purpose of this 2015 Professional Standards Division Annual Report is to:

- Outline the complaint, investigative and corrective action processes of the police department.
- Describe the mechanisms of oversight for police administrative investigations related to allegations of employee misconduct.
- Provide an overview of the results of complaint investigations and supervisor investigations into uses of force, forcible entries, vehicle pursuits, employee vehicle collisions, and employee injuries.

Police employees must respond to and assess situations they encounter within a few short moments and take the most appropriate course of action. The majority of interactions between police officers and the public are favorable for all parties involved. In the face of danger or stress, police-public encounters become increasingly complex, but even in those situations most all are concluded without complaint or use of force.

Sometimes, members of the public feel police employees have exceeded their authority, acted inappropriately or may have simply not treated them properly. Therefore, it is critically important to have a system that allows the public to bring these concerns to the attention of police managers. This system must achieve at least three important objectives:

- It must create a sense of confidence for the public that their complaints will be taken seriously, properly investigated and will correct employee behavior that is inconsistent with department values, policies and procedures.
- It must give employees confidence that complaints will be investigated within a reasonable amount of time and that they will be treated fairly. To do their work effectively, police employees must also know that they will be supported when their behavior is consistent with department expectations.
- It must provide sufficient information for the department to identify favorable and unfavorable trends in order to influence policy, operations, and training.

This Department has more than 378 directives and standard operating procedures for topics ranging from using force to towing vehicles. However, to establish behavioral expectations more clearly, Greensboro Police Department employees have 38 Rules of Conduct which must be followed. These rules provide clear expectations for a broad range of behaviors. For comparative purposes, this document also contains information for the calendar year 2014 when possible.

1. The Complaint Process

1.1 Making a Complaint

Complaints against employees may be made by citizens and other employees. People may lodge a complaint in several ways. A complaint can be filed by telephone, in-person, written correspondence, e-mail, the [GPD website](#), or the Police Community Review Board. Anonymous complaints are also accepted, although this sometimes reduces our ability to gather all relevant facts upon which decisions about any given employee's behavior are made.

Not all complaints result in a formal investigation. There are times when communication between an employee and a citizen is not productive or effective, but also is neither discourteous nor a violation of other conduct rules. In such cases, a supervisor may simply work with the citizen and employee to resolve the problem or the incident may be referred to the Department's mediation program. However, a formal investigation is conducted in all cases where a credible allegation, if proven true, would constitute a violation of departmental conduct rules, policies, or procedures. When the investigation is complete, the employee's chain of command reviews all the facts of the investigation and adjudicates the complaint.

The Professional Standards Division investigates all citizen complaints and allegations of misconduct that generally carry more serious consequences for the employee, the department or has the potential to damage the community's confidence in the police. An employee's immediate supervisor conducts administrative investigations and investigates internal complaints with less serious consequences for the employee or Department.

The Greensboro Police Department makes every effort to investigate and adjudicate all complaints within 45 days from the time a complaint is made. However, there are circumstances, including case complexity and witness availability, which might prevent us from achieving this goal in every instance.

Violations of Criminal Law - When an employee is alleged to have violated a criminal law, two parallel investigations typically occur: the internal administrative investigation described above; and, a separate criminal investigation. The administrative investigation is handled in the same way, but the criminal investigation is investigated by criminal detectives. The criminal investigation is reviewed with the District Attorney, who makes the determination whether or not to prosecute the employee.

Use of Deadly Force Resulting in Death - If an officer uses deadly force resulting in death, or if a person dies while in our custody, the incident is investigated as if it were a violation of criminal law as above with one exception: the criminal investigation is completed by the North Carolina State Bureau of Investigation (SBI). The findings of the SBI's investigation are presented to the DA for a decision on whether to prosecute the employee.

Other Investigations - Using the same investigative process outlined above, police department supervisors conduct investigations into all less lethal force, forcible entries, vehicle pursuits, police vehicle collisions, and employee injuries. The investigation is completed by the employee's supervisor and the chain of command renders a finding (described in Section 1.4). If a conduct rule violation is suspected, the adjudication process outlined in Section 1.3 applies. The Professional Standards Division reviews every supervisor investigation for consistency with the established investigative process, disciplinary policy and philosophy, and works with the chain of command to resolve any inconsistencies.

1.2 Case Adjudication

Adjudication is a review by the employee's chain of command in order to determine a finding (See 1.4) and decide on appropriate corrective action measures, if warranted. Adjudication includes multiple options of ensuring due process for employees.

1.2.1 Case review – When the investigation reveals a less than fair probability that the alleged misconduct is sustainable, an accused employee's commanding officer or non-sworn equivalent communicates with the Professional Standards Division staff to review all facts of the case. The employee's commanders will assign a finding of Not Sustained, Exonerated or Unfounded, or they will direct the Professional Standards Division to convene a Chain of Command Board Hearing.

1.2.2 Chain of Command Board Hearing – When an investigation reveals a fair probability that a policy violation has occurred, the Professional Standards Division outlines the alleged conduct violation and summarizes the events which support the allegation. The Professional Standards Division also coordinates a board hearing for that employee. The members of that board include the chain of command of the accused employee. The accused may also request a peer be included on the board. The members of the board question and hear from the accused and police employee witnesses to fully understand all facts necessary to make a finding. Members of the public generally are not requested to participate in hearings, but their statements are incorporated as evidence in the hearing. The accused employee and his chain of command may also request this type of hearing.

The accused employee may waive a Chain of Command Board Hearing. In this case, the employee's chain of command reviews all facts obtained in the investigation and renders a finding and, possibly, corrective action.

1.3 Findings

Findings are determined by the chain command after the case has been investigated and as the complaint is adjudicated. Each complaint will receive one of four possible findings:

Sustained – The investigation disclosed sufficient evidence to prove the allegation made in the complaint. The standard of proof to sustain an allegation is defined as *preponderance of the evidence*, a much lower standard than *proof beyond a reasonable doubt*.

Not Sustained – The investigation failed to disclose sufficient evidence to prove or disprove the allegation made in the complaint.

Exonerated – The acts that provided the basis for the complaint or allegation occurred, however, the investigation revealed that they were justified, lawful and proper.

Unfounded – The allegation is false or the employee could not have committed the violation.

The Professional Standards Division does not participate in determining findings or assigning corrective action in sustained complaints. These actions are the responsibility of the employee's chain of command.

1.4 Complaint Disposition

None of the findings or corrective action prevents a chain of command from requiring an employee to receive additional training, address performance concerns through the performance appraisal process or obtain assistance through the Employee Assistance Program. Such actions are not disciplinary. These steps are designed to help an employee handle job responsibilities more effectively.

1.5 Corrective Action

Corrective action is administered only when an allegation of misconduct is sustained. If an allegation is sustained, the Chain of Command will discuss and impose corrective action consistent with the department's Disciplinary Philosophy which ranges from counseling to employment termination.

The goal of the department is to apply progressive corrective action to prevent misconduct from reoccurring. In many cases, employees also receive corrective counseling or training in areas where violations occur or a supervisor has concerns.

Employees do have appeal rights. In cases of reprimand, employees may appeal to the next level of authority beyond the commander who imposed the reprimand. For suspensions, employees may appeal to the Chief of Police. In cases where employment is terminated, affected individuals may appeal for redress to the City Manager.

2. Community Oversight

The Greensboro Police Department embraces the concept and process of community oversight and, consistent with state law, strives to be transparent in its disciplinary process. Including members of the community in the disciplinary process serves to strengthen professionalism in the Greensboro Police Department and your confidence in us.

2.1 Police Community Review Board

The City of Greensboro tasks the Human Relations Department with coordinating the functions of the Police Community Review Board (PCRB), which is comprised of the community who are recommended by members of the City Council and appointed by members of the Human Relations Commission. With respect to community oversight of GPD complaint investigations, the PCRB serves three primary functions:

- It accepts complaints of police misconduct on behalf of the public and ensures that the GPD fully investigates and determines appropriate findings in such complaints;
- It accepts and investigates appeals in cases where the complaining person disagrees with the finding(s) of the GPD investigation;
- In appeals where the PCRB and GPD disagree on the findings, the PCRB will request a review of the findings by the Chief of Police and may appeal his findings to the City Manager for final determinations and disposition. The City Manager is responsible for all City personnel and actions, and is supervised directly by the City Council.

The PCRB also provides community perspective for the police department, offering insight from the case reviews and discussions of the collective body. To learn more about the Police Community Review Board (PCRB) visit their [website](#).

2.2 Biased-Based Policing Committee

The Biased-Based Policing Committee is a police-initiated policy group comprised of citizens and police. The group is charged with reviewing policies, training and accountability measures of the police department, related to the concern of racial profiling. In 2012, this committee recommended changes in all three areas to reduce the likelihood of bias being a part of police action.

As a result of this group's work, GPD revised how it managed complaints of biased-based policing, and increased training on the topic. The department now investigates all allegations of biased-based policing, whether they appear credible or not.

2.3 District Attorney and Other Police Agency Review

As mentioned earlier, there are certain situations requiring both administrative and criminal investigations. In cases where an employee's actions result in the death of a person, we request the North Carolina State Bureau of Investigation to investigate. The results of their investigation are first presented to the District Attorney to determine whether prosecution is appropriate, and then with the department to provide facts that aid in the adjudication of its internal investigation.

In other cases where an employee is alleged to have violated the law, facts of a preliminary or detailed investigation are presented to the District Attorney for determination on whether he or she has any interest in prosecuting the matter. This outside review removes perceived internal political influence over the outcome of criminal investigations.

3. Overview of 2015 Complaints

3.1 Extent of Police-Citizen Interaction

Greensboro Police Department employees have hundreds of thousands of interactions with the public each year. Attempting to quantify the number of police-citizen contacts is impossible due to the nature of our function, size of our workforce, and dynamics of our daily duties and interactions with people.

To put in perspective the extent of interactions that involve employee misconduct, we analyzed the number of citizen complaints compared with total number of calls for service in 2014 and 2015. Calls for service are those requests for assistance that are entered into the department’s computer aided dispatch system. These calls for service can be initiated by both citizens and employees. ***Calls for service do not include the thousands of other contacts our employees have each year with the public in follow-up investigations, community outreach events, meetings and other interactions which are not entered into the dispatch system.*** Of the hundreds of thousands of police-citizen interactions each year, a nearly immeasurable amount involves actual police misconduct. [Figure 3.1](#) shows the number of complaints in comparison to the calls for service.

Citizen and Employee Complaints In General		
	2014	2015
Calls for Service	243,377	223,657
Citizen Complaints	64	81
Citizen Allegations	149	143
Sustained Citizen Allegations	51	27
Complaints per CFS	.03%	.04%
Sustained Complaint Allegations per CFS	.02%	.01%
Internal Employee Complaints	104	72
Internal Employee Allegations	132	111
Sustained Internal Allegations	116	95

Figure 3.1 The percentage of sustained citizen complaints decreased from 2014 to 2015.

3.2 Scope of Complaints

As many complaints implicate more than one employee and/or contain multiple allegations, totals for employees and allegations exceed the number of complaints. [Figure 3.2](#) portrays the scope of complaints for the past two years.

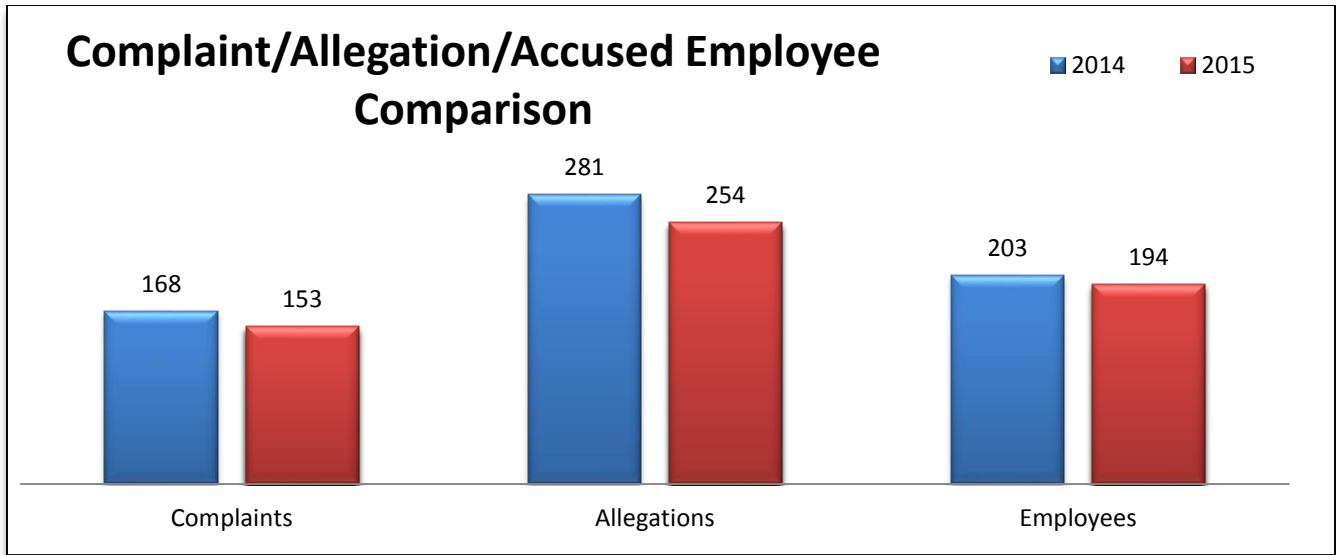


Figure 3.2 In 2015, 153 complaints contained 254 allegations of misconduct by 194 employees.

3.3 Citizen and Internal Complaints

For 2015, the number of citizen complaints exceeds the number of internal complaints (those identified from *within* the department).

Internal complaints are initiated when one officer files a complaint against another officer for misconduct. Additionally, internal complaints encompass **administrative investigations**. These investigations are initiated when misconduct or a potential departmental policy violation has been identified. Such investigations are generally initiated by a supervisor when a policy violation has been observed/alleged by a member of the department or through internal reviews of body worn camera video footage.

Internal administrative investigations are far more common than internal complaints.

3.3.1 Nature of Complaints -Complaints can be levied against an employee either internally or by citizens for both procedural infractions and the manner in which they conducted themselves. [Figure 3.3.1](#) lists the conduct rules that comprise the most frequent citizen and internal complaint allegations of employee misconduct. One complaint may consist of multiple allegations against one or more employees.

Most Common Allegations							
Conduct Violation	2014			2015			Change
	Citizen	Internal	Total	Citizen	Internal	Total	
Duty Responsibilities	16	7	23	22	14	36	57%
Courtesy	44	9	53	40	5	45	-15%
Laws and Regulations	22	45	67	24	31	55	-18%
General Conduct	12	10	22	7	9	16	-27%
Discretion	9	3	12	8	8	16	33%
Excessive Force	11	0	11	6	1	7	-36%
Bias-Based Policing	5	1	6	7	0	7	17%
Arrest Search & Seizure	14	0	14	15	4	19	36%
Duty to Report Violation	0	1	1	0	1	1	0%
Truthfulness	3	2	5	2	1	3	-40%

Figure 3.3.1 Violations of professional courtesy were the basis of most citizen complaints for 2014 and 2015.

A review of the complaints revealed significant decreases in some categories when compared to the 2014 Annual Report. For example, in the category of Courtesy, there were fifty-three (53) complaint allegations received in 2014 and forty-five (45) received in 2015. Further analysis of these complaints did not reveal any significant patterns or trends related to training or policies of the Department.

In 2015, incidents involving use of force decreased from 274 to 226. The number of allegations of excessive force also decreased from 11 allegations in 2014 to 7 in 2015, representing a 36% reduction. The complaint allegations were thoroughly investigated and were not determined to be excessive.

An increase was noted among Duty Responsibilities complaints during 2015. The number of complaint allegations increased from 23 in 2014 to 36 in 2015, equating to a 57% rise in that specific area. All the complaint allegations were thoroughly investigated and seventeen (17) allegations were sustained.

[Figure 3.3.2](#) provides information about the number of complaint allegations (alleged multiple acts of misconduct within a complaint) filed by citizens and GPD employees. It also shows the number of sustained allegations as a portion of the whole in each of these categories.

Complaint Allegations Received/Sustained		
	2014	2015
Citizen Complaint Allegations	149	143
Sustained Portion and % of Total	51 (34%)	27 (19%)
Internal Complaint Allegations	132	111
Sustained Portion and % of Total	116 (88%)	95 (86%)
Total Complaint Allegations	281	254
Sustained Portion and % of Total	167 (59%)	122 (48%)

Figure 3.3.2 All investigations involve conduct rule violations. Each conduct rule violation qualifies as an allegation, so a complaint that alleges multiple conduct rule violations will require that each allegation be adjudicated individually. This table reflects all allegations received and adjudicated.

3.4 Sustained Allegations

Of the 254 allegations of misconduct, 122 revealed sufficient evidence to prove the allegation made in the complaint. [Figure 3.4](#) outlines the nature and source of the most common sustained allegations.

Nature of Most Common Sustained Allegations	Citizen Complaint	Internal Complaint
Compliance to Laws and Regulations	9	29
Courtesy	3	5
Truthfulness	2	0
General Conduct	5	8
Discretion	1	8
Duty Responsibilities	4	13
Driving	1	6

Figure 3.4. Violations of Compliance to Laws and Regulations accounted for 36% of the sustained external complaints and 42% of the sustained internal complaints.

3.5 Citizen-Police Mediation

Mediation is used as an alternative to the traditional complaint investigation process. A neutral, professional mediator helps citizens and police employees resolve complaints involving cases in which a lack of effective communication led to the complaint. Mediation provides an opportunity for police employees and citizens to understand the actions, behaviors, and motivations of each other; thereby cultivating the relationship between the community and the police department.

The Greensboro Police Department implemented its mediation program in May of 2014. Complaints are referred to mediation on a case by case basis if the nature of the allegation(s) meets the established criteria for referral. Since its inception in 2014, 51 cases have been referred to mediation. During 2015, a total of 27 cases were referred. Of the 27 cases, 13 cases were successfully mediated. In the remaining cases referred for mediation, the citizens either declined the offer or withdrew from the process.

3.6 Criminal Investigations

When a Greensboro Police employee is suspected of a crime, a criminal investigation is completed in addition to a Professional Standards Division administrative investigation. Criminal investigations are conducted by detectives assigned to the Criminal Investigations Division and are subsequently presented to the Guilford County District Attorney for a decision on prosecution. If the alleged crime occurs outside of Greensboro NC, then the agency with jurisdiction in that area conducts the criminal investigation in accordance with local procedures. Decisions on the final disposition of the criminal and administrative cases are made independently of one another. Employees charged with a crime, including certain traffic offenses, are required to report the charges to the Chief of Police.

In 2015, there were no criminal charges filed against any employees of the Greensboro Police Department.

3.7 Race and Gender of External Complainants

We examine the race and gender of complainants to reveal possible trends that may indicate unfair or preferential treatment. By tracking this information, the department can identify long term trends and develop strategies to improve employee interactions with distinct population groups. [Figure 3.7](#) depicts the racial and gender makeup of the persons who filed complaints.

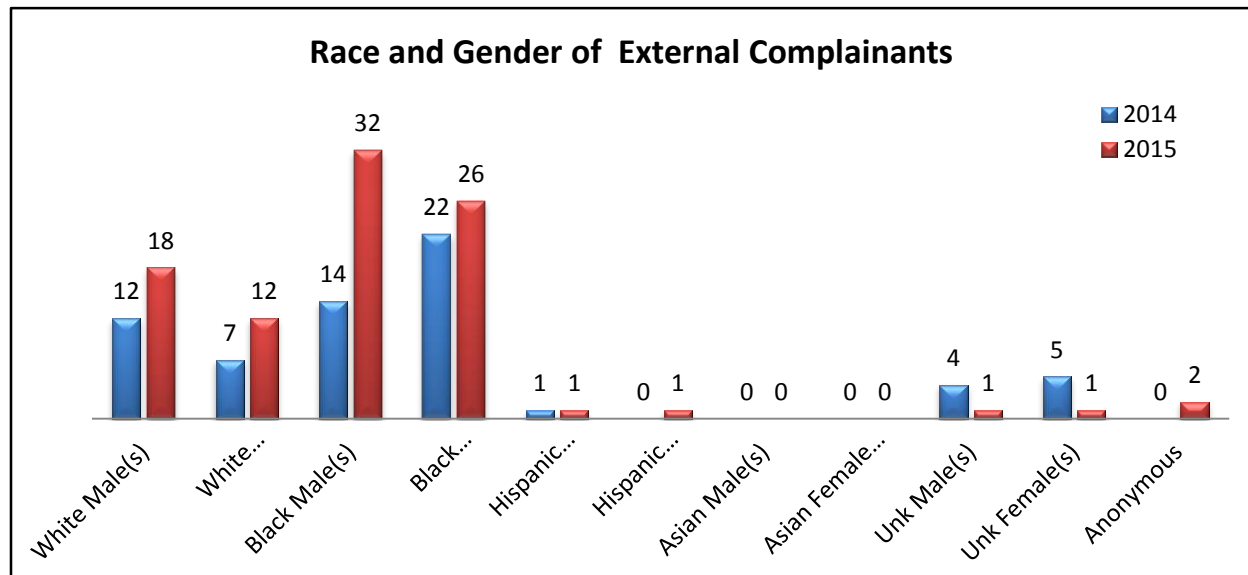


Figure 3.7 In total, 94 people filed complaints. Although there were 81 complaints, some had multiple complainants.

3.8 Disposition of Complaints

Because complaints may contain multiple allegations of misconduct, each allegation is investigated, reviewed and adjudicated separately. As a result, the number of dispositions significantly exceeds the number of complaints – something we believe is a more appropriate measure to consider in evaluating complaint investigation results. In 2015, 153 complaints (including all citizen and employee initiated complaints) involved 254 misconduct allegations. [Figure 3.8](#) portrays the number of complaints and their dispositions for the last two years.

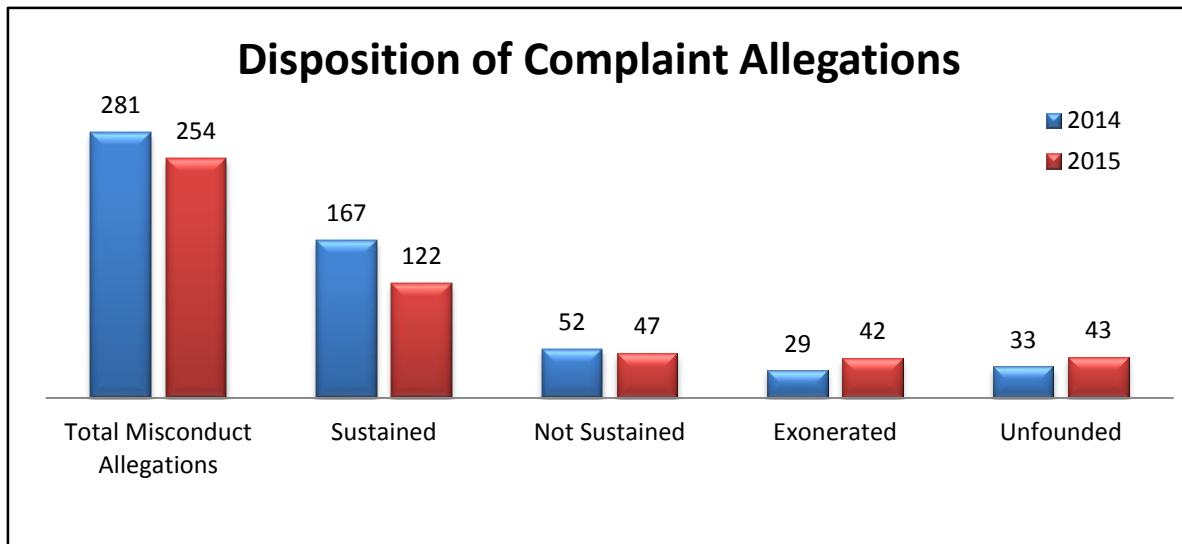


Figure 3.8 In 2015, approximately 17% of misconduct allegations against GPD employees were unfounded.

Upon disposition of a case, the Professional Standards Division mails a letter to the complainant to advise him or her of the investigation findings. Citizens who are dissatisfied with the disposition of their complaint may discuss their concerns with Professional Standards or may appeal the decision to the Police Community Review Board.

3.9 Corrective Action

The Chain of Command decides the appropriate corrective action based on the GPD's Disciplinary Philosophy. This philosophy takes into account employee motivation, degree of harm, employee experience, whether the violation was intentional or unintentional, and the employee's past record. [Figure 3.9](#) illustrates the corrective action taken for sustained allegations in 2015 compared to 2014. There are fewer actions taken than sustained allegations, as not all sustained allegations require corrective action. Retraining and counseling are sometimes used as corrective measures.

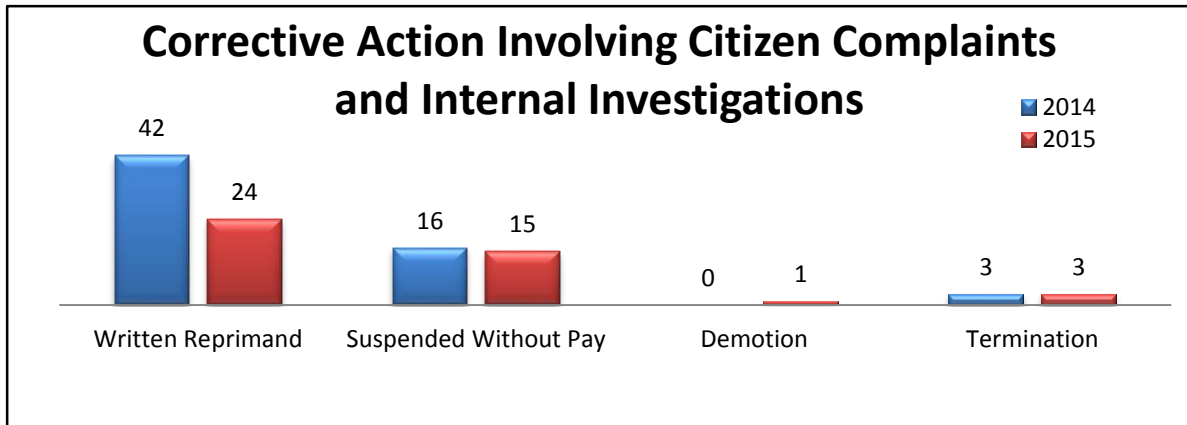


Figure 3.9 Written reprimands were deemed appropriate corrective action in the majority of instances.

4. Uses of Force

Police officers strive to seek the public’s voluntary compliance to their lawful direction and de-escalate situations when possible. However, sometimes a situation requires officers to use force in order to gain compliance. Officers may use less lethal force under both North Carolina law and departmental directives in situations where the officer believes force is necessary to protect him or herself, another person, or to effect a lawful arrest.

The circumstances in which an officer may use deadly force are limited by North Carolina General Statutes and further restricted by Departmental Directives. Officers are justified in using deadly force upon another person when the officer reasonably believes deadly force is necessary:

- To defend the officer, or another person, from what the officer reasonably believes to be the use or imminent use of deadly physical force.
- To affect the arrest, or prevent the escape from custody of, a person whom the officer reasonably believes is attempting to escape by means of a deadly weapon.
- To affect the arrest, or prevent the escape from custody of, a person whom the officer reasonably believes presents an imminent threat of death or serious physical injury to others unless apprehended without delay.

Greensboro Police Department policy requires officers to report all use of force events, and a supervisor is required to investigate and document each event.

4.1 Uses of Force per Calls for Service

We compared our use of force incidents to the number of calls for service to gain perspective on the prevalence of the use of force, and whether or not it was applied appropriately. [Figure 4.1](#) shows the frequency in which employees used force in comparison to dispatched calls for service, and the number of complaints received and sustained for 2014 and 2015.

Uses of Force In General		
	2014	2015
Calls for Service	243,377	223,657
Use of Force Events	274	226
Use of Force Events per CFS	.11%	.10%
Use of Force Complaint Allegations	11	7
Use of Force Complaint Allegations per CFS	.005%	.003%
Sustained Excessive Force Complaints	0	0

Figure 4.1 Force was rarely used when responding to calls for service. Over the past six years, force events have fallen 38% from 367 in 2010, to 226 in 2015.

4.2 Use of Force

The Greensboro Police Department uses a State recommended *subject control options guide* to identify what actions may be taken in response to varying levels of subject resistance. This helps officers train and understand what level of force is most appropriate in certain circumstances. These control options and definitions listed below are intended as a guide. An officer’s decision to use any force in a situation is a response to the behavior of the subject(s) involved, and other relevant factors known to the officer. The subject control options do not follow a preset order of escalation – by law and policy, an officer must continually assess the totality of the circumstances and appropriately escalate, de-escalate, or completely cease any force used to overcome subject resistance.

- **Presence:** a form of control established through the officer’s appearance and professional demeanor at a scene.
- **Verbal Direction/Control:** communication used by an officer to gain control or de-escalate a situation.
- **Physical Control:** the use of bodily contact, to include; touching, assisting, grabbing, joint manipulations, kicking or striking. Physical control includes “soft” and “hard” hand options. “Soft” hand techniques are those with a low probability of injury, such as joint locks and pressure points. “Hard” hand techniques are those with a higher risk of injury, and include strikes such as punches and kicks.
- **Aerosol/Chemical Agents:** the use of Oleoresin Capsicum (OC) pepper spray or other approved chemical irritants to control resistance.
- **Intermediate Weapons:** impact weapons utilized in a manner consistent with current departmental training, in order to reduce the probability of serious bodily injury. This includes the baton, flashlight, police bicycle and specialized impact munitions such as less lethal sponge rounds for crowd control, issued to Field Supervisors and the Special Response Team (SRT).
- **Precision Immobilization Technique (PIT):** a maneuver that may be used by properly trained officers which involves the controlled striking of a violator’s vehicle with a police vehicle to stall the vehicle and enable police to apprehend its driver. The PIT is considered a less than lethal use of force when performed as described by the training guidelines of the GPD.

- **Police Canine:** canine handlers employ their assigned police service dogs in a manner consistent with departmental training and guidelines. If the police canine is deployed, and the canine bites a suspect, this is considered a less than lethal use of force. The mere release of police canine is not considered a use of force.
- **Conducted Electrical Weapon (CEW):** a device which deploys electrical current into a subject's body to disrupt normal muscular control and assist officers in securing custody.
- **Deadly Force:** an action likely to cause death or serious bodily injury, including but not limited to the use of lethal weapons.

4.3 Less Lethal Force

Officers in patrol assignments are required to carry OC spray, a conducted electrical weapon, and collapsible baton as less lethal force options. Crime Scene Investigators also carry OC spray and collapsible baton. As with the use of deadly force, officers receive training consistent with the force options guidelines issued by North Carolina, as well as federal and state statutes. Officers are required by the North Carolina Criminal Justice Education and Standards Commission to receive use of force training each year in order to maintain their police certification. In addition, officers are re-familiarized with the GPD use of force policy during their annual firearms training and qualification sessions.

Officers may use several types of less lethal force in order to gain control of a subject when one type proves ineffective in accomplishing that goal. In some instances, more than one officer may apply force to one or more subjects in response to the level of resistance. For those reasons, the actual number of times less lethal force is used will exceed the number of incidents in which the use of force is required. [Figure 4.3](#) depicts the number of times less lethal force was applied by weapon type.

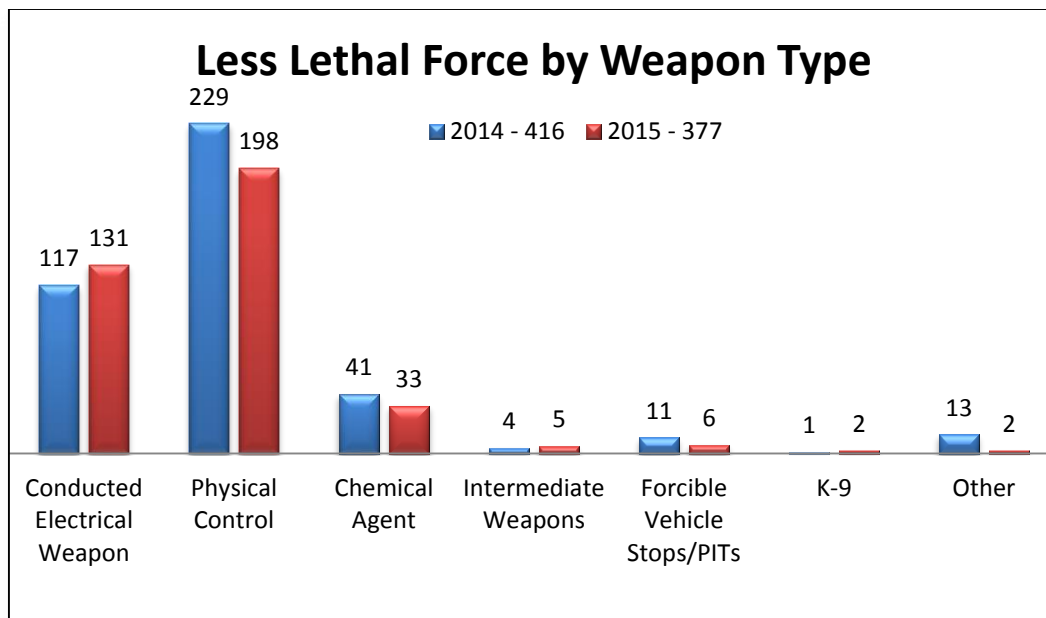


Figure 4.3 Officers rely on CEWs and physical force more than any other less lethal means to gain subject control.

4.4 Incidents Precipitating Use of Force

The department also analyzes the types of incidents that precede the use of force. If systemic issues are identified, we evaluate our training methods and policies to determine if revisions are warranted. [Figure 4.4](#) lists the types and frequency of incidents which have resulted in a use of force during 2015.

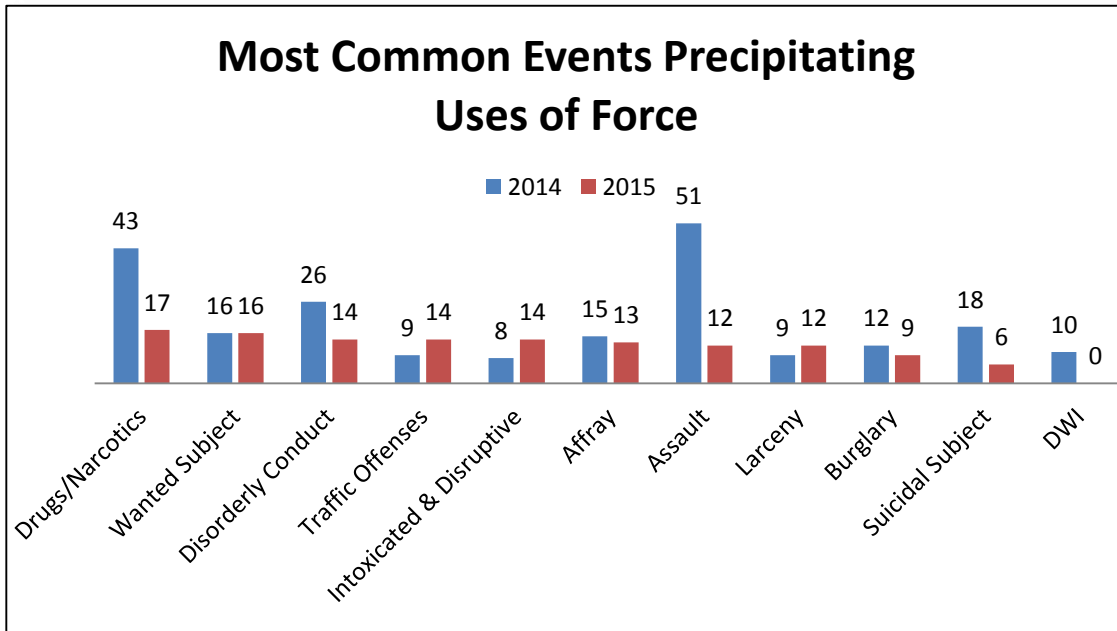


Figure 4.4 Officers responding to drug/narcotic and wanted subject calls were more likely to need to use force than on any other call for service in 2015.

4.5 Use of Deadly Force

Deadly force is an action likely to cause death or serious bodily injury, including but not limited to the use of lethal weapons. The use of deadly force does not necessarily result in death. Most commonly, deadly force involves the discharge of a firearm. An officer's use of deadly force is rigorously investigated and thoroughly reviewed. An administrative investigation is conducted by the Professional Standards Division to determine if the officer complied with all policies and training. A criminal investigation is also conducted. If death does not occur, the Department's Criminal Investigations Division conducts the criminal investigation. If death occurs, the North Carolina State Bureau of Investigation (SBI) conducts the criminal investigation. Since October 2008, North Carolina law has required the SBI to investigate fatal shootings by police if the family of the deceased person requests such an investigation within 180 days of the death. The law applies to shooting deaths by any law enforcement agency in the state.

In all deadly force investigations, the facts revealed by the criminal investigation are presented to the Guilford County District Attorney, who reviews the entire case and determines if the officer's action was justifiable under law or should result in criminal prosecution. The employee's commanders and chief of police are presented with the administrative investigation, to determine compliance with department policies, and assess whether the

shooting was justified, not justified or accidental in nature. The group also determines whether adjustments to policies or training are necessary.

Each officer must qualify annually with his/her assigned firearm and department-issued shotgun. Officers review the deadly force policy at that time.

In 2015, three (3) of 58 use of force events involved discharging a firearm against a person. [Figure 4.5](#) graphs the number of deadly force incidents throughout the past six years.

In 2015 there were two Precision Immobilization Techniques (PITs) classified as deadly force. Both occurred during the same incident, which involved the apprehension of armed robbery suspects. These incidents were classified as deadly due to the high speeds of the vehicles when the techniques were utilized, however neither resulted in serious injury or death.

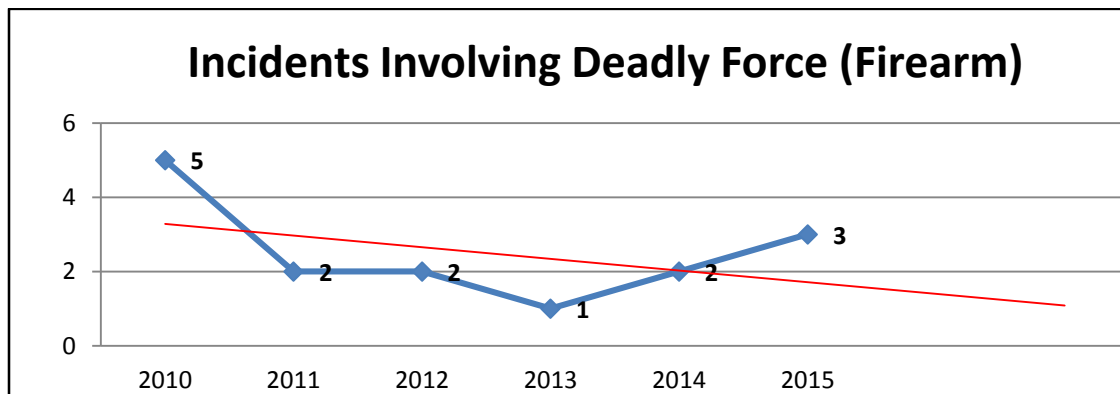


Figure 4.5 Compared to 2010, incidents involving deadly force have declined by 40%.

5. In-Custody Deaths

The department trains employees to monitor all persons taken into custody and summon medical treatment whenever a subject appears or states they are in distress. To help reduce risk, the GPD has developed several policies related to prisoner care and transportation. These policies are periodically reviewed and updated to best guide employee handling of persons in-custody.

If a person dies while in-custody, the SBI is requested to conduct a criminal investigation. The investigation is presented to the Guilford County District Attorney, who reviews the entire case investigation and determines if officer action was justifiable under law or should result in criminal prosecution. A Professional Standards Division administrative investigation is simultaneously conducted to determine if officers complied with GPD policies and directives. The employee's commanders and chief of police are presented with the administrative investigation, determine if any department policies were violated.

There were no in custody deaths in 2015.

6. Forcible Entries

The term "forcible entry," includes any entry into any building without express permission of an authorized person. "Forcible entry" is entry by force, whether or not any physical damage is caused to the property.

6.1 Reasons to Force Entry

North Carolina General Statutes Section 15A provides that an officer may use force to enter a premises or vehicle under exigent circumstances. Exigent circumstances are defined as: when an officer is in hot pursuit of violators, if an officer reasonably believes that admittance is being denied or unreasonably delayed, or when an officer reasonably believes that entry is urgently necessary to:

- save a life
- prevent serious bodily harm
- control public catastrophe
- prevent the destruction of evidence

Non-law enforcement action, when urgently necessary, such as medical emergencies, is also considered forced entry. [Figure 6.1](#) shows the frequency of forced entry by reason.

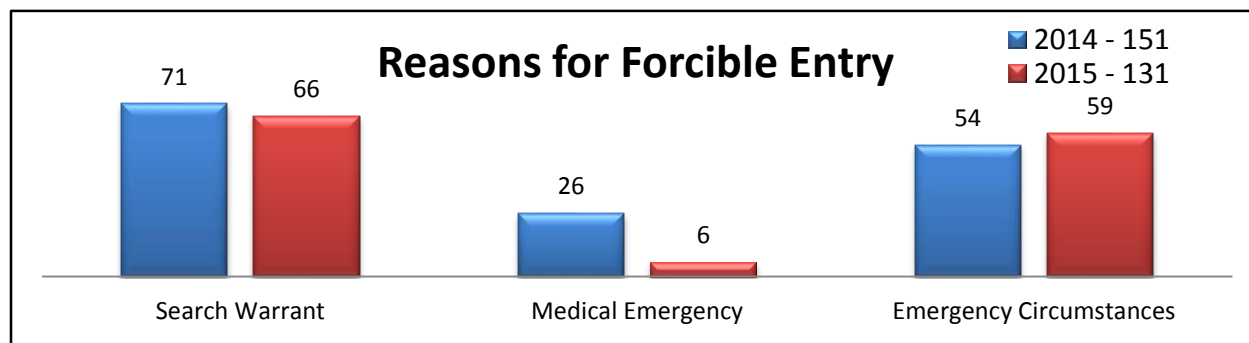


Figure 6.1 The number of forced entries decreased 13% during the past year, from 151 to 131. Exigent circumstances include situations where officers forced entry due to pursuing a fleeing/wanted person and to protect the safety of persons inside.

7. Police Vehicle Pursuits

7.1 Frequency of Vehicle Pursuits

From time to time, police officers encounter vehicle operators who refuse to stop when blue lights and sirens are activated. When police keep pace with a vehicle in attempt to stop it, a pursuit is declared. Vehicle pursuits can pose a significant risk to the general public, to those in the pursued vehicle and to pursuing officers. For these reasons, the department thoroughly investigates and reviews each incident. It also conducts intensive practical training in police pursuits every two years, which exceeds the North Carolina training requirements. [Figure 7.1](#) graphs the number of vehicle pursuits throughout the past six years.

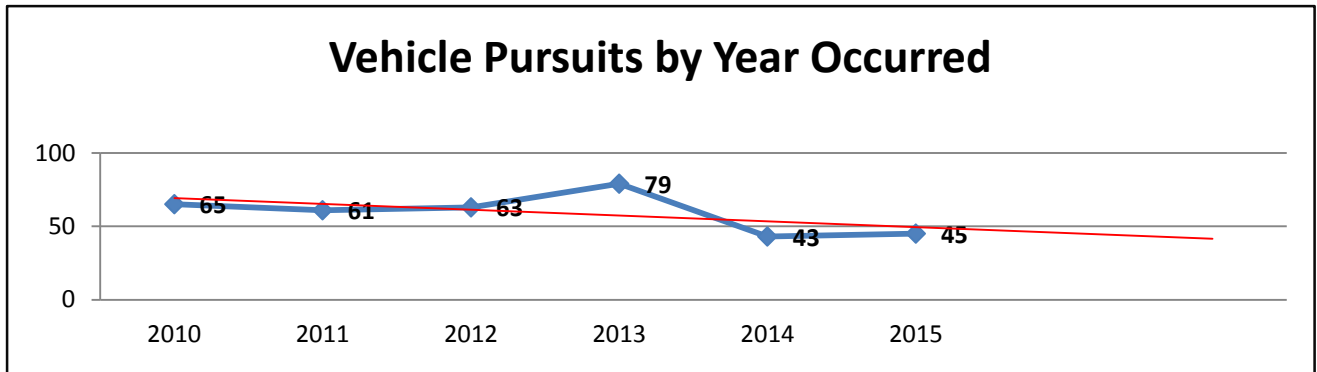


Figure 7.1 Vehicle pursuits increased by 5% compared to last year.

7.2 Offenses Precipitating Pursuits

Understanding what is likely to precipitate a vehicle pursuit allows officers to anticipate the offender’s likely course of action. [Figure 7.2](#) details the types and number of offenses preceding a pursuit.

2015 Offenses Precipitating Pursuits			
	Count		Count
Traffic Offense (excluding DWI)	27	Kidnapping	1
Discharge of Firearm	3	Wanted Subject	1
Robbery Suspect	3	Assault	1
Assist Other Agency	2	DWI	1
Larceny of Motor Vehicles	2		
Narcotics	2		
Larceny	2		
Total Pursuits			45

Figure 7.2 Traffic offenses accounted for 60% of the precipitating events for all police pursuits.

7.3 Analysis of Pursuits

Pursuits vary greatly in length, vehicle speed, and number of police units involved. Analyzing the types of pursuits police are likely to be involved in provides direction for the development of in-service training. [Figure 7.3.1](#) shows the percentage of pursuits by the time of day they occurred, while [Figure 7.3.2](#) depicts this by the day of week. [Figure 7.3.3](#) shows the percentage of speeds reached during the pursuits, while [Figure 7.3.4](#) shows the percentage of pursuits by distances traveled.

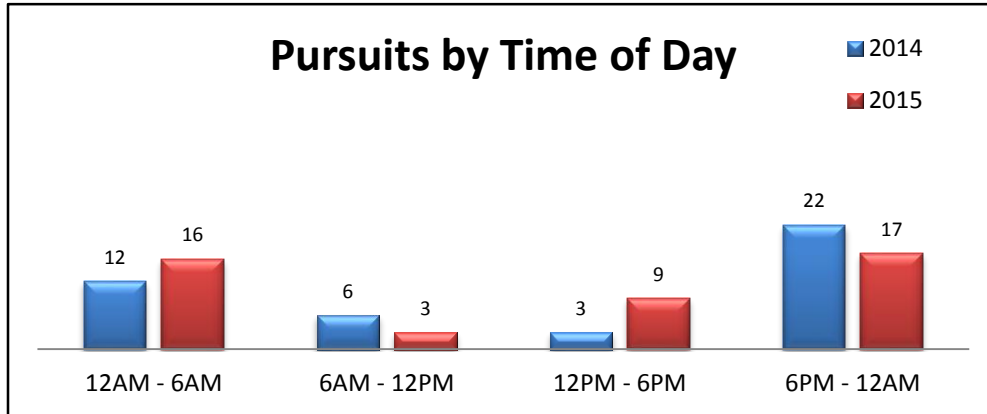


Figure 7.3.1 In 2014 and 2015 the majority of all police pursuits occurred between 6 pm and 12 am.

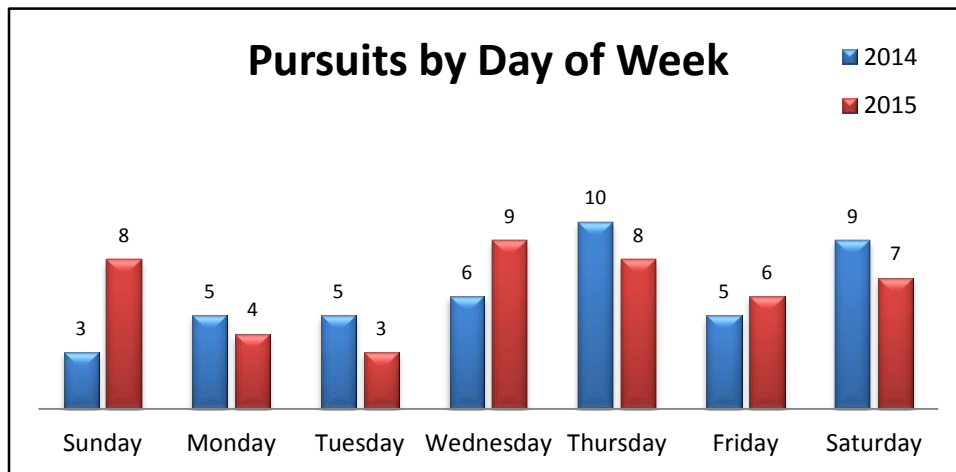


Figure 7.3.2 In 2015, police officers were more likely to engage in a vehicle pursuit on Wednesday than any other day of the week.

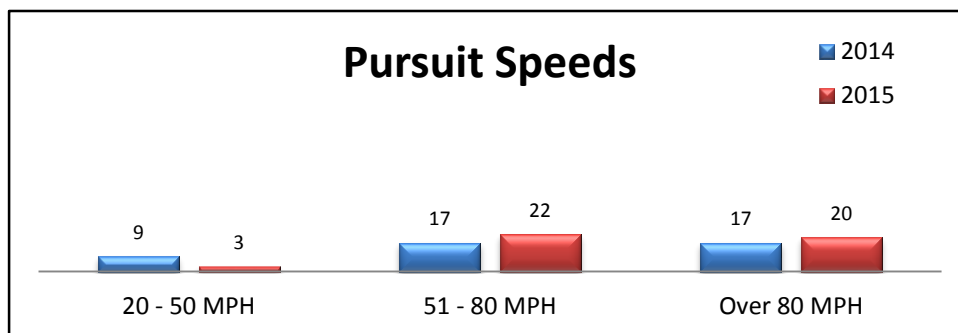


Figure 7.3.3 In 2015, 56% of pursuits did not exceed 80 mph.

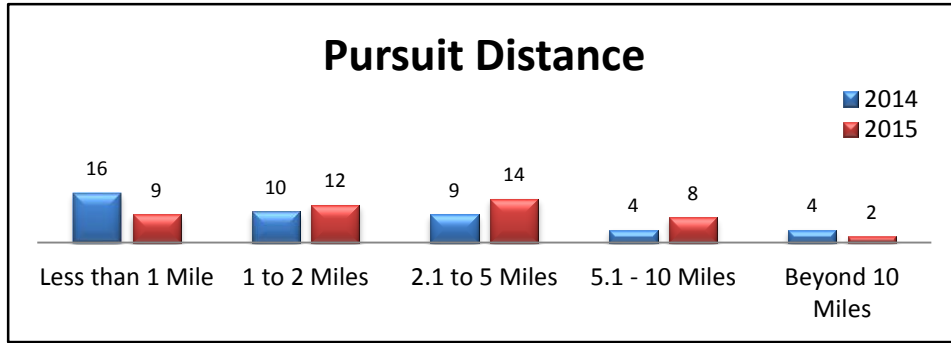


Figure 7.3.4 In 2015, 78% of pursuits traveled less than five (5) miles in distance before being terminated.

7.4 Conclusion of Pursuits

An officer must terminate a pursuit when further pursuit would create excessive danger after considering: location, volume of pedestrians and/or vehicular traffic, road and weather conditions, distance between violator and police vehicles.

In cases where simple efforts to stop the fleeing vehicle have failed, advanced action may be required. Advanced action techniques include the use of stop sticks to flatten tires, the use of multiple police vehicles to create a moving road block, or the use of the Precision Immobilization Technique (PIT), where a subject vehicle is immobilized at low speed in order to apprehend the driver. A PIT maneuver is also considered a use of force. All attempts to forcibly stop the violator must be made with due regard for the safety of the violator, officers executing the stop, and the general public. [Figure 7.4](#) shows how pursuits concluded in 2014 and 2015.

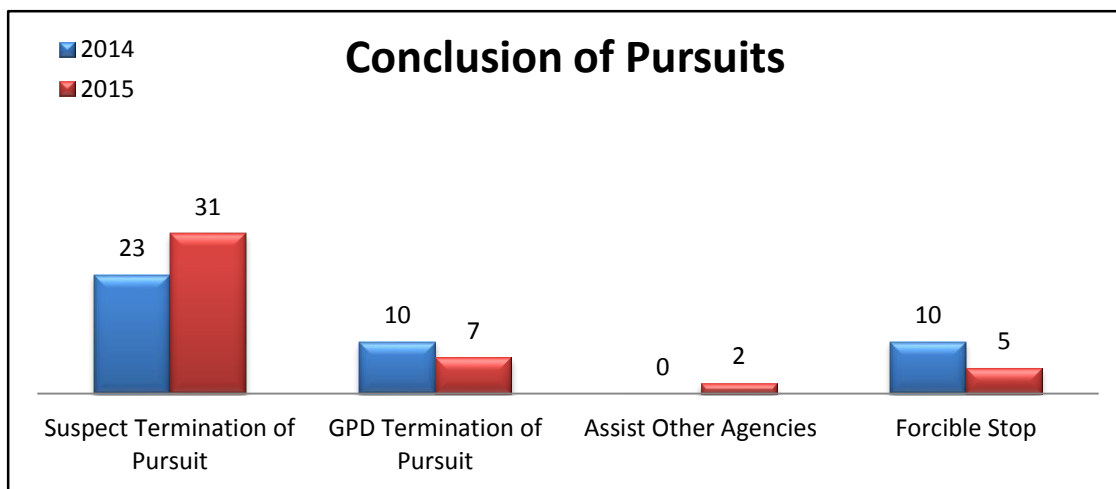


Figure 7.4 Each year, more than half of police pursuits were concluded due to the subject's action such as voluntarily stopping or crashing. Out of the 31 vehicle pursuits where a suspect's action terminated the pursuit, 35% resulted from the suspect voluntarily stopping, 29% resulted from the suspect vehicle crashing, 29% resulted from the suspect jumping from the vehicle and attempting to flee on foot, and 7% resulted from the suspect eluding police.

7.5 Damages and Injuries Resulting from Pursuits

In some instances, pursuits result in property damage or personal injury. While officers do their best to prevent or limit the extent of these, damage and/or injury may be unavoidable, or may be a direct result of the suspect's actions. Overall, the estimated damage is low for the number of pursuits and the use of advanced techniques to end the pursuit. The number of injuries increased in 2015, and none of the vehicle pursuits resulted in a fatal crash. [Figure 7.5](#) details the estimated monetary damage and injuries resulting from pursuits.

Estimated Damage from Pursuits				
	2014		2015	
	Vehicle/ Property	Damage Estimate*	Vehicle/ Property	Damage Estimate*
Suspect Vehicle	17	\$36,250.00	20	\$73,300.00
Police Vehicle	17	\$22,750.00	18	\$27,150.00
Parked Vehicle	1	\$500.00	4	\$5,800.00
Other Vehicle	1	\$2,400.00	3	\$10,500.00
Property Damage	11	\$12,240.00	9	\$18,740.00
Total	47	\$74,140.00	54	\$135,490.00
Injuries from Pursuits				
	2014		2015	
Officer	10		3	
Suspect	7		7	
Uninvolved Citizen	2		2	

Figure 7.5 In 2015, monetary damage increased but the number of injuries decreased as a result of pursuits. *Dollar amounts are estimates extracted from accident reports and may not represent the actual cost of repair.

8. Employee Motor Vehicle Collisions

8.1 Collision Rates

In 2015, GPD employees drove approximately 5,391,280 miles, compared to 5,895,594 in 2014, to provide police services throughout the city. Greensboro Police Department personnel operate approximately 400 vehicles over a geographic jurisdiction that covers 133.6 square miles. Employees operate their vehicles in all types of weather, traffic, and emergency conditions. GPD employees were involved in 149 collisions in 2015. [Figure 8.1](#) shows the approximate rate of the collisions in 2014 and 2015, based on miles driven.

2014 Collisions by Disposition and Collision Rate by Miles Driven		
Non-Preventable	75	1 in 78,608 miles driven
Preventable	101	1 in 58,372 miles driven
Total	176	1 in 33,498 miles driven

2015 Collisions by Disposition and Collision Rate by Miles Driven		
Non-Preventable	70	1 in 77,018 miles driven
Preventable	79	1 in 68,244 miles driven
Total	149	1 in 36,183 miles driven

Figure 8.1 In 2015, approximately 53% of all employee motor vehicle collisions were classified as preventable.

8.2 Findings of Employee Involved Collisions

The majority of the preventable collisions are attributed to backing and inattention. We review the circumstances associated with each collision to determine whether or not it was preventable. Non-preventable collisions include all collisions where the employee was not at fault and could not reasonably have avoided the collision. Preventable collisions include all collisions that the employee could reasonably be expected to have avoided. [Figure 8.2](#) shows the number of preventable and non-preventable collisions in 2015 compared to 2014.

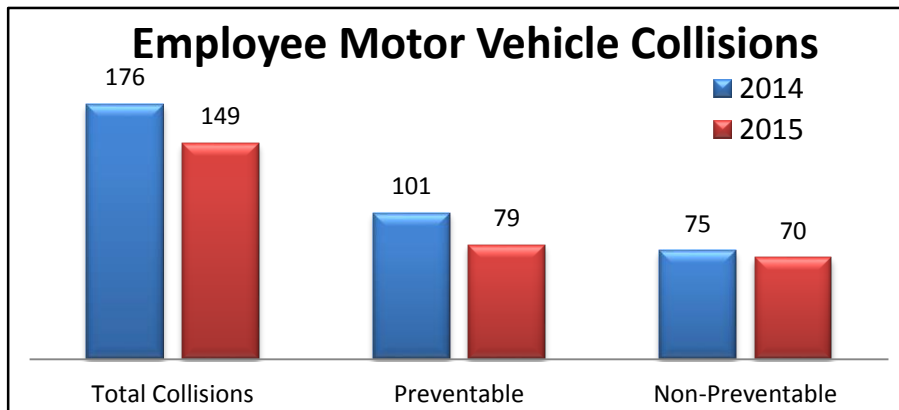


Figure 8.2 The number of preventable motor vehicle collisions decreased by approximately 22% from 2014 to 2015.

9. Employee Injuries

On-the-job injuries can vary widely from a bruise, sprain or minor cut, to broken bones, gunshot wounds, and death. Employees sustain injuries from motor vehicle collisions, people who

assault them, situations involving uses of force during arrest, pursuing suspects on foot, animal bites as well as a variety of other reasons. [Figure 9](#) compares the injuries sustained by employees in the performance of their duties in 2015 with 2014.

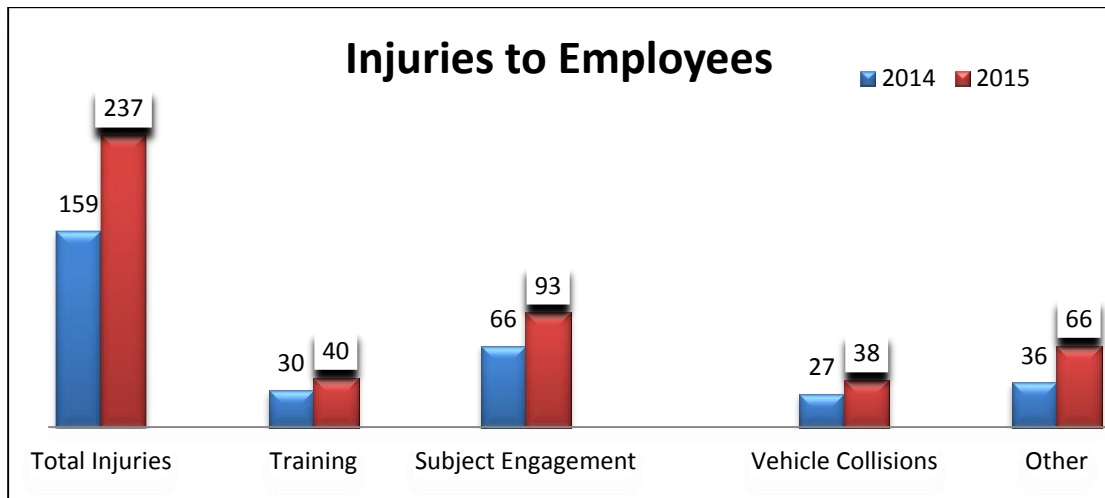


Figure 9 Employee injuries increased by 49% this year as compared to last.

Of the 237 employee injuries occurring in 2015, 138 (approximately 58%) sustained minor injuries. These injuries were easily treatable and the employee was able to immediately resume his or her duties. Ninety-nine (approximately 42%) of the injuries were more severe, requiring the employee to be placed on restricted duty or loss of duty days.

10. Future Strategies for GPD

For the Department to continue to move forward as a progressive agency, future strategies are created from internal assessment, community feedback and national trends. Greensboro continues to lead the profession in creating ways to improve police-community interactions and partnerships. The GPD has made a commitment to maintain its high standard of professional development for its workforce and seeks new training for its employees in the 21st century. Ongoing assessments have guided the modification of established practices and procedures to better serve the citizens of Greensboro. Through the department's innovative policing strategies, it has maintained its distinction as a national model for exceptional policing.

The following strategies reflect our continued commitment to strive for excellence through collaborative partnerships with our employees and community stakeholders:

- ***Expanding GPD's community outreach efforts to better connect with all of Greensboro's residents, business owners, and visitors by:***
 - Creating volunteer opportunities to better engage the community through partnerships and neighborhood oriented policing strategies.
 - Increasing communication through more open community dialogue to understand multiple perspectives.
 - Changing perceptions of how the community views officers through strategic programming and community outreach.

- ***Instituting professional development programs to build skilled, passionate, and value-based employees through:***
 - Teaching Procedural Justice and Rightful Policing to all Greensboro Police Department employees.
 - Partnering with the community to provide a custom developed unique learning opportunity for GPD leaders on cultural diversity and communications.
 - Continued participation in community-based diversity awareness and leadership training opportunities such as Other Voices, Leadership Greensboro, and the Racial Equity Workshop.

- ***Evaluation of current GPD policies and procedures to ensure community safety and adherence to best practices by:***
 - Establishing internal workgroups to address traffic stop and search disparity data identified within the Greensboro Police Department.
 - Tracking and evaluating the use of the Resist, Delay and Obstruct criminal charge to better understand its usage in relation to disparity in enforcement.
 - Developing and implementing policy changes surrounding the use of body worn cameras to allow for better transparency and compliance with any upcoming legislation.
 - Implementing a more restrictive pursuit policy to ensure community safety is balanced against the need to immediately apprehend fleeing violators.

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All of the Greensboro Police Department Professional Standards Division investigators are members of the National Internal Affairs Investigators Association (NIAIA) and the North Carolina Internal Affairs Investigators Association (NCIAIA). These organizations provide training, leadership, and support for internal affairs investigators and administrators. Several of the Greensboro Police Department's Internal Affairs investigators have served on the state board of the NCIAIA.