Office of the City Manager
City of Greensboro

June 20, 2014

TO: Mayor and Members of Council

FROM Jim Westmoreland, City Manager

SUBJECT: Items for Your Information

UPCOMING MEETINGS

- July 10 at noon Council Work Session
- July 15 at 5:30 pm City Council Meeting
- July 22 at 3:00 pm Council Work Session

Council Follow-up Items

- Citywide Elevator Maintenance and Repair Services

As a follow-up to a request from Councilmember Marikay Abuzuaiter at the June 17, 2014, Council meeting, attached is a memorandum from Engineering and Inspections, Business and Technology Manager, Ute Munro, regarding an update on the elevator maintenance and repair services.

Professional Standard Division Annual Report and Executive Summary

Attached is a memorandum from Greensboro Police Chief Ken Miller, regarding the attached Professional Standards Division Annual Report. The report reflects information on multiple measures of the Police Department and their accountability to the public.

Bridging the Gap: A City, Community and State Symposium

Attached is a press release and flyer regarding the second event in the series of sessions in *Bridging the Gap: A City, Community, and State Symposium*, which will be on June 26, 2014 from 10:00 am to 2:00 pm. This session is being held in the NC A&T State University's New Academic Classroom Building.

Public Information Request Report

Attached is the weekly Public Information Request Report for the week of June 20, 2014.

Contact Center Feedback

Attached is the weekly report generated by our Contact Center for the week of June 09, 2014, through June 15, 2014.

JRW/mm
Attachments

Engineering & Inspections
City of Greensboro

GREENSBORO

June 19, 2014

TO: David Parrish, Assistant City Manager

FROM: Ute Munro, Business & Technology Manager

SUBJECT: City-wide Elevator Maintenance and Repair Services

The Engineering and Inspections Department is responsible for City-wide facility maintenance including City elevators. The current City-wide elevator maintenance and repair contract expires on June 30, 2014, and a new contract will be awarded to Otis Elevator Company to continue operations and maintenance of the elevators.

At the June 17, 2014, City Council Meeting, Councilmember Marikay Abuzuaiter inquired about the number of elevators that would be maintained under this new contract. Under the new maintenance agreement, Otis Elevator Company will maintain forty-one elevators at eighteen City facilities.

UCM

Police Department
City of Greensboro

GREENSBORO

May 28, 2014

TO: Mr. Jim Westmoreland, City Manager
Mr. Wesley Reid, Interim Assistant City Manager

FROM: Ken Miller, Chief of Police

SUBJECT: 2013 Professional Standards Annual Report – Executive Summary

The Greensboro Police Department 2013 Professional Standards Annual Report is an in-depth look at the way in which the GPD polices itself. The report includes an analysis of key topics that can affect public trust including: citizen complaints, uses of force, in-custody deaths, forcible entries, vehicle pursuits, motor vehicle collisions, and employee injuries. As a result, this document helps us better manage areas of risk and provide transparency and accountability to the public. This is the third year that GPD has published this report.

Significant findings from the analysis of 2013 supervisor investigations include:

- Of the hundreds of thousands of police-citizen interactions each year, only approximately .011% involved substantiated police misconduct.
- Citizen complaints declined from 87 to 48, a reduction of 45%. Allegations within those complaints also declined, from 148 to 106. Of the 106 allegations, 34 were sustained against an employee. Although declining from 2012, discourtesy was the single most common sustained allegation, accounting for 26% of allegations.
- Officers needed to use force in .10% of calls for service in both 2012 and 2013. This is a essentially flat compared with 2012, but a decline of 21% from the previous two years. Officers relied on physical control more than any other non-deadly means to gain subject control. This is a shift from previous years in which conductive energy devices were most frequently used. One officer needed to fire her weapon against another person in the line of duty. Although this shooting was not fatal, it was reviewed by the District Attorney, who determined that it was justifiable.
- No persons died while in the custody of the Greensboro Police Department.
- Officers conducted 19 more forced entries into buildings in 2013 compared to 2012. Serving search warrants was the most common reason for a forced entry. All forced entries were determined to be lawful.
- Compared with 2012, vehicle pursuits increased by 25% to 79. Traffic offenses accounted for more than half of the precipitating events for all pursuits. The amount of monetary damage decreased, however the amount of personal injuries increased slightly in 2013 as a result of pursuits.

- GPD employees were involved in 135 collisions this year – 57% of which were preventable. On average, if an employee was involved in a preventable accident, he drove approximately 87,505 miles before he was involved in a collision.
- Employee injuries declined by 27% this year as compared to last, with subject engagement being the most common cause of injury.

These reports have helped us refocus policy and training in the past, including revisions to driver training and changes to policies and training related to bias in policing. We have continued to act to improve processes, policy and training, and there are several initiatives underway that relate to the work of this and past reports. They include:

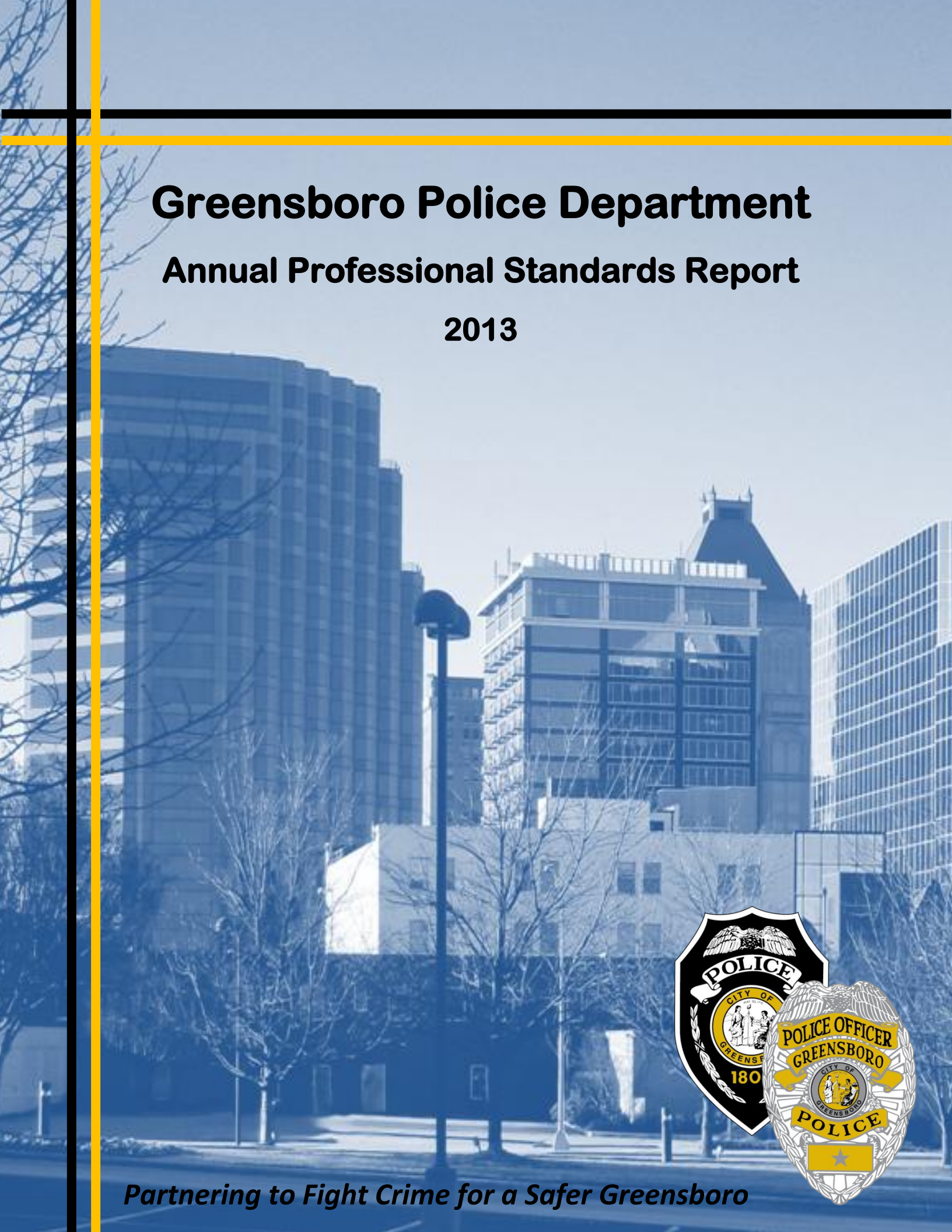
- The new complaint mediation program.
- Evaluation and scheduling of Fair and Impartial Policing training for the entire department to better manage our contacts with the public.
- Implemented Body Worn Cameras (BWCs) in all patrol-based operational assignments.
- Biased-Based Policing Committee to begin examining the GPD consent search policy to reduce the number of unnecessary consent searches and percentage of searches that yield no contraband or evidence of a crime.
- Pursuit policy revisions are being drafted to restrict pursuits to more critical offenses. With an anticipated effective date of July 1st, this will ban pursuits for traffic offenses other than DWI, and will greatly reduce the number of pursuits. This should reduce risk, injury and loss significantly.

KCM/scd
Attachment

Greensboro Police Department

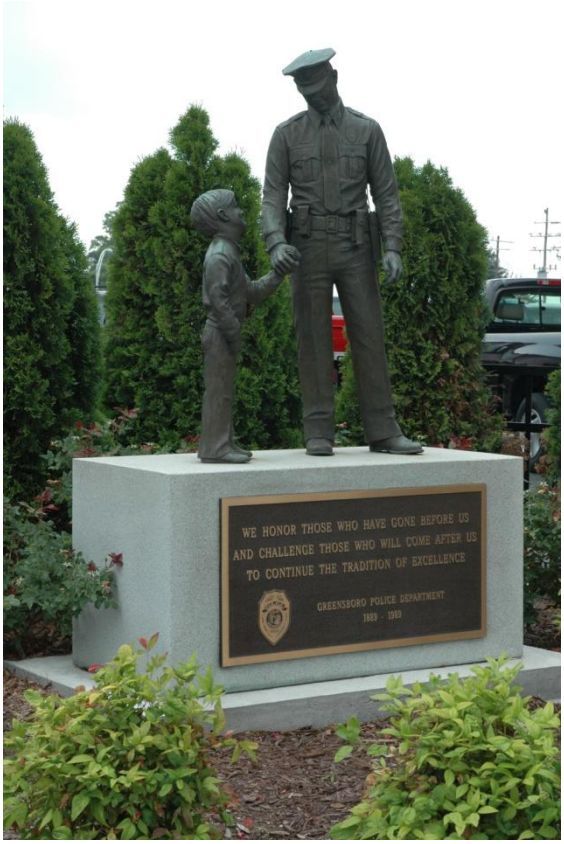
Annual Professional Standards Report

2013



Partnering to Fight Crime for a Safer Greensboro

The Greensboro Police Department and Our Community



The Greensboro Police Department 2013

- Employees: 807
  - Sworn: 704
  - Civilian: 103
- Male: 76 percent
- Female: 24 percent
- Caucasian: 73 percent
- African-American: 22 percent
- Hispanic/Latino: 4 percent
- Asian/Pacific Islander: 1 percent

Our Community 2013

- Jurisdiction Size: 133.16
- Jurisdiction Population: 275,749
- Male: 47%
- Female: 53%
- Caucasian: 49%
- African-American: 39%
- Asian/Pacific Islander: 4%
- Other: 5%
- Two or More Races: 3%

Note: Approximately 9% of the above persons are of Hispanic or Latino origin.

Earning and keeping public trust is critical to the success of any police department and its efforts to prevent and reduce crime. This report is one of many ways we hope to maintain your confidence in the Greensboro Police Department.

The 2013 Annual Professional Standards Report looks at all areas where we investigate ourselves, including complaints, uses of physical force, pursuits, forced entries into constitutionally protected areas, collisions and employee injuries.

The report should give you significant insight into our department. By examining facets of police work that are inherently risky. By looking at the data, you can assess how we relate to people inside and outside of the department.

Information in reports like this helps us improve training and policy to better serve you. By understanding trends, we work to reduce risk and complaints. For example, a review of 2011 complaints coupled with discussions and policy changes associated with the work of the Biased-Based Policing Committee, have resulted in a Community-Police Mediation Program as a voluntary alternative to the traditional complaint process. In 2013, we deployed body-worn video cameras to all field-based officers to improve the quality of police-community contacts and better help us assess facts associated with difficult interactions. Finally, the Department is scheduling specialized training related to understanding and managing implicit bias to best ensure a fair and impartial policing culture throughout the organization.

In the past several years, our department has made some significant strides in the way we conduct internal investigations:

- Developed an automated case management system to speed case closure and improve analyses.
- Helped revise procedures for the Compliant Review Committee.
- Reshaped our internal investigation and disciplinary process policies to be consistent and fair to employees, yet firmly uphold the expectations of the department and community.

We think all of our collective efforts and continued focus in these areas have made us a better department. Our goals are to improve our performance, as well as your trust and confidence in us.

Kenneth C. Miller
Chief of Police

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

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Introduction

The purpose of this 2013 Professional Standards Division Annual Report is threefold:

- To outline the complaint, investigative and disciplinary action processes of the police department.
- To describe the mechanisms of oversight for police administrative investigations related to allegations of employee misconduct.
- To 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 assess and respond to 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 force.

Sometimes, members of the public believe 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. Although most complaints are lodged because someone believes an employee's behavior was inappropriate, some complaints may be motivated by inappropriate reasons, such as an attempt to leverage the outcome of criminal or traffic charges or, more rarely, as a form of retaliation for any of a number of reasons.

- 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 thirty-six Rules of Conduct which must be followed. These rules, described in ***Appendix 1***, provide clear expectations for a broad range of behaviors. When possible, this document contains information for calendar years 2012 and 2013 to provide a basis for comparison and context.

1. The Complaint Process

1.1 Making a Complaint

Complaints against employees are 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 Complaint Review Committee. 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 require a formal supervisory 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. 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 commanding supervisors, called a "chain of command," review all of the facts and determine how the complaint is adjudicated. The task organization chart in ***Appendix 2*** outlines the chain of command.

The Professional Standards Division investigates all allegations of misconduct that generally carry more serious consequences for the employee, the department or the community's confidence in the police. An employee's immediate supervisor investigates internal complaints with less serious consequences for the employee or community confidence. Since 2012, all complaints from sources outside of the department are investigated by the Professional Standards Division. ***Appendix 3*** details the investigating level for each type of complaint.

The Greensboro Police Department makes every effort to investigate and adjudicate all complaints within 60 days from the time a complaint is made. However, there are circumstances, including case complexity and witness unavailability, which might prevent us from achieving this goal in every instance.

1.2 The Complaint Investigation Process

All Professional Standards Division investigators and notifications of complaint dispositions must follow guidelines established by state law and department policy. This process is outlined in **Figure 1.2**.

1.2.1 Assignment of Case - When a complaint is received by Professional Standards Division staff, it is assigned a non-revocable complaint number in the case management software and assigned to a supervisor in Professional Standards for investigation. The case management software permanently captures all elements of a complaint throughout the investigative process. The information in the system can never be fully deleted, even if a complaint is later withdrawn by the complaining party. Therefore, there is always some record of a complaint, investigated or withdrawn.

1.2.2 Conducting the Investigation - The supervisor conducts the investigation, which consists of the following components:

- Interviewing and obtaining a statement from the complaining party;
- Interviewing and obtaining a statement from any relevant witnesses;
- Obtaining any physical, documentary, photographic and video evidence;
- Obtaining reports or material related to the complaint and action of the employee;
- Reviewing all statements and evidence prior to interviewing the accused employee in order to prepare for the interview;
- Interviewing and obtaining a statement from the accused employee;
- Re-interviewing any complainants, witnesses or accused employees to clarify facts; and,
- Completing summaries of the evidence and events surrounding the allegation(s) of misconduct and investigation results;
- Drafting appropriate allegations of misconduct based upon facts determined through the investigation, or presenting the facts to an accused employee's chain of command when it appears the facts do not rise to the level of any conduct rule violation.

1.2.3 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.

1.2.4 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.

1.2.4 Other Investigations - Using the same investigative process outlined above, police department supervisors conduct investigations into all uses of force, forcible entries, vehicle pursuits, police vehicle collisions, and employee injuries. If there is no evidence that a violation occurred, 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.

The Complaint Investigation Process

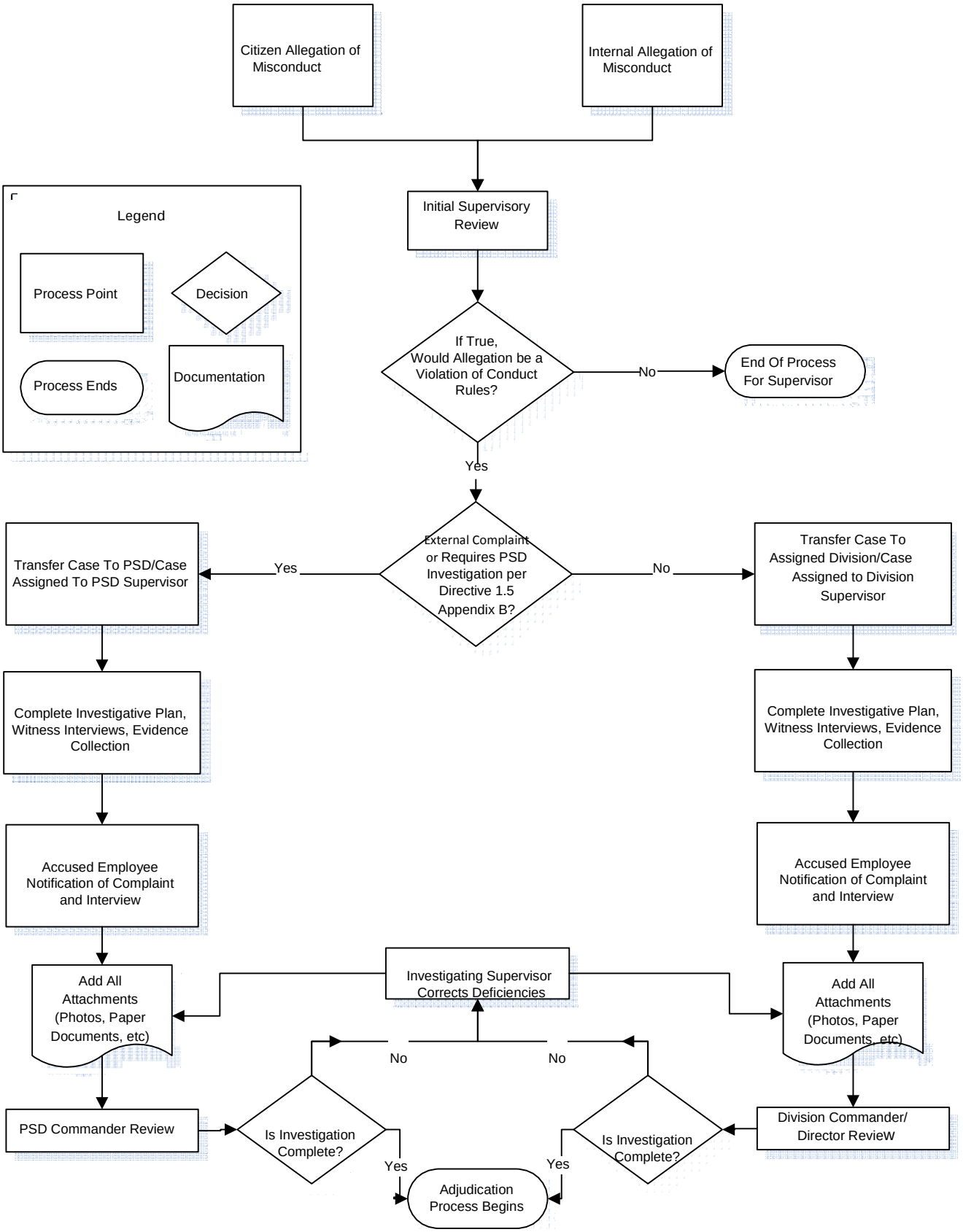


Figure 1.2 *The Complaint Investigation Process ensures allegations of misconduct are reviewed thoroughly and at the appropriate levels. In April 2012 Professional Standards began investigating all external complaints.*

1.3 Case Adjudication

Once the investigation is completed, the case is ready for 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 disciplinary measures, if warranted. Adjudication includes multiple options of ensuring due process for employees.

1.3.1 Chain of Command Board Hearing – When an investigation reveals a fair probability that an employee engaged in misconduct, the Professional Standards Division drafts a document that specifies 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.

1.3.2 Supervisor's Review - 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, discipline.

1.3.3 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.

1.4 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 discipline in sustained complaints. These actions are the responsibility of the employee's chain of command.

1.5 Complaint Disposition

None of the findings or discipline 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.

1.6 Disciplinary Action

Disciplinary action is administered only when an allegation of misconduct is sustained. If an allegation is sustained, the Chain of Command will discuss and impose discipline consistent with the department's Disciplinary Philosophy, described in ***Appendix 4***, which ranges from a written reprimand to employment termination.

The goal of the department is to apply progressive disciplinary 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. Engaging members of the community in the disciplinary process serves to strengthen professionalism in the Greensboro Police Department and your confidence in us.

2.1 Complaint Review Committee

The City of Greensboro tasks the Human Relations Department with coordinating the functions of the Complaint Review Committee (CRC), which is comprised mostly of members of the Human Relations Commission, all of whom are appointed by members of the Greensboro City Council. With respect to community oversight of GPD complaint investigations, the CRC serves three primary functions:

- It accepts complaints of police misconduct on behalf of the public and ensures that the GPD fully investigates and determines 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 CRC and GPD disagree on the findings, the CRC 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 CRC 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 Complaint Review Committee (CRC), 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, we revised how we 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 2013 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 2012 and 2013. 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		
	2012	**2013**
Calls for Service	299,063	297,732
Citizen Complaints	87	48
Citizen Allegations	148	106
Sustained Citizen Allegations	28	34
Complaints per CFS	.03%	.02%
Sustained Complaint Allegations per CFS	.009%	.011%
Internal Employee Complaints	94	46
Sustained Internal Allegations	76	51

Figure 3.1 *In 2013, the number of citizen complaints fell by 45%, while the percentage of sustained citizen allegations increased.*

3.2 Citizen and Internal Complaints

In addition to citizens, members from the department may also file complaints. Citizen-initiated (48) and internal (46) complaints decreased in 2013, from 87 to 48. Complaints by members of the department against another member of the department also declined from 94 to 46. **Figure 3.2** provides information about the number of complaint allegations (alleged multiple acts of misconduct within some complaints) 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		
	2012	**2013**
Citizen Complaint Allegations	148	106
Sustained Portion and % of Total	28 (19%)	34 (32%)
Internal Complaint Allegations	102	62
Sustained Portion and % of Total	76 (75%)	51 (82%)
Total Complaint Allegations	250	168
Sustained Portion and % of Total	104 (42%)	85 (51%)

Figure 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. This table reflects all allegations received and adjudicated.*

3.2.1 Nature of Complaints -Complaints can be levied against an employee for both procedural infractions and the manner in which they conducted themselves. **Figure 3.2.1** lists the conduct rules

that comprise the most frequent citizen complaint allegations of employee misconduct. One complaint may consist of multiple allegations against one or more employees.

Most Common Allegations							
	2012			2013			
Conduct Violation	**Citizen**	**Internal**	**Total**	**Citizen**	**Internal**	**Total**	**Change**
Duty Responsibilities	10	8	**18**	1	4	**5**	-17%
Courtesy	41	4	**45**	28	3	**31**	-31%
Laws and Regulations	20	15	**35**	19	19	**38**	9%
General Conduct	9	14	**23**	7	4	**11**	-52%
Discretion	8	15	**23**	7	6	**13**	-43%
Use of Force	17	1	**18**	13	1	**14**	-22%
Bias-Based Policing	15	0	**15**	3	0	**3**	-80%
Arrest Search & Seizure	19	0	**19**	15	0	**15**	-21%
Duty to Report Violation	2	6	**8**	0	0	**0**	-100%
Truthfulness	2	3	**5**	5	2	**7**	40%

Figure 3.2.1 *Violations of professional courtesy were the basis of most citizen complaints for 2012 and 2013.*

A review of the complaints revealed significant decreases in some categories when compared to the 2012 Annual Report. For example, in the category of Bias-Based Policing, there were fifteen (15) complaint allegations received in 2012 and three (3) received in 2013. Further analysis of these complaints did not reveal any significant patterns or trends as related to training or policies of the Department. All three (3) allegations were thoroughly investigated and none were found to be sustained.

Although the incidents involving the use of force increased only slightly from 287 to 289, the number of allegations of excessive force decreased by 22% (18 allegations in 2012 and 14 in 2013). All the complaint allegations were thoroughly investigated and two (2) uses of force were determined to be excessive.

A decrease was also noted among courtesy complaints. The number of complaint allegations declined from forty-five (45) to thirty-one (31). All the complaint allegations were thoroughly investigated and nine (9) allegations were found to be sustained.

3.3 Scope of Complaints

Many complaints implicate more than one employee or contain multiple allegations against one or more employees, so allegation totals exceed the number of employees and complaints. **Figure 3.3** portrays the scope of complaints for the past two years.

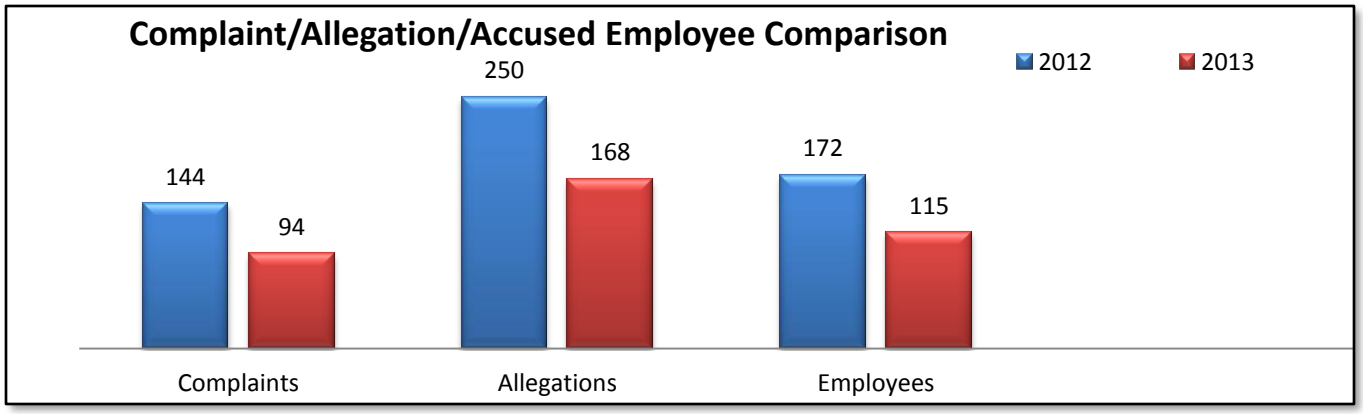


Figure 3.3 *In 2013, 94 complaints contained 168 allegations of misconduct by 115 employees.*

3.4 Sustained Allegations

Of the 168 allegations of misconduct, 85 disclosed 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	8	16
Courtesy	6	3
Truthfulness	5	2
General Conduct	4	4
Discretion	4	6
Duty Responsibilities	1	4
Submission of Reports	2	2
Driving	0	3

Figure 3.4*.Violations of Compliance to Laws and Regulations accounted for 27% of the sustained external allegations and 40% of the sustained internal allegations.*

3.5 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. **Figure 3.5** shows the number of criminal allegations and their dispositions for 2013.

Criminal Allegations and Internal Dispositions				
	Criminal Allegations	Sustained	Not Sustained	Unfounded
2013	3	2	0	1

Figure 3.5 *Two of the three criminal allegations levied against two GPD employees were sustained.*

The offenses that employees were alleged to have committed during 2013 included:

1 – Injury to Personal Property 1 – Simple Assault

1 – Domestic Assault on a Female

One of the two employees under investigation resigned while the investigation was still ongoing. Those allegations (Injury to Personal Property and Simple Assault) were later sustained. The allegation against the second employee for Domestic Assault on a Female was unfounded.

3.6 Race and Gender of 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 3.6** depicts the racial and gender makeup of the persons who filed complaints.

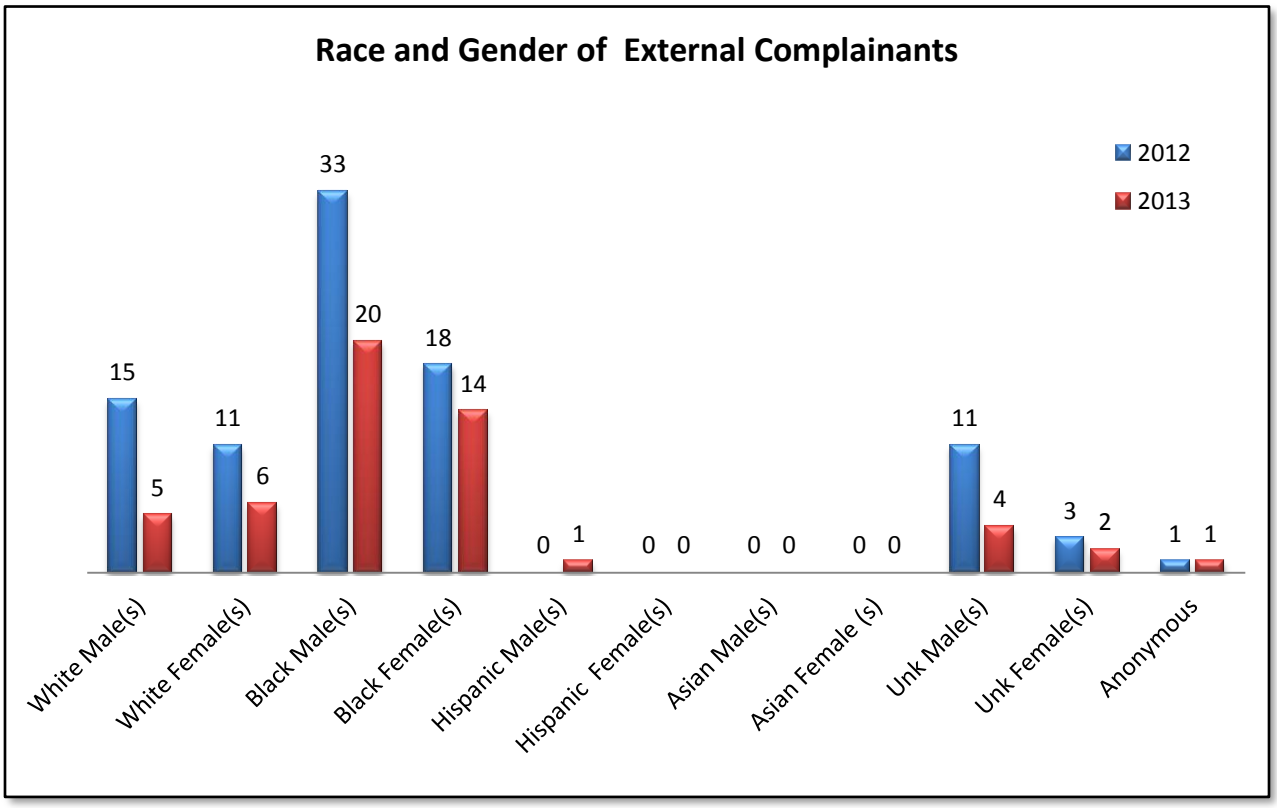


Figure 3.6 *In total, 53 people filed complaints. Because there were 48 complaints, some complaints had more than one complainant.*

3.7 Disposition of Complaints

Because complaints may contain multiple allegations of misconduct, each allegation is investigated, reviewed and adjudicated. 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 2013, 94 complaints (including all citizen and employee initiated complaints) involved 168 misconduct allegations. **Figure 3.7** portrays the number of complaints and their dispositions for the last two years.

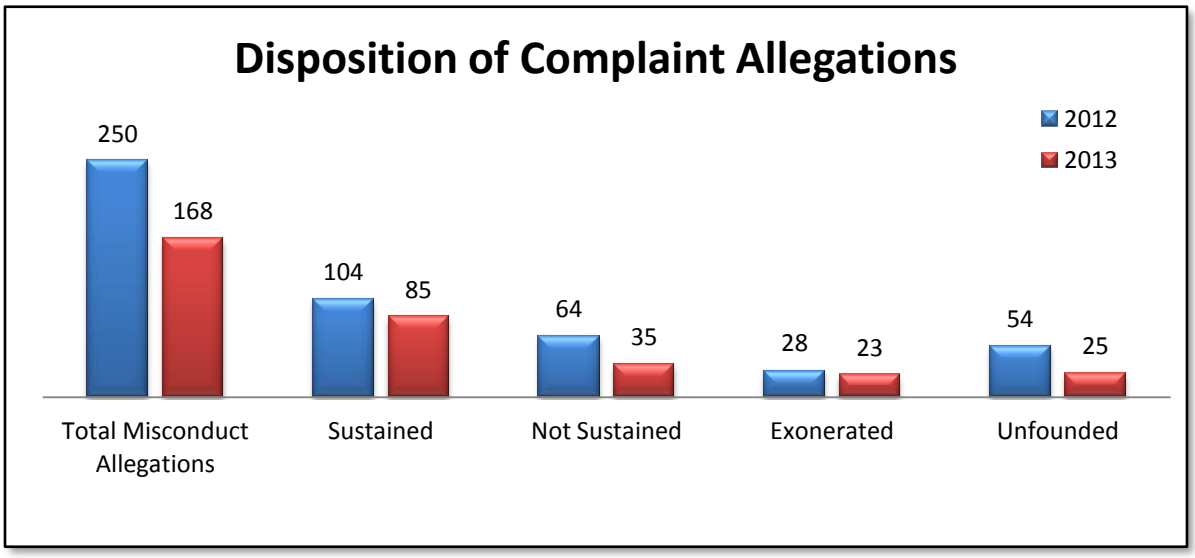


Figure 3.7 *Approximately 15% of misconduct allegations against GPD employees were unfounded.*

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 Complaint Review Committee.

3.8 Disciplinary Action

1. The Chain of Command decides the appropriate discipline based on the GPD's Disciplinary Philosophy, attached as ***Appendix 4***. 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 3.8** illustrates the disciplinary action taken for sustained allegations in 2013 compared to 2012. There are fewer actions taken than sustained allegations, as not all sustained allegations require disciplinary action. Retraining and counseling are sometimes used as corrective measures.

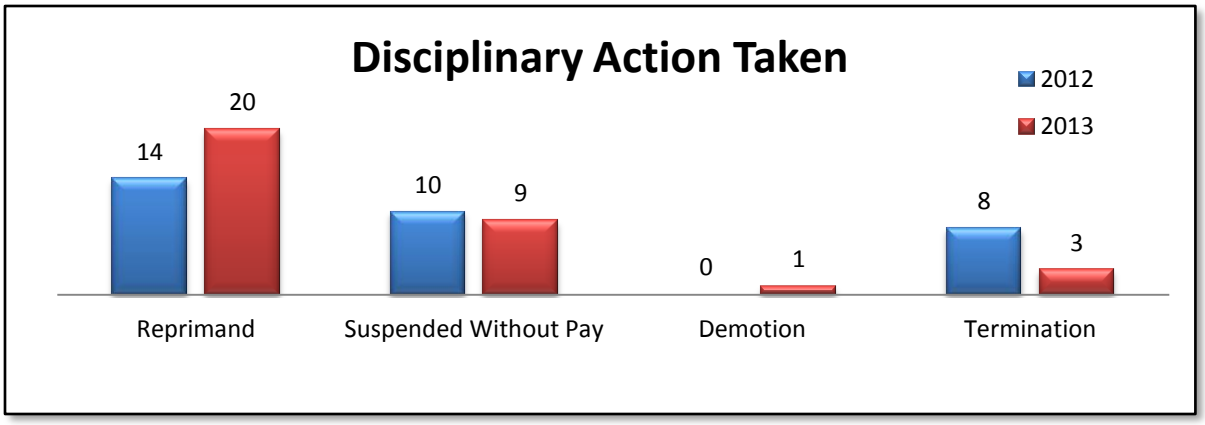


Figure 3.8 *Reprimands were deemed appropriate disciplinary action in the majority of instances. To date two internal complaint allegations have not been adjudicated. It is unknown what the disposition will be at this time and if sustained what disciplinary action will be taken.*

4. Uses of Force

Police officers are trained to seek the public's voluntary compliance to their lawful direction; however, sometimes a subject's level of resistance or aggression requires officers to use force in order to gain compliance. Officers are authorized to use non-deadly 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 employees used force in comparison to dispatched calls for service, and the number of complaints received and sustained for 2012 and 2013. See ***Appendix 5*** for a city map comparing

citizen-initiated calls for service to use of force incidents. ***Appendix 6*** compares use of force incidents to violent crime patterns throughout the city. Appendices 5 & 6 demonstrate that the majority of GPD uses of force events occur in areas of the city which produce greater densities of citizen service calls and greater densities of violent crime.

Uses of Force In General		
	2012	**2013**
Calls for Service	299,063	297,732
Use of Force Events	287	289
Use of Force Events per CFS	.10%	.10%
Use of Force Complaint Allegations	18	14
Use of Force Complaint Allegations per CFS	.006%	.005%
Sustained Excessive Force Complaints	1	2

Figure 4.1 *Force was rarely used when responding to calls for service. Over the past four years, force events have fallen 21% from 367 in 2010, to 289 in 2013.*

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 psychological control established through the officer's appearance and professional demeanor at a scene.
- **Verbal Direction/Control:** the verbiage 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 and/or end flight.
- **Conducted Energy Device (CED):** a device which deploys electrical current into a subject's body to disrupt normal muscular control and assist officers in securing custody.
- **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 non-deadly 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 non-deadly 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 non-deadly use of force. The mere release of police canine is not considered a use of force.
- **Deadly Force:** an action likely to cause death or serious bodily injury, including but not limited to the use of lethal weapons.

4.3 Non-deadly Force

Officers in patrol assignments are required to carry OC spray, a conductive energy device, and collapsible baton as non-deadly 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 non-deadly 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 non-deadly 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 non-deadly force was applied by weapon type.

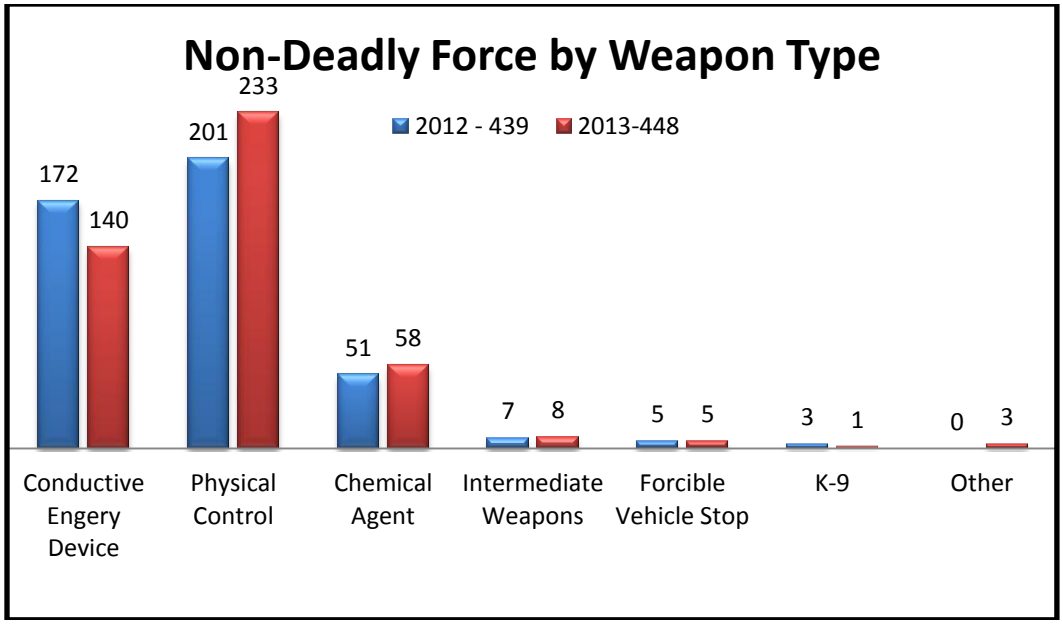
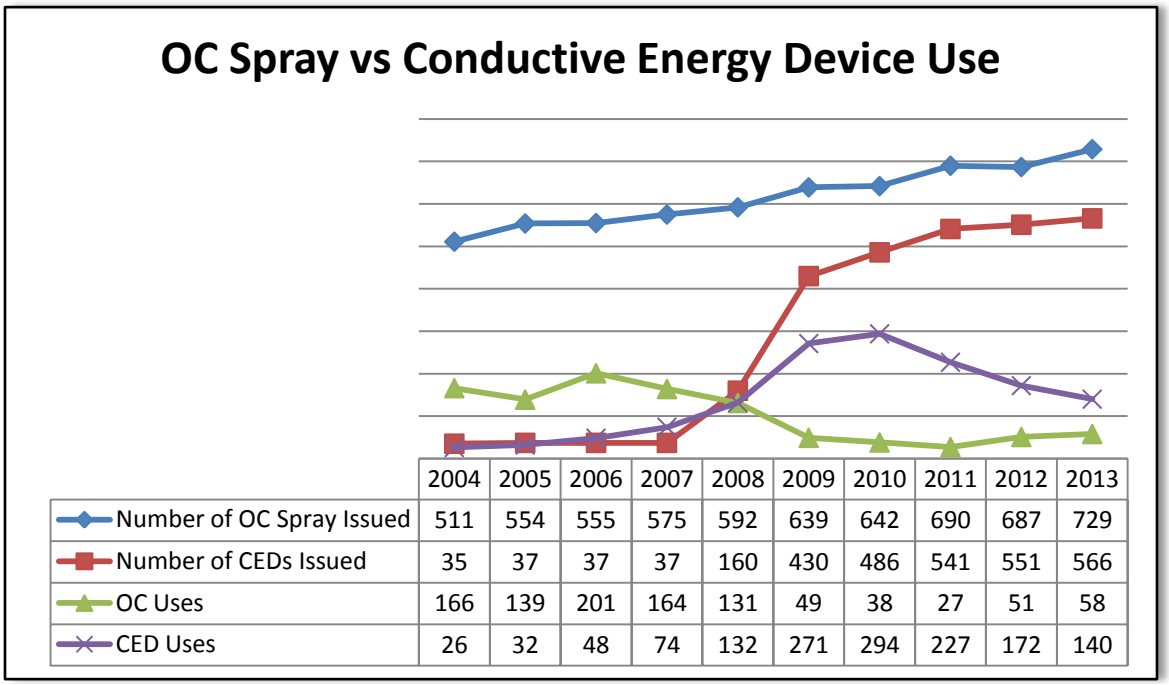


Figure 4.3 *Officers rely on CEDs and physical force more than any other non-deadly means to gain subject control.*

4.4 OC Spray vs. Conductive Energy Devices

OC spray has several drawbacks that have contributed to a long term decline in use. It cannot be safely used in confined spaces and the chance of an officer or non-involved person being affected increases in windy conditions and closed environments. People with respiratory disorders can have serious reactions to the spray, and the recovery time is typically far longer with OC spray (20-30 minutes) than with a CED, where subject recovery is nearly immediate. However, Figure 4.4 demonstrates that an emphasis to reduce the number of discharges from Conductive Energy Devices has caused officers to slightly increase their reliance on OC Spray in 2012 and 2013.

In 2004, the Greensboro Police Department issued 35 Conductive Energy Devices (CED) for evaluation as a non-deadly force option. Each year since, the department has added additional CEDs. Since 2010, CEDs have been issued to every patrol officer. **Figure 4.4** compares the prevalence of use of the two devices.



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Number of OC Spray Issued	511	554	555	575	592	639	642	690	687	729
Number of CEDs Issued	35	37	37	37	160	430	486	541	551	566
OC Uses	166	139	201	164	131	49	38	27	51	58
CED Uses	26	32	48	74	132	271	294	227	172	140

Figure 4.4 *CED use has declined more than 52% from its peak in 2010*

In 2011, the department began examining its policy, training and use of CEDs. As a result, training has been modified to encourage officers to use a broader range of control techniques, including improved verbal de-escalation techniques, OC spray and physical control techniques. This has led to a significant decrease in overall use of force events, and a decrease in the reliance and use of CEDs and more severe forms of force.

4.5 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 4.5 lists the types and frequency of incidents which have resulted in the use of force during 2013.

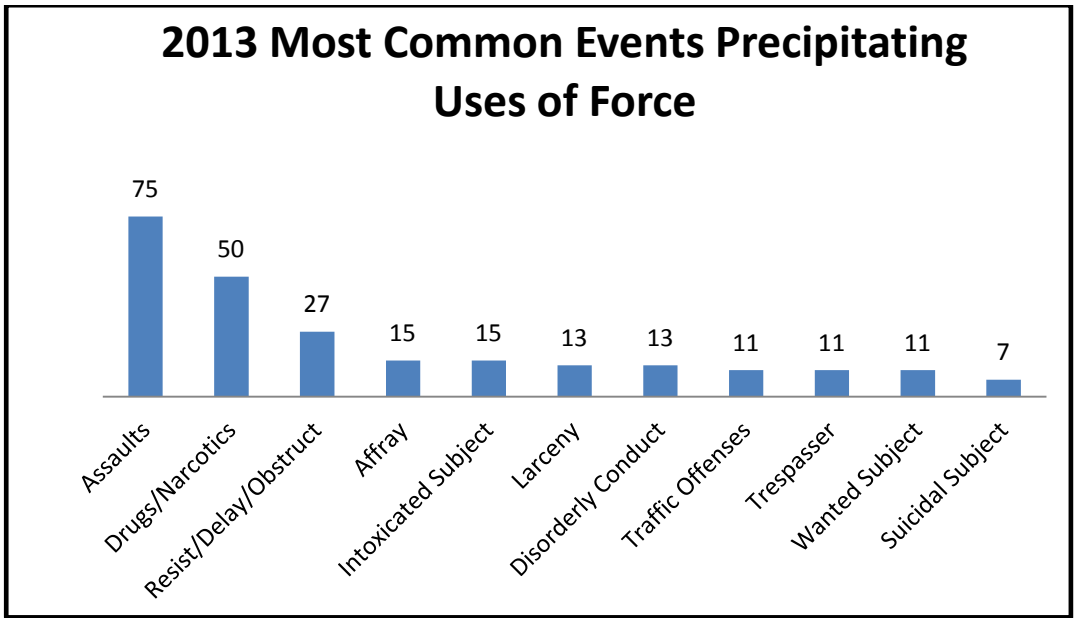


Figure 4.5 *Officers responding to assaults and drug/narcotic calls were more likely to need to use force than on any other call for service.*

4.6 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. The administrative investigation is conducted by the Professional Standards Division to determine if an officer complied with all policies and training. A criminal investigation is also conducted. If death does not occur, the 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 shootings deaths by any law enforcement agency in the state.

In all deadly force investigations where the subject is a person, 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, 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 their assigned firearm and department-issued shotgun. Officers review the deadly force policy at that time.

Use of deadly force is most common when officers must euthanize animals that are injured or potentially rabid. The next largest number of firearm discharges occurs when dogs become aggressive toward an officer or another person in the presence of an officer.

In 2014, only one (1) of 75 events involved discharging a firearm against a person. **Figure 4.6** shows the number of incidents where employees discharged their firearms during 2012 and 2013.

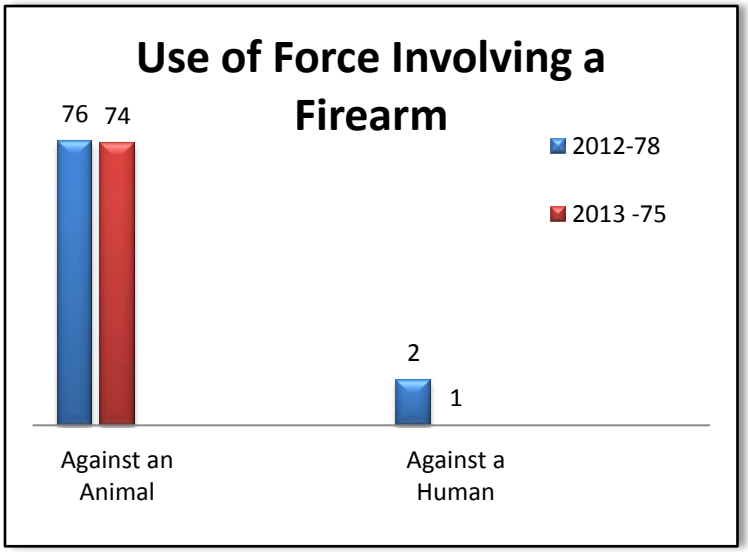


Figure 4.6 *In 2014, approximately 99% of firearms were discharged in response to injured or aggressive animals.*

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 polices and directives. The employee's commanders and chief of police are presented with the administrative investigation, determine if any department policies were violated, and assess whether the shooting was justified, not justified or accidental from a department perspective.

There were no in-custody deaths in 2013.

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 evidence from being destroyed.

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.

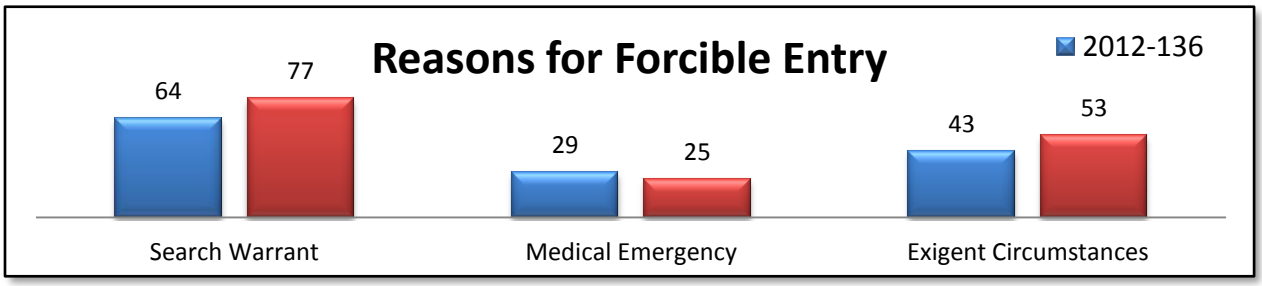


Figure 6.1 *The number of forced entries increased slightly during the past two years, from 136 to 155. Exigent circumstances include situations where officers forced entry due to pursuing a fleeing/wanted person and to protect the safety of persons inside.*

6.2 Adjudicating Forced Entry Incidents The officer's chain of command reviews incidents of forced entry to determine if all laws, directives and policies were followed. Figure 6.2 shows the number of forced entries during the past two years, and how they were adjudicated.

Forced Entry Events			
	2012	2013	Change
Total Forced Entries	136	155	14%
Justified Entries	136	155	14%
Not Justified Entries	0	0	0%

Figure 6.2 *While the number of forced entries has increased over the past two years, the number of unjustified events has remained zero.*

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 13 years.

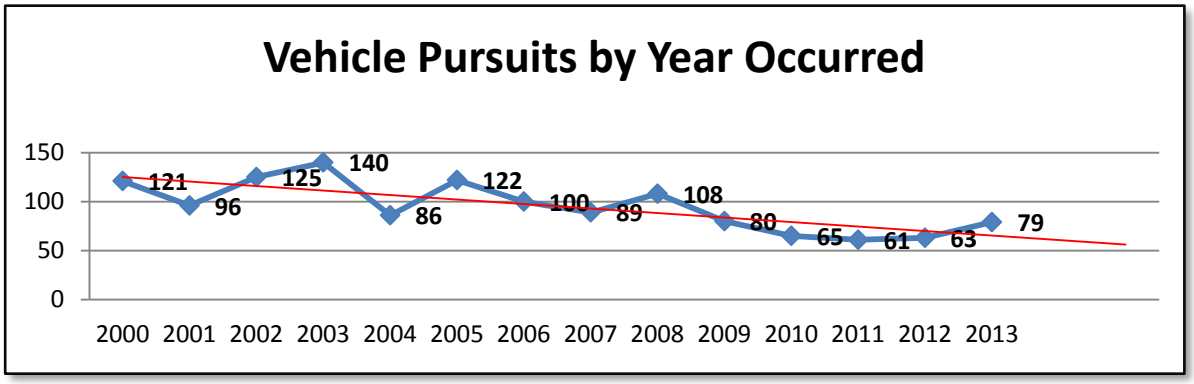


Figure 7.1 *Compared to their peak in 2003, vehicle pursuits have declined by 44%.*

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.

2013 Offenses Precipitating Pursuits			
	Count		Count
Traffic Offense (excluding DWI)	51	Possession of Stolen Goods	3
Narcotics	6	Hit &Run	2
DWI	5	Burglary	2
Robbery	4	Kidnapping	1
Motor Vehicle Theft	4	Assault	1
		Total Pursuits	**79**

Figure 7.2 *Traffic offenses accounted for approximately 65% of the precipitating events for all police pursuits.*

7.3 Analysis of Pursuits by Patrol Division

By examining where pursuits occur, we can identify potential geographic areas of high risk. The mere frequency of pursuits per patrol division is insufficient to conclude that one area is more pursuit-prone than others. We take into consideration other factors that either contribute to or hinder the likelihood

of a pursuit. Type of roadway, road design, population, building density, and many other elements may affect whether or not a motorist attempts to flee or whether an officer elects to pursue. **Figure 7.3** depicts the number of pursuits per police division.

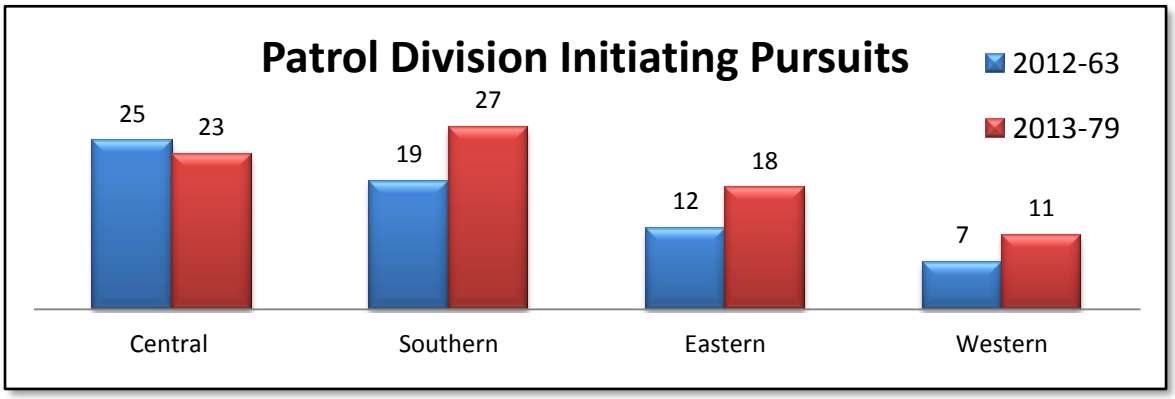


Figure 7.3 *Although officers in Southern Division initiated more pursuits in 2013 than the other divisions, many factors influence the likelihood of a pursuit.*

7.4 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 7.4.1** shows the percentage of pursuits by the time of day they occurred, while **Figure 7.4.2** depicts this by the day of week. **Figure 7.4.3** shows the percentage of speeds reached during the pursuits, while **Figure 7.4.4** shows the percentage of pursuits by distances traveled.

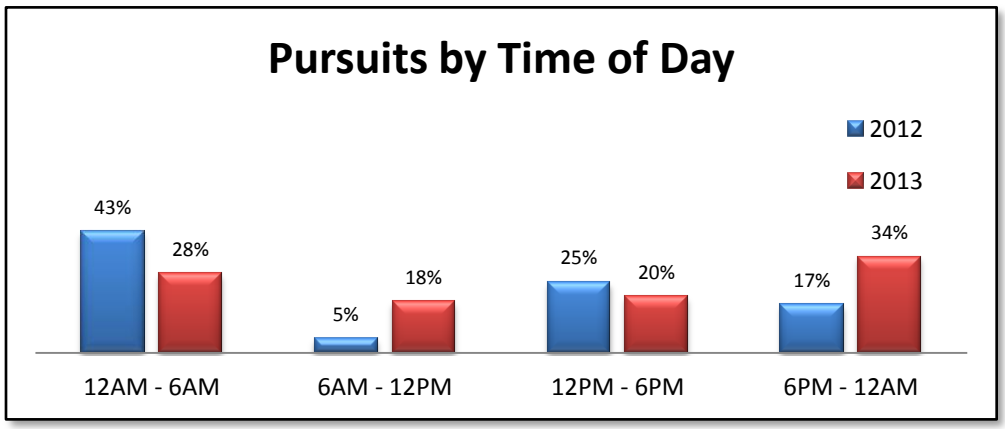


Figure 7.4.1 *In 2012 and 2013 the majority of all police pursuits occurred between 6 pm and 6 am.*

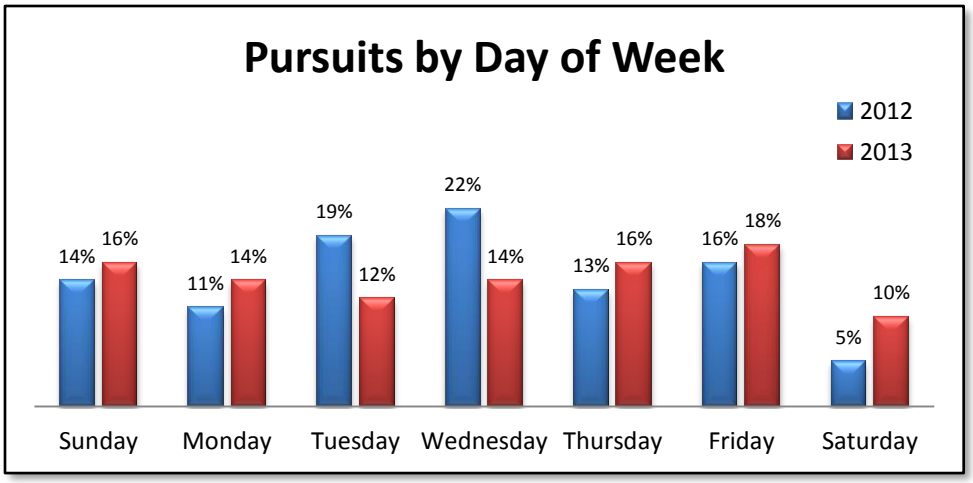


Figure 7.4.2 *In 2013, police officers were more likely to engage in a vehicle pursuit on Friday than any other day of the week.*

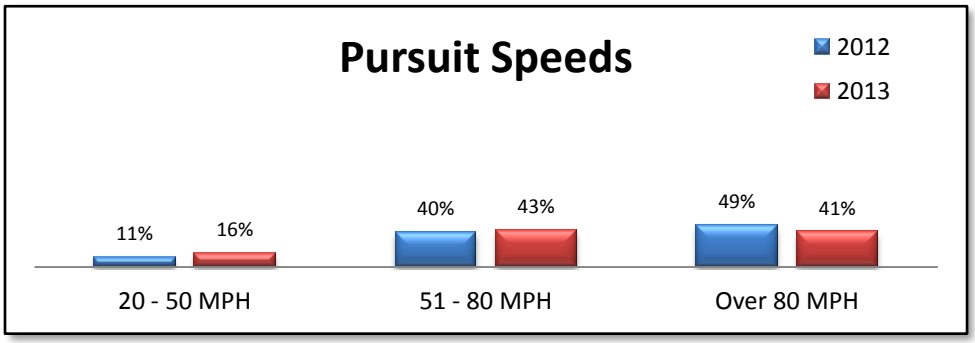


Figure 7.4.3 *While pursuit speeds increased only slightly in 2012, 59% did not exceed 80 mph.*

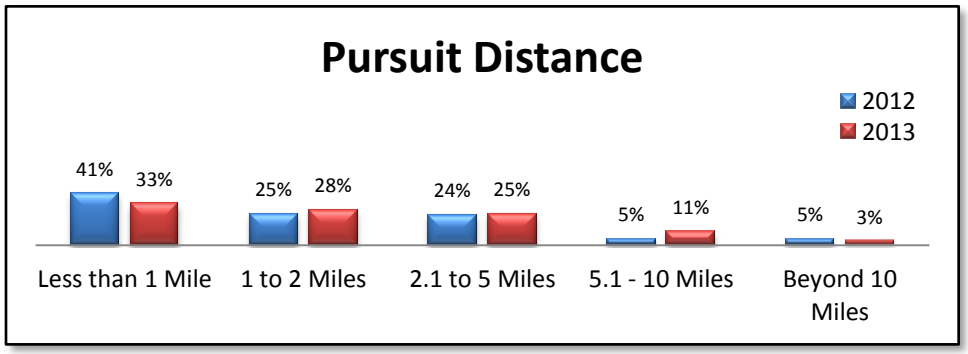


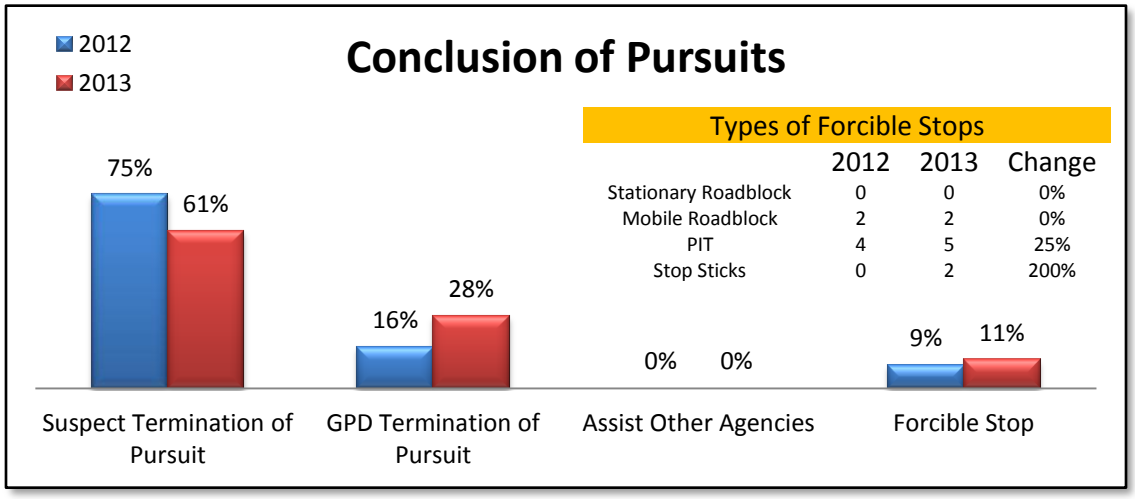
Figure 7.4.4 *In 2013, 86% of pursuits traveled less than five (5) miles in distance before being terminated.*

7.5 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, and factors listed in **Departmental Directive 14.2.3, "Pursuit Consideration and Evaluation Factors".**

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 stalled 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 7.5** shows how pursuits concluded in 2012 and 2013.



Types of Forcible Stops	2012	2013	Change
Stationary Roadblock	0	0	0%
Mobile Roadblock	2	2	0%
PIT	4	5	25%
Stop Sticks	0	2	200%

Figure7.5 *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 48 vehicle pursuits where a suspect's action terminated the pursuit, 65% resulted from the suspect voluntarily stopping, 25% resulted from the suspect vehicle crashing, and 10% resulted from the suspect eluding police.*

Once a pursuit has ended, regardless of the means of termination, a patrol supervisor conducts an investigation. The investigation includes a description of the pursuit route, statements from all employees involved, and all audio/video recordings. The investigation is reviewed by the involved employee's chain of command and, ultimately, by the Professional Standards Division to determine if the officer followed established policies and procedures. In cases of significant property loss or serious injury/death, the Professional Standards Division and Special Operations Division/Traffic Safety Unit will respond to the scene and investigate.

7.6 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. While the number of injuries decreased in 2013, one of the vehicle pursuits resulted in a fatal crash. That incident involved a suspect fleeing a police officer for

a traffic offense. The driver refused to stop and fled at a high rate of speed. The officer lost sight of the vehicle, however, the suspect continued traveling at a high rate of speed and lost control of the vehicle and crashed. Figure 7.6 details the estimated monetary damage and injuries resulting from pursuits.

Estimated Damage from Pursuits				
	2012		2013	
	Vehicles	Damage Estimate*	Vehicles	Damage Estimate*
Suspect Vehicle	27	$100,700.00	27	$69,150.00
Police Vehicle	8	$9,800.00	18	$65,350.00
Parked Vehicle	8	$36,000.00	3	$1,700.00
Other Vehicle	0	$0.00	1	$500.00
Property Damage	7	$2,365.00	7	$7,650.00
Total	**50**	**$148,865.00**	**56**	**$144,350.00**

Injuries from Pursuits		
	2012	2013
Officer	1	3
Suspect	5	5
Uninvolved Citizen	0	0

Figure 7.6 *In 2013, monetary damage decreased but the number of injuries increased 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 2013, GPD employees drove approximately 6,737,923 miles to provide police services throughout the city. Greensboro Police Department personnel operate approximately 476 vehicles over a geographic jurisdiction that covers 133.16 square miles. Employees operate their vehicles in all types of weather, traffic and emergency conditions. GPD employees were involved in 135 collisions this year. Figure 8.1 shows the approximate rate of the collisions in 2012 and 2013.

2012 Collisions by Disposition and Collision Rate by Miles Driven		
Non-Preventable	54	1 per 130,692 miles driven
Preventable	75	1 per 94, 098 miles driven
Total	129	1 per 54,708 miles driven

2013 Collisions by Disposition and Collision Rate by Miles Driven		
Non-Preventable	58	1 per 116,171 miles driven
Preventable	77	1 per 87,505 miles driven
Total	135	1 per 49,911 miles driven

Figure 8.1 *In 2013, approximately 57% of all employee motor vehicle collisions were classified as preventable.*

8.2 Causes of Collisions

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.

The majority of the preventable collisions are attributed to backing and inattention. Every other year the Greensboro Police in-service training includes eight hours of driver's training in Sanford NC. The 2013 training emphasized effective backing techniques and maneuvering in confined spaces to help reduce the number of preventable backing accidents, and this training will continue to focus on reducing backing collisions. **Figure 8.2** shows the number of preventable and non-preventable collisions in 2013 compared to 2012.

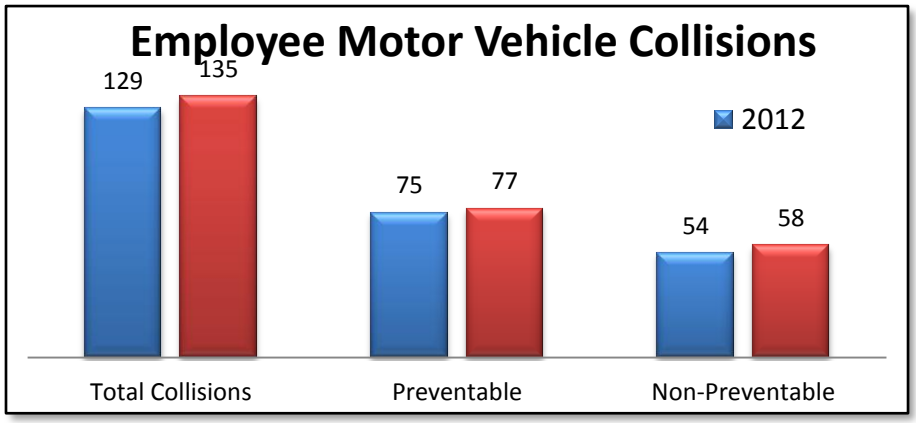


Figure 8.2 *The number of preventable motor vehicle collisions increased by approximately 3% from 2012 to 2013.*

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.

Supervisors investigate these injuries as they would other incidents requiring a thorough understanding of the facts. The employee's chain of command reviews and finalizes the investigation findings. **Figure 9** compares the injuries sustained by employees in the performance of their duties in 2013 with 2012. Beginning in 2011, there was an increased emphasis placed on reporting all injuries across all categories.

Training injuries include all injuries sustained during training activities and includes sore muscles, pulled muscles, joint pain, sprained joints and contusions. Of the 27 total injuries in this category for

2013, 13 resulted in loss of work days or restricted activity. The causes of these injuries vary and have no significant pattern.

Subject engagement injuries occurred when officers were actively attempting to detain or arrest a suspect. In 2013, there were 80 injuries in this category, 22 resulted in loss of workdays or restricted activity.

Vehicle Collision injuries occurred during motor vehicle crashes. There were 22 injuries in this category, 10 resulted in a loss of workdays or restricted activity.

Included in the "Other" category are injuries that did not fall within the other three categories. There were 31 total injuries in this category, 12 resulted in loss of work time or restricted activity. The causes for theses injuries are varied and have no significant pattern.

Of the 160 employee injuries occurring in 2013, 103 (approximately 64%) sustained minor injuries. These injuries were easily treatable and the employee was able to immediately resume his or her duties. Fifty-seven (approximately 36%) of the injuries were more severe, requiring the employee to be placed on restricted duty or loss of duty days.

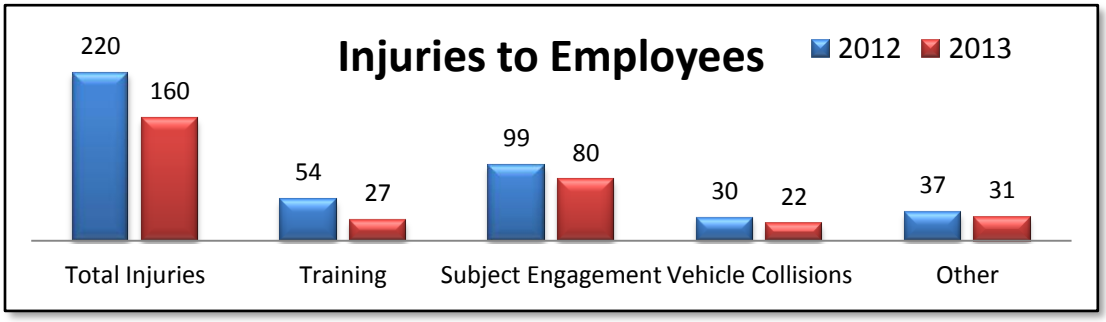


Figure 9 *Employee injuries decreased by 27% this year as compared to last.*

10. Lessons Learned

We have learned many lessons from data in this and previous Annual Professional Standards reports. These reports have helped us refocus policy and training in the past, including revisions to driver training and changes to policies and training related to bias in policing.

We have continued to act to improve processes, policy and training, and there are several initiatives underway that relate to the work of this and past reports. They include:

- The new complaint mediation program.
- Evaluation and scheduling of Fair and Impartial Policing training for the entire department to better manage our contacts with the public.
- Implemented Body Worn Cameras (BWCs) in all patrol-based operational assignments.

- Biased-Based Policing Committee to begin examining the GPD consent search policy to reduce the number of unnecessary consent searches and percentage of searches that yield no contraband or evidence of a crime.
- Pursuit policy revisions are being drafted to restrict pursuits to more critical offenses. With an anticipated effective date of July 1st, this will ban pursuits for traffic offenses other than DWI, and will greatly reduce the number of pursuits. This should reduce risk, injury and loss significantly.

Appendix 1
Rules of Conduct

TITLE: RULES FOR ALL EMPLOYEES EFFECTIVE DATE: 02-23-2011	NUMBER 1.5 PAGE 1 OF 10
REVISION HISTORY: (Adopted 09-01-94)R8/02-23-2011	

1.5.1 General Conduct

Employees will conduct their private and professional lives in a manner that does not hinder the Department's efforts to achieve its goals, violate its policies or bring discredit upon the Department or any employee of the Department.

1.5.2 Courtesy

Courtesy Toward the Public

1 Employees will be courteous and tactful in the performance of their duties or while representing themselves as members of the GPD.

2 In performing their duties, employees will not express any prejudice concerning race, religion, national origin, sex, or other personal characteristics.

A. Courtesy Toward Employees

1 Employees will not use profane or intentionally insulting language toward any other employee of the GPD.

2 In performing their duties, employees will not express any prejudice concerning race, religion, national origin, sex, or other personal characteristics.

1.5.3 Truthfulness

A. Employees will be truthful when making any statements(s) in connection with their performance of official duties, whether or not under oath.
B. Employees are prohibited from intentionally failing to disclose information in connection with the performance of official duties when the purpose of such nondisclosure is to conceal suitability or unsuitability for duty of themselves or another, or for personal gain.

C. Employees shall not have materially falsified or intentionally failed to disclose any information relevant to suitability or fitness for employment with the Department.

1.5.4 Compliance to Laws and Regulations

A. Employees will not commit any acts or make any omissions, which constitute a violation of any of the rules, policies, procedures, special orders, or other directives of the GPD.

B. Employees will obey all laws of the United States and of any state and local jurisdiction in which they may be present, and will obey all administrative regulations enacted pursuant to local, state, or federal law.

C. Any employee charged with or arrested for a violation of a criminal or traffic law or ordinance will report such fact in writing to the office of the Chief of Police within three (3) business days, and will include all pertinent facts concerning the violation.

1.5.5 Chain of Command

A. Employees will conduct GPD business through accepted channels unless procedures or orders from proper authority dictate otherwise, including Section 1.5.6.B, below.

B. An employee receiving a written communication from a subordinate directed to a higher command shall endorse it, indicating approval, disapproval, or acknowledgment, and forward within ten (10) working days.

1.5.6 Duty to Report Violations of Laws, Ordinances, Rules, and Directives

A. Employees having knowledge of other employees violating laws, ordinances, Departmental Rules, Directives, Special Orders, or Standard Operating Procedures will report it to their supervisor.

B. If the violation involves members within the employee's chain of command, the employee will direct the information or allegation to the Professional Standards Division.

1.5.7 Interference with Due Process

Employees shall not interfere with or interrupt, or be associated with any activity that might interfere with or interrupt, the proper administration of justice or any administrative investigation.

1.5.8 Malicious Criticism and/or Gossip

Employees will not publicly criticize or ridicule the GPD or its employees when such statements interfere with the maintenance of discipline or the effective operation of the GPD, or when such statements are made with reckless disregard for truth.

1.5.9 Discretion

A. Each employee will be held accountable for the sound use of discretion and the use of good judgment in the performance of his duties. This performance will be measured by giving consideration to the facts of each situation and what actions a reasonable officer under the same circumstances would have taken.

B. Officers are permitted to use several alternatives, such as written or verbal warnings, the issuance of citations or the use of criminal summonses in certain non-violent criminal situations, to the physical arrest of violators.

1.5.10 Association with Criminals

Employees will avoid associations with persons who they know, or should know, are involved in criminal activity, are under criminal investigation or indictment or who have a serious criminal record, except as necessary to the performance of official duties or where unavoidable due to family relationships.

1.5.11 Competency

Employees will establish and maintain sufficient competency to effectively perform their duties and carry out the responsibilities of their position and the function and objectives of the Department. Incompetence may be demonstrated by but not limited to the following:

- A lack of knowledge in the application of laws to be enforced
- An unwillingness or inability to perform assigned tasks and duties
- A failure to conform to work standards established for the employee's rank, grade, or position
- Poor performance evaluations
- Repeated infractions of the rules, regulations, policies, or procedures of the Department
- A history of failing to maintain those skills required by the State of North Carolina certification as a law enforcement officer.

1.5.12 Duty Responsibilities

A. While on duty, employees will not engage in any activities or personal business, which would cause them to neglect or be inattentive to their assigned responsibilities.

B. Employees will remain awake, alert, and attentive while on duty. If unable to do so, they will so report to their supervisor, who will determine the proper course of action.

C. Officers will take any official action required by federal or state law, by city or county ordinance or by any directive of the Chief of Police or his designee.

D. Employees will not leave their assigned duty post during a tour of duty except as authorized by proper authority.

E. All employees will take any action that is required or is responsible and appropriate in connection with the performance of their assigned duties.

F. Officers will take appropriate action in any emergency situation or in any situation in which substantial and irreversible damage would result from the failure to take appropriate action.

G. Employees will assist any employee involved in an emergency situation or any other situation in which additional assistance would be critical to the successful performance of a GPD function.

H. Employees will monitor all radio communications in accordance to their assignment and respond to all radio traffic directed to them.

I. Employees will promptly return messages from citizens unless otherwise directed by their supervisor.

1.5.12.1 Use of Force

A. Officers will use no more force than necessary in the performance of their duties and will then do so only in accordance with GPD procedures and the law.

B. Officers will comply with GPD procedures concerning the documentation and investigation of the use of physical force.

1.5.14 Responsibility for Safety and Security of Persons and Private Property

Employees shall ensure that reasonable measures are taken to provide safety, protection and security for persons and property coming under their care and control because of arrest or other police action.

1.5.15 Reporting for Duty

A. Employees will report at the scheduled time for any duty assignment, including court, Grand Jury appearances, and training.

B. Employees will be properly equipped and prepared to perform their duties.

C. Employees who are unable to report to a duty assignment will notify the appropriate supervisor prior to the beginning of that scheduled assignment.

1.5.16 Absence from Duty

A. Employees will not be absent from duty except as authorized by official leave and/or approved by competent authority without notifying their supervisor to gain consent for absence.

B. Employees requiring relief from a duty assignment due to illness shall notify their supervisor or Watch Commander.

C. In seeking authorization for a duty absence, employees will not feign illness or injury, falsely report themselves sick, ill or injured, or otherwise deceive or attempt to deceive any official of the GPD as to the condition of their health or that of their families.

1.5.17 Abuse of Position

A. Employees will not use their official position or identification for:
   1 Personal or financial gain.
   2 Obtaining privileges not otherwise available to them except in the performance of their duty.
   3 Avoiding the consequences of illegal acts.

B. An employee will not lend to another person his/her official identification card, badge, or permit such items to be photographed or otherwise reproduced without the prior approval of the Chief of Police.

C. An employee will not permit the use of his/her name, photograph, or official title that identify him/her as a police officer or as an employee of GPD, in connection with testimonials or advertisements of any commodity or commercial enterprise, without the prior written approval of the Chief of Police.

D. Employees will take no part, either directly or indirectly, in sales promotions, solicitations, fund raising campaigns, or similar activities for personal gain or benefit of commercial enterprise while representing themselves as police officers or as employees of the GPD.

E. Supervisors shall not authorize others to conduct themselves in a manner [as indicated in 1.5.17.D above] that would leave the impression they are representing the Greensboro Police Department, without the prior written approval of the Chief of Police.

F. While engaging members of the public in an official capacity, employees will not recommend or suggest the employment or procurement of a particular product, professional service, or commercial service.

G. Employees will not interfere with or attempt to influence the lawful business of any person.

1.5.18 Impairing Substances

A. Employees will not consume, purchase, or possess any intoxicating beverage or any controlled or non-controlled impairing substance while in uniform, on duty, on departmental premises, or in a city owned vehicle except in the performance of duty and while acting with approval from a superior officer.

B. Employees will not appear for duty, or be on duty, or in a city owned vehicle, while under the influence of controlled or non-controlled substance, alcohol or with the odor of an alcoholic beverage on their breath.

C. Any employee on duty or reporting for duty while visibly affected by the use of an impairing substance will submit to a breathalyzer test and/or other diagnostic tests.

D. No employee will report for duty while taking prescribed or over the counter medications that affect their ability to properly or safely perform their assigned duties.

1.5.19 Proper Identification

All employees whether uniformed or plain clothed, will identify themselves verbally and by displaying their badge or identification card before taking any official action, except when not feasible or where their identity is obvious.

1.5.20 Driving

A. Employees will obey all traffic laws while driving under normal conditions and will drive with due regard for the safety of others.

B. Officers will only initiate and continue in a pursuit in accordance with the GPD directive that governs pursuits.

C. Officers will comply with GPD directives concerning the documentation and investigation of any event which an officer knows, or should know, qualifies as a pursuit.

D. Officers will only initiate and continue with an emergency response in accordance with the GPD directive governing emergency responses.

1.5.21 Transporting Private Citizen in City Vehicles

A. Employees may transport members of the public in city vehicles if the transportation is duty related. Employees will ensure that passengers comply with current seat belt laws.

B. Employees with take-home vehicles are permitted to use that vehicle to drop off or pick up their children at school/day care, if the travel is largely contemporaneous with travel to or from work.

1.5.22 Submission of Reports

A. Employees will submit all necessary reports and records, in accordance with the established GPD procedure, prior to the end of their duty day unless directed otherwise by a supervisor.

B. Reports and records submitted by employees will be accurate and complete.

1.5.23 Prohibited Areas

No persons shall be permitted inside an officially designated prohibited or restricted area, unless authorized by the employee in charge of such area and displaying an approved identification.

1.5.24 Political Activity

Employees may not engage in political activity when on duty, (other than voting and registering to vote in uniform), and will not engage in political activity while identifying themselves as representatives of the GPD by virtue of their uniform or otherwise.

1.5.25 Release of Information

A. Employees shall treat the official business of the GPD as confidential and will not disseminate information regarding GPD operations that is not public record or without approval from a supervisor.

B. Employees shall not publicly divulge the identity of persons giving confidential information in a criminal investigation, unless ordered by a court of law.

C. Employees shall not disseminate any police records, or information about themselves or another employee, that would violate North Carolina General Statute (N.C.G.S. 160A - 168).

1.5.26 Use of Tobacco Products

A. Employees will not use tobacco products when it would be offensive, unlawful, or inappropriate and should be considerate of others when using tobacco products.

B. Employees are prohibited from using tobacco products inside City-owned or leased vehicles and inside City-owned facilities.

1.5.27 Personal Information Requirements

A. Employees will have a functioning telephone for which the employee constantly maintains the applicable service.

B. Employees will complete a memorandum, forwarded to the Resource Management Division, of any changes in name, residence, marital status, and/or phone number by their next working day.

1.5.28 Taking Official Action While Off Duty

A. Off-Duty employees will take official action in emergency or unusual circumstances when such action is necessary to avoid injury or other serious consequences.

B. Off-Duty employees will not become involved in neighborhood disputes or quarrels except in an emergency or unusual circumstance when such action is necessary to avoid injury or other serious consequences.

1.5.29 Unions and Organizations

A. Any employee may belong to a club, union, or other employee association of their choice. Neither the police department nor any employee will coerce or discriminate against any

employee in the exercise of the right to join or not to join a club, union, or other employee organization.

B. Employees will not engage in any strike, work slowdown, unreasonable or selective enforcement of the law, or other concerted failure to report for duty for the purpose of inducing, influencing, or coercing a change in conditions, compensation, rights, privileges, or obligations of employment.

1.5.30 Gratuities and Solicitations

A. Employees will comply with the provisions of the Greensboro City policy regarding the acceptance of gifts and gratuities. Employees will neither solicit nor accept, directly or indirectly, any gift, gratuity, loan service, fee, reward, or other thing of value from any commercial organization, person, or firm without the express written approval of the Chief of Police. This rule applies to situations in which the acceptance of anything of value may serve to influence any employee in the performance of their duties. This Rule does not prohibit:

1. Unsolicited discounts or services offered to all officers or employees so long as the employee does not profit by reselling the item or offering the service to another.

2. Acceptance of departmentally approved awards, including money, given to an employee by a publicly recognized organization in recognition of outstanding service or achievement.

3. Acceptance by an employee of money or gifts on behalf of the department with approval of any command level supervisor. Such items accepted shall be of benefit to the department as a whole or for some worthy cause that is sponsored in whole or in part by the department.

B. Solicitation of funds from outside sources for major programs, activities, or events that significantly impact upon the Department as a whole may be approved by the Chief of Police.

1.5.31 Posting of Bail Bond

No employee will become surety on a bail bond for any person other than a member of his immediate family.

1.5.32 Improper use of Property and Evidence

Employees will not convert to their own use, manufacture, conceal, dispose of, destroy, remove, tamper with or withhold any property or evidence in connection with an investigation or other police action, except in accordance with established GPD procedures.

1.5.33 Use of Departmental Equipment

A. Employees will utilize departmental equipment, including any vehicle, computer and radio, only for its intended purpose and in accordance with all laws and Departmental procedures.

B. Employees will not intentionally damage, abuse, or lose Departmental equipment.

C. Officers will carry and use firearms only in accordance with law and established GPD directives governing such use.

1.5.34 Arrest, Search, and Seizure

Officers will not make any arrest, search or seizure, which they know, or should know, is not in accordance with the law and GPD procedure.

1.5.35 Insubordination

Employees will promptly obey any lawful order or direction of a supervisor. This includes any lawful order or direction relayed from a supervisor by an employee of the same or lesser rank. If an employee does not understand the direction given to him or her, the employee will seek clarification from a supervisor. Failure to seek such clarification shall not excuse an act of insubordination.

1.5.36 Harassment

The Police Department will provide a professional work environment free from all forms of employee discrimination, including incidents of hostile work place, retaliation or sexual harassment. Employees will follow the guidelines as described in City Policy H-7: Employee Security and City Policy H-8: Sexual Harassment.

Appendix 2

Task Organization and Chain of Command

Appendix 3

Internal Discipline Process

GREENSBORO POLICE DEPARTMENT Internal Discipline Process			
Rule of Conduct	**Directive**	**Investigative Level**	**Review Level**
General Conduct	1.5.1	Professional Standards	Bureau Level
Courtesy	1.5.2	Chain of Command	Division Level
Truthfulness	1.5.3	Professional Standards	Bureau Level
Compliance to Laws and Regulations	1.5.4	Professional Standards	Bureau Level
Chain of Command	1.5.5	Chain of Command	Division Level
Duty to Report Violations of Laws, Ordinances, Rules, and Directives	1.5.6	Chain of Command	Division Level
Interference with Due Process	1.5.7	Professional Standards	Bureau Level
Malicious Criticism	1.5.8	Professional Standards	Bureau Level
Discretion	1.5.9	Chain of Command	Division Level
Association with Criminals	1.5.10	Professional Standards	Bureau Level
Competency	1.5.11	Chain of Command	Division Level
Duty Responsibilities	1.5.12	Chain of Command	Division Level
Duties (official action)	1.5.12-C	Professional Standards	Bureau Level
Use of Force	1.5.13	Professional Standards	Bureau Level
Responsibility for Safety and Security of Persons and Private Property	1.5.14	Chain of Command	Division Level
Reporting for Duty	1.5.15	Chain of Command	Division Level
Absence from Duty	1.5.16	Chain of Command	Division Level
Abuse of Position	1.5.17	Professional Standards	Bureau Level
Impairing Substances	1.5.18	Professional Standards	Bureau Level
Proper Identification	1.5.19	Chain of Command	Division Level
Driving	1.5.20	Professional Standards	Bureau Level
Driving (under normal conditions)	1.5.20-A	Chain of Command	Division Level
Transporting Private Citizen in City Vehicles	1.5.21	Chain of Command	Division Level

Submission of Reports	1.5.22	Chain of Command	Division Level
Prohibited Areas	1.5.23	Chain of Command	Division Level
Political Activity	1.5.24	Professional Standards	Bureau Level
Release of Information	1.5.25	Professional Standards	Bureau Level
Use of Tobacco Products	1.5.26	Chain of Command	Division Level
Personal Information Requirements	1.5.27	Chain of Command	Division Level
Taking Official action while Off-duty	1.5.28	Chain of Command	Division Level
Unions and Organizations	1.5.29	Professional Standards	Bureau Level
Gratuities and Solicitations	1.5.30	Professional Standards	Bureau Level
Posting of Bail Bond	1.5.31	Professional Standards	Bureau Level
Improper Use of Property and Evidence	1.5.32	Professional Standards	Bureau Level
Use of Departmental Equipment	1.5.33	Chain of Command	Division Level
Equipment (Carry and use of Firearms)	1.5.33-C	Professional Standards	Bureau Level
Arrest, Search, and Seizure	1.5.34	Professional Standards	Bureau Level
Insubordination	1.5.35	Professional Standards	Bureau Level
Harassment	1.5.36	Professional Standards	Bureau Level

Appendix 4

Discipline Philosophy

TITLE: DISCIPLINE PHILOSOPHY	NUMBER 7.1
EFFECTIVE DATE: 02-23-2011	PAGE 1 OF 3
REVISION HISTORY: (Adopted 02-23-2011)	

7.1.1 Discipline Philosophy

The public grants the police considerable authority to act on its behalf in the effort to create an environment free of crime, drug abuse, violence and disorder. In most encounters with the public, police employees utilize their authority in an appropriate manner, however, there are times when citizens have legitimate questions concerning its application. Unfortunately, there are also times when that authority has been abused. Therefore, it is critical that a system of discipline be established that contributes to minimizing abuse of authority and promotes the department's reputation for professionalism.

The most effective disciplinary system is one that combines the reinforcement of the right set of prescribed values with clearly established behavioral standards. Each employee of the Greensboro Police Department must understand and be guided by the standards that have been established within departmental policies, rules, regulations and procedures. In police work, like many other professions, it is not possible to anticipate every situation that may arise or to prescribe a specific course of action in each scenario, therefore we expect all employees to exercise common sense and good judgment.

When interacting with peer and members of the public, employees are expected to conduct themselves in a manner that conveys our core values of honesty, integrity, respect, trust, accountability and stewardship. In turn, our employees can expect to be treated fairly, honestly and respectfully by all members of the department.

The department has an obligation to make its expectations as clear as possible to employees. Furthermore, it has an equal obligation to ensure that the consequences for failing to meet these expectations are clearly established. While both of these obligations are difficult to meet, the latter is obviously more complex. There are often circumstances that may have contributed to errors of judgment, or poor decisions, that need to be considered when determining the appropriate consequences and/or the most effective form of corrective action.

The critical aspect in the application of discipline is consistency and fairness. For the Greensboro Police Department, **consistency** is defined as holding everyone equally accountable for unacceptable behavior and **fairness** is examining and understanding the circumstances that contributed to the behavior; while applying the consequences in a way that reflects this understanding. In order to ensure that employees are treated in a **consistent** and **fair** manner, the application of consequences for behaviors that are not in keeping with the expectations of the department will be based upon a balanced consideration of several factors.

A number of factors that are considered in the application of discipline are identified and discussed below. All of these factors will not apply in every case. Some factors may not apply to the particular set of circumstances. Also, there may be a tendency to isolate one factor and give it greater importance than another. These factors should generally be thought of as being interactive and having equal weight, unless there are particular circumstances associated with an incident that would give a factor greater or lesser weight. The factors which will be considered in disciplinary matters include the following.

Employee Motivation: The police department exists to serve the public. One factor in examining an employee's conduct will be whether or not the employee was operating in the public interest. An employee, who violates a policy in an effort to accomplish a legitimate police purpose that demonstrates an understanding of the broader public interest inherent in the situation, will be given more positive consideration in the determination of consequences than one who was motivated by personal interest. Obviously there will be difficulty from time to time in determining what is in the public interest. For example, would it be acceptable for an employee to knowingly violate an individual's First Amendment right to the freedom of speech to rid the public of what some might call a nuisance? Or is it acceptable as being in the public interest to knowingly violate a Fourth Amendment right against an unlawful search to arrest a dangerous criminal? Although it would clearly not be acceptable in either case for an employee to knowingly violate a Constitutional right, these are very complex issues that officers are asked to address. The police have a sworn duty to uphold the Constitution. It is in the **greater public interest** to protect those Constitutional guarantees in carrying out that responsibility even though it might be argued the public interest was being better served in the individual case. But if an employee attempts to devise an innovative, nontraditional solution for a persistent crime or service problem and unintentionally runs afoul of minor procedures; the desire to encourage creativity in our efforts at producing public safety will carry significant weight in dealing with any discipline that might result.

The Degree of Harm: The degree of harm an error causes is an important aspect in deciding the consequences of an employee's behavior. Harm can be measured in a variety of ways. It can be measured in terms of the monetary cost to the department and community. An error that causes significant damage to a vehicle for example could be examined in light of the repair costs. Harm can also be measured in terms of the personal injury the error causes such as the consequences of an unnecessary use of force. Another way in which harm can be measured is the impact of the error on public confidence. An employee who engages in criminal behavior – selling drugs for example -- could affect the public confidence in the police if the consequences do not send a clear and unmistakable message that this behavior will not be tolerated.

Employee Experience and Training: The experience and training of the employee will be taken into consideration as well. A relatively new employee or a more experienced employee in an unfamiliar assignment will be given greater consideration when judgmental errors are made. In the same vein, employees who make judgmental errors that would not be expected of one who has a significant amount of experience or training may expect to receive more serious sanctions.

Intentional/Unintentional Errors: Employees will make errors that could be classified as intentional and unintentional. An **unintentional** error is an action or decision that turns out to be wrong, but at the time it was taken, seemed to be in compliance with policy and was the most appropriate course of action based upon the information available. **Unintentional** errors also include those momentary lapses of judgment or acts of carelessness that result in minimal harm (for example, backing a police cruiser into a pole, failing to turn in a report, etc). Employees will be held accountable for these errors but the consequences will be more corrective than punitive unless the same errors persist.

An **intentional** error is an action or a decision that an employee makes that is known or should be known to be in conflict with law, policy, procedures or rules at the time it is taken. Generally, intentional errors will be treated more seriously and carry greater consequences. Within the framework of intentional errors there are certain behaviors that are entirely inconsistent with the responsibilities of police employees. These include lying, theft, or physical abuse of citizens and other equally serious breaches of the trust placed in members of the policing profession. The nature of the police responsibility requires that police officers be truthful. It is recognized however, that it is sometimes difficult to determine if one is being untruthful. **The department will terminate an employee's employment when it is clear the employee is intentionally engaging in an effort to be untruthful. Every effort will also be made to separate individuals from the department found to have engaged in theft or serious physical abuse of citizens.**

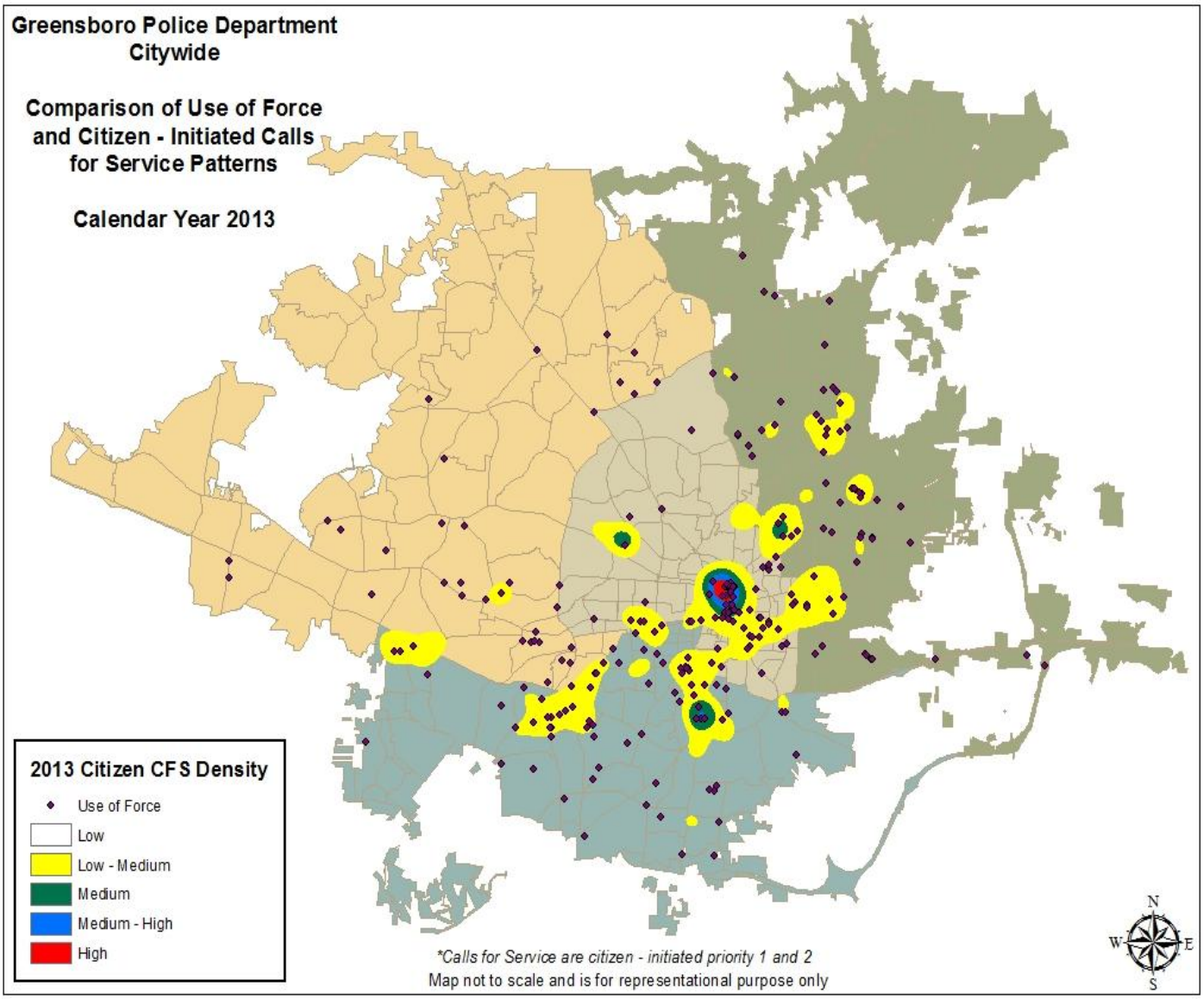
Employee's Past Record: To the extent allowed by law and policy an employee's past record will be taken into consideration in determining the consequences of a failure to meet the department's expectations. An employee that continually makes errors can expect the consequences of this behavior to become progressively more punitive. An employee that has a record of few or no errors can expect less stringent consequences. Also, an employee whose past reflects hard work and dedication to the community and department will be given every consideration in the determination of any disciplinary action.

Following the careful consideration of all applicable factors in any disciplinary review, every effort will be made to determine consequences that consistently and fairly fit each specific incident. The rationale for disciplinary decisions will be explained as clearly as possible.

The Greensboro Police Department has a well established tradition of serving the community with integrity and in a professional manner. It is among the finest police organizations in this nation. To maintain that tradition and continue improving the quality of service the department provides to the community, each and every employee must accept the responsibility for their role in maintaining integrity, quality and high professional standards.

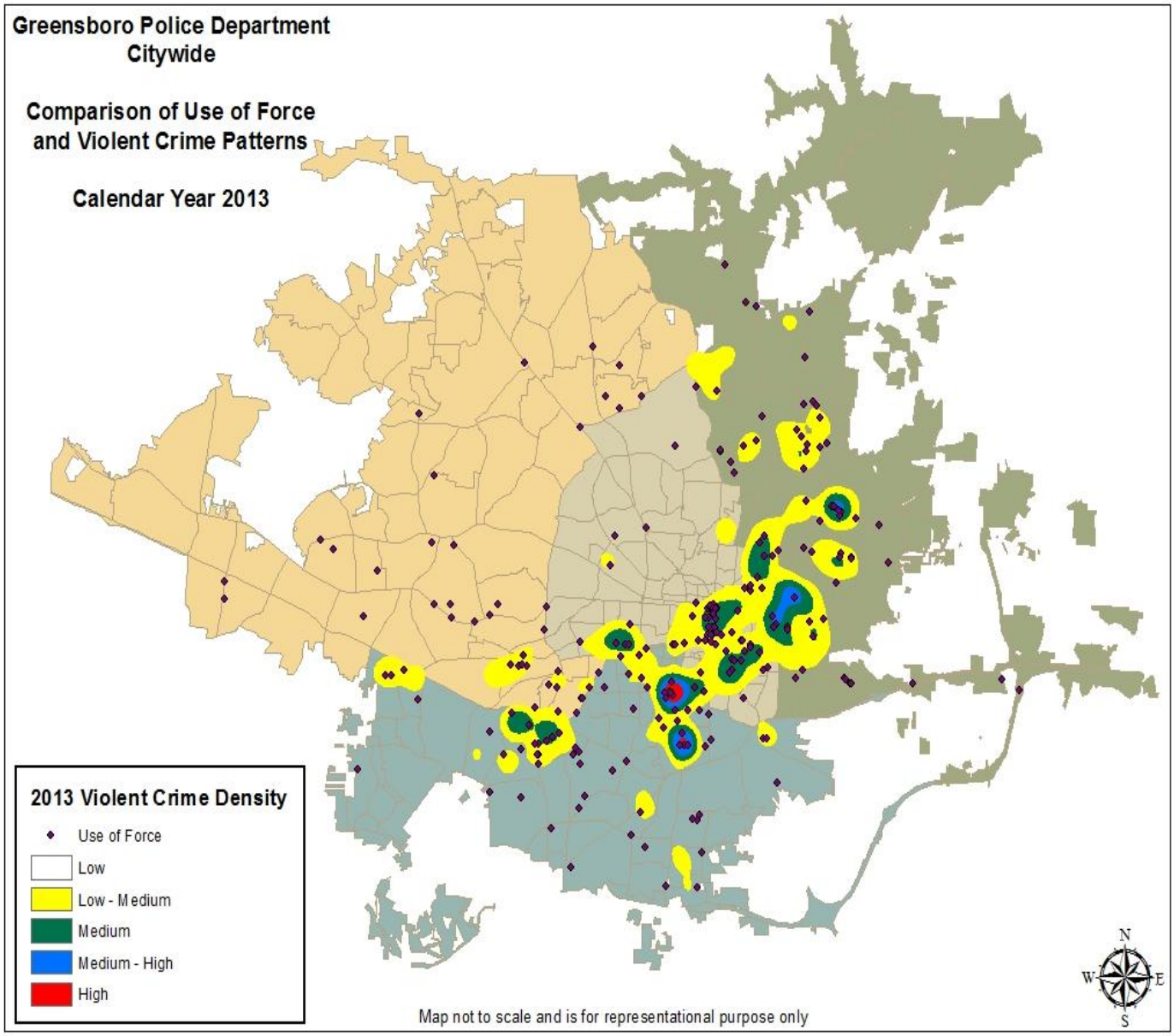
Appendix 5

Comparison of Use of Force Incidents to Citizen Calls for Service Density Patterns



Appendix 6

Comparison of Use of Force Incidents to Violent Crime Density Patterns



Appendix 7

Pursuit Consideration and Evaluation Factors: The primary consideration of the Department is the protection of life and property; therefore, consideration must be given to the extent to which a motor vehicle pursuit exposes any officer or member of the general public to excessive risk of injury. The following list of factors (while not all-inclusive) must be considered by the initiating officer and monitoring supervisor in determining whether or not the risks involved in initiating or continuing a vehicle pursuit outweigh the public benefit derived by apprehending the suspect:

- The seriousness of the offense for which the stop was originally being attempted
- The safety of the public in the area of the pursuit, and of the pursuing officer(s)
- Pedestrian and vehicular traffic patterns and volume
- The location of the pursuit
- The speeds involved in the pursuit
- The time of day
- Weather conditions and visibility
- Road conditions
- Restricted visibility due to buildings, curves or hills
- The capabilities and limitations of the police vehicle(s) and the driver officer(s)
- The pursuing and supervising officers' familiarity with the area of the pursuit
- The quality of radio communications with the pursuing officer(s)
- Whether or not the identity of the driver is known or whether he can be identified by the prima facie rule of GS 20-141.5
- Whether the pursuit will likely be successful in apprehending the suspect
- Risk of harm from not apprehending the suspect, considering his manner of driving and the degree of risk created by the crime the suspect is believed to have committed.

About the Professional Standards Division

We are proud to be part of an organization that places high value on integrity and public trust. The Professional Standards Division is charged with ensuring that the level of trust and confidence the public has in its police department is safeguarded and our agency remains deserving of it. We also ensure the rights of our employees are protected and all persons involved in an inquiry are treated fairly, and with dignity and respect.

The Professional Standards Division has several key functions. The division:

- receives complaints
- completes investigations into all external complaints and serious misconduct allegations
- reviews investigations by field supervisors
- facilitates the adjudication of allegations
- responds to cases appealed to Complaint Review Committee

For those misconduct allegations capable of generating significant community concern, a Professional Standards Division sergeant is assigned to complete a thorough, factual and unbiased investigation. The information gathered during an investigation is presented to commanders for review and adjudication. While Professional Standards remains present throughout these reviews, its staff assumes no active role in determining the final adjudication of any alleged violation. That responsibility is reserved for the employee's commanders and, ultimately, the Chief of Police.

Professional Standards also represents the department and the Chief of Police when a case disposition is appealed to the Citizens Review Committee.

The men and women assigned to the Professional Standards Division take their responsibilities seriously, and are dedicated to the unit's mission. They are selected based on their investigative skills, ability to interact effectively with the public, and commitment to the department and community it serves.

Professional Standards Division Staff

Captain
Brian Cheek

Lieutenant
M.G. Terry

Sergeants
D.J. Davis
H.W. Gill
J.M. Golden
S.R. Mardis
J.W. Moore
W.E. White

Administrative Support Specialist
R.L. Faulk
A.M. Moriarty

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.

Immediate Press Release

Greensboro, NC – Sustainable Community Resources, together with the City of Greensboro and North Carolina A&T State University, will host the second event in a series of sessions in **Bridging the Gap: A City, Community, and State Symposium on June 26, 2014. The Symposium will be held in the New Academic Classroom Building at NC A&T State University.** "Bridging the Gap: A City, Community, and State," Symposium is an event for municipal leaders, staff, elected officials and area construction and design majority firms that seek to increase women and minority owned business participation in construction-related fields.

The Purpose

The Symposium's key focus areas are: "Best Practices" in M/WBE contracting, the bidding process, bifurcated bids, on call rotation, formal vs informal requirements, effective legal strategies for implementation, coordinator authority and much more.

Mr. Franklin Lee of Tydings & Rosenburg, LLP will be our keynote speaker. Mr. Lee is one of the country's leading authorities on socio-economic policies which promotes the use of small minority-owned and women-owned businesses in government contracting. For nearly 25 years, Mr. Lee has advised businesses on regulatory compliance, establishing and defending commercial non-discrimination policies, and public contracting programs. Mr. Lee also assists multi-national corporations with efforts to promote fairness and diversity in their use of commercial vendors.

Participants will hear from Carlecia D. Wright (Houston, Texas), Hubert Owens (Atlanta, Georgia), Sharon Pinder (Baltimore, Maryland), Shaneka Baughman (UNC-Chapel Hill), Brenda Fulmore (WSSU), and Deborah Giles (Durham, North Carolina) about Best Practices that forged the way for increased M/WBE participation. For more information, contact Evon Smith at (336) 655-3635 or by email at esmithscr@gmail.com.

Panelist
Carlecia Wright
Houston, Texas
Panelist
Brenda Fulmore
WSSU
Panelist
Deborah Giles
City of Durham
Keynote Address
Franklin Lee
Tydings & Rosenberg
Presentor
Andera Harris
NCIMED
Panelist
Sharon Pinder
Baltimore, Maryland
Panelist
Shanika Baughman
UNCC
Panelist
Hubert Owens
Atlanta, Georgia

Bridging the Gap: City, Community, and State

Best Practices, Goal Setting Processes, Legal Standards, Informal Bidding Process, Payment Methods, Delivery Methods, and MUCH MORE!!!

Panelist
Carlecia Wright
Houston, Texas

Panelist
Andrea Harris
NCIMED

Panelist
Sharon Pinder
Baltimore, Maryland

Panelist
Deborah Giles
Durham, NC

Keynote Address
Attorney Franklin Lee

Panelist
Brenda Fulmore
WSSU

Panelist
Hubert Owens
Atlanta, Georgia

Panelist
Shanika Baughman
UNC-CH

NC A&T State University New Academic Classroom Building

1602 Bluford Street, Greensboro, NC 27411

June 26, 2014

General Session: 10:00am-2:00pm

REGISTER NOW!!
Evon Smith: esmithscr@gmail.com
or (336) 655-3635

SPONSORS:

Current Public Records Requests Update
June 20, 2014

Date Requested	Requestor	Subject	Status
8/5/2013	Mike Carter	Email Correspondence from 8/1/11 to 8/5/13	GPD and Legal reviewing email search.
1/13/2014	Terra McKee	GPD Crime Analysis Unit Emails from 1/1/12 to 1/13/14	GPD and Legal reviewing email search.
3/24/2014	Jorge Cornell	Request for all public records RE: Jorge Cornell	Legal reviewing information.
5/20/2014	Jenifer McCrea	All emails related to Jenifer McCrea	Staff compiling information.
5/23/2014	Amanda Lehmert	Law Enforcement Liability Expenses	Response sent to requestor. Awaiting response from requestor on follow-up inquiry.
6/6/2014	Paul Clark	City Loans	Staff compiling information.
6/11/2014	Paul Norcross	Information pertaining to Bradley Mark Walker	Staff compiling information.
6/16/2014	Terra McKee	Phone and email request	Staff compiling information.
6/16/2014	Jeff Sykes	Documents regarding the Greenway	Staff compiling information.
6/19/2014	Roch Smith	BTN documents	Staff compiling information.

Weekly Totals (6/14/14 - 6/20/14):		
	Number of PIRTS Opened	11
	Number of PIRTS Closed	10
	Average Completion Time	2.60 Days
Totals Since January 1, 2014:		
	Number of PIRTS Opened	378
	Number of PIRTS Closed	423
	Average Completion Time	12.77 Days

Date Revised: 6/20/2014

Closed Public Information Requests
For the Week of June 20, 2014

Tracking Number	Date Requested	Date Closed	Business Days Open	Requestor	Subject
3519	5/23/2014	6/17/2014	25 days	Adam Andrzejewski	Active Employee Information
3570	6/10/2014	6/19/2014	9 days	Sal Leone	Arrest Report
3583	6/16/2014	6/17/2014	1 day	Phil Broom	White Street Landfill
3586	6/16/2014	6/16/2014	0 days	Jonquile Williams	5524 Tomahawk Drive
3588	6/17/2014	6/17/2014	0 days	Noah Abrams	Report from Dr. Manning
3589	6/17/2014	6/17/2014	0 days	Amber Stephens	Certificates of Occupancy
3590	6/17/2014	6/17/2014	0 days	Amber Stephens	Certificate of Occupancy, 7800 Thorndike Rd.
3591	6/17/2014	6/17/2014	0 days	Amber Stephens	Certificate of Occupancy, 7341 W. Friendly Ave
3592	6/18/2014	6/20/2014	2 days	Paul Holst	Robyn's Glen Plase II
3593	6/18/2014	6/18/2014	0 days	Matt Di Nardo	Certificate of Occupancy, 500 Savannah St.

Date Revised: 6/20/2014

Contact Center Weekly Report
Week of 06/09/14 – 06/15/14

Contact Center

4131 calls answered this week

Top 5 calls by area

Water Resources	Field Operations	All others
Balance Inquiry – 737	Bulk Guidelines – 91	Police/Watch Operations – 153
Cutoff Requests – 143	HHW/Landfill/Transfer – 82	Privilege License – 121
New Sign up – 128	Mattress Collection – 57	Overgrown Lots – 59
Cut-on/Same Day – 95	No Service/Garbage – 50	Computer Help Desk -- 41
Bill Extension – 62	Repair Can/Garbage – 48	Parking Enforcement – 37

Comments

We received a total of **3** comments this week:

Field Operations – 1 comment:

- My household regularly fills the recycling can on a weekly basis. This leads up to having to sneak recycling into our neighbor's cans or take it to the local recycling sites. I used to work in the recycling industry so I keep current on items that are/are not recyclable and keep my housemates advised as well. Meanwhile, it takes 3 weeks to fill the garbage can. I've spoken with friends and neighbors and they have this same problem. God forbid we forget to take the recycling can out one time. What more can I do to make my opinion heard on this matter?

Neighborhood Development – 1 comment:

- Landmark Hotel, Heritage House – Caller feels we should not tolerate these places as long as we do. It is ridiculous and makes the City look bad. These people need to clean it up or close it down, same with the clubs downtown where people get shot. It makes us look bad.

Parks and Recreation – 1 comment:

- Please offer some exercise classes for seniors in the evening. Those of us who must continue to work are offered very little after the normal work day of 9-5.

Overall

Calls about privilege licenses and calls for overgrown lots remained steady last week. Otherwise, we received the normal mix of calls. Call volume continued to be busy through the end of the week.