

2007 Internal Affairs Report

Charlotte-Mecklenburg Police Department



POLICE



CHARLOTTE-MECKLENBURG

It is my pleasure to present you with the Charlotte-Mecklenburg Police Department's 2007 Internal Affairs Report.

The men and women of the CMPD are committed to providing the very best service possible and maintaining the high level of confidence this community has in us. Our Internal Affairs process plays an integral role in building and maintaining that trust.



In an effort to be as transparent as possible, the Internal Affairs Bureau has created an annual report for citizens since 2003. Our hope is that this year's report will help you better understand the seriousness with which we approach your complaints and the processes we follow anytime an employee uses force, is involved in a motor vehicle accident or is accused of misconduct. This report also will give you an overview of our activities in 2007 and supply similar data from previous years for comparison.

I hope you will find the information in this report reassuring and helpful. I look forward to working with all members of our community as we work together to make this an even better and safer place to live, work and visit.

Sincerely,

A handwritten signature in cursive script that reads "Rodney D. Monroe".

Rodney D. Monroe
Chief of Police

Table of Contents

CMPD and Internal Affairs Mission and Message	3
The CMPD and Our Community.....	5
Community Oversight	6
Complaint Investigations.....	8
Table 1: Complaint Events and Sustained Complaints	9
Table 2: Complaints by Citizen Calls for Service and Arrests.....	9
Table 3: Most Common Alleged Rule of Conduct Violations	10
Chart 1: Percent of Sustained Allegations.....	11
Chart 2: Internal Misconduct Allegations	11
Chart 3: External Misconduct Allegations	12
Chart 4: Disciplinary Action	13
Chart 5: Active Suspensions in Days	13
Chart 6: Inactive Suspensions in Days	14
Criminal Investigations Involving Employees	14
Table 4: Criminal Allegations and Internal Dispositions	14
Table 5: Criminal Allegations and Criminal Court Dispositions	15
Use of Force	16
Table 6: Use of Force Events per Citizen Calls for Service and Arrests.....	16
Chart 7: Use of Force Involving a Firearm and Type of Incident	17
Chart 8: Use of Force by Weapon Type.....	21
Chart 9: OC and Taser Use Trends	22
Chart 10: Use of Force by Subject Injury Type	22
Table 7: Medical Treatment following Use of Force	23
Table 8: Use of Force by Subject and Officer Race	23
Table 9: Arrests and Use of Force by Race.....	24
Table 10: Use of Force Rate by Subject Race.....	24
Chart 11: Use of Force by Division.....	24
Chart 12: Use of Force Rate by Division	25
Police Vehicle Pursuits.....	26
Table 11: Pursuit Events	26
Chart 13: Vehicle Pursuits Trend Analysis	27
Table 12: Pursuits by Criminal Incident.....	28
Chart 14: Pursuits by Time of Day.....	29
Chart 15: Robberies and Pursuits by Time of Day.....	29
Employee Motor Vehicle Collisions	30
Table 13: Collisions by Disposition	30
Table 14: Collisions by Miles Driven	31
Chart 16: Lighting Conditions at time of Employee Collisions	31
Employee Injuries.....	32
Table 15: Employee Injury Rates	32
Chart 17: Injuries to Employees by Disposition.....	32
Table 16: Employee Injuries by Activity	33
Appendix	34
Appendix 1: Use of Force Locations Compared to Crime Hotspots	34
Appendix 2: Use of Force Locations, 2007 Compared to 2006	35
Appendix 3: Use of Force, Arrests and Rates by Division.....	36
Appendix 4: Pursuits by Duration, Distance and Offense.....	37
Appendix 5: Employee Collisions by Assignment and Disposition.....	39
Appendix 6: Employee Injuries by Assignment, Disposition	41

Charlotte-Mecklenburg Police Department Mission Statement

The Charlotte-Mecklenburg Police Department will build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community, always treating people with fairness and respect.

We Value:

- Partnerships
- Open Communication
- Problem-solving
- People
- Our Employees
- Integrity
- Courtesy
- The Constitution of North Carolina
- The Constitution of The United States

Charlotte-Mecklenburg Police Department Internal Affairs Bureau Mission Statement

The Internal Affairs Bureau will preserve the public's trust and confidence in the Charlotte-Mecklenburg Police Department by conducting thorough and impartial investigations of alleged employee misconduct, by providing proactive measures to prevent such misconduct, and by always maintaining the highest standards of fairness and respect towards citizens and employees.

Internal Affairs Bureau

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

In order to achieve these goals, the Internal Affairs Bureau has several key functions. The bureau receives complaints, completes investigations into serious misconduct allegations and reviews investigations by field supervisors, facilitates the adjudication of allegations, and prepares cases appealed to community oversight boards.

Some misconduct allegations can generate significant community concern. An Internal Affairs sergeant is assigned to investigate such allegations thoroughly so that employees' commanders can make informed, unbiased decisions regarding complaint dispositions. Internal Affairs presents the information gathered during an investigation to employee commanders in what is called a Chain of Command Review. While Internal Affairs 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 an employee's chain of command and, ultimately, the Chief of Police. Internal Affairs also represents the department and Chief of Police when a case disposition is appealed to one of the community oversight boards.

The men and women who are assigned to the Internal Affairs Bureau take their responsibilities seriously and are dedicated to the unit's mission.

To learn more please visit www.cmpd.org. To read more about the role of Internal Affairs, click on "A-Z Services" and select [Internal Affairs Bureau](#). For a guide to the Charlotte-Mecklenburg Police Department Disciplinary Process, click on Services A-Z, Internal Affairs, and then [Internal Affairs Guidebook](#). For a complete list of the Rules of Conduct and who may investigate a potential violation please go to "A-Z Services," Directives, and then [200-001 Appendix A](#).

Thank you,

Internal Affairs Staff

The CMPD and Our Community



The CMPD

- **Employees:** 2,180
 - **Sworn:** 1,598
 - **Civilian:** 582
- **Male:** 73 percent
- **Female:** 26 percent
- **Caucasian:** 77 percent
- **African-American:** 17 percent
- **Hispanic/Latino:** 2 percent
- **Asian/Pacific Islander:** 1 percent

Our Community

- **Jurisdiction Size:** 438 square miles
- **Jurisdiction Population:** 728,143

- **Male:** 51 percent
- **Female:** 49 percent
- **Caucasian:** 55 percent
- **African-American:** 31 percent
- **Hispanic/Latino:** 7 percent
- **Asian/Pacific Islander:** 3 percent
- **Other:** 3 percent

Note: Demographics of the jurisdiction population are estimates based on percentages from Census 2000 for Mecklenburg County.

Community Oversight

The Charlotte-Mecklenburg Police Department welcomes community oversight and strives to be transparent in its disciplinary process. Engaging members of the community in the disciplinary process serves to strengthen the public's trust of the CMPD, a vital underpinning of the police-community partnerships necessary to prevent and address crime, and to improve the quality of life in our community.

Three different organizations provide oversight of issues brought to the Internal Affairs Bureau:

Community Relations Committee

The [Community Relations Committee](#) is a City of Charlotte Department, independent of the CMPD. A committee staff member participates in Chain of Command Board Hearings involving allegations of misconduct against officers and Shooting Review Boards, when the incident resulted in serious injury or death to a citizen. The Community Relations Committee representative is a fully involved member of the board and can review the entire case file, including all statements and physical evidence prior to the hearing. During the Chain of Command Board Hearing, the representative can question witnesses, accused employees and Internal Affairs investigators, and fully participate in the discussion, deliberation and final adjudication of the case. If the board finds that an employee violated a departmental policy, the Community Relations Committee representative fully participates in the subsequent discussions and recommendations for disciplinary action, ranging from counseling through employment termination.

Civil Service Board

The [Civil Service Board](#) is made up of seven members (three appointed by the Mayor; four appointed by City Council). This community-based board reviews and has final authority over the hiring, promotion, demotion and termination of all sworn police officers through the rank of major. The board also hears officer-initiated appeals of disciplinary action that include any suspension without pay (imposed or deferred), demotions and all terminations of employment. Appeals of Civil Service Board decisions are limited to procedural matters and are heard in Mecklenburg County Superior Court.

Citizens Review Board

To increase the department's level of accountability to the public, the [Citizens Review Board](#) (CRB) was created in September 1997. The CRB is comprised of eleven members (three appointed by the Mayor, five by the City Council and three by the City Manager). Like the Civil Service Board, the CRB is a community-based group that has the authority to review certain types of actions taken by CMPD employees. The CRB reviews citizen appeals of departmental decisions in internal investigations involving:

- unbecoming conduct
- excessive use of force
- illegal arrest, search or seizure
- discharge of firearms resulting in personal injury or death

The CRB schedules a hearing to review an appeal by a complainant. During the hearing, the facts of the case are independently presented by both the appellant and the police department. If the CRB believes sufficient evidence exists to indicate the Chief of Police abused his discretionary powers, the CRB schedules a more extensive hearing where both sides have the opportunity to present their case in a formal setting. The formal hearing includes the presentation of evidence and witness testimony.

If after the full hearing the CRB determines that the Chief abused his discretion, the CRB makes a recommendation to the City Manager. The City Manager discusses the case with the Chief and makes a final disciplinary decision. If the CRB finds that the Chief did not abuse his authority, the appeal process ends.

In 2007, five cases were appealed to the CRB. In 2006, three cases were appealed. The CRB did not find that the Chief abused his discretion in any of those appeals.

Complaint Investigations

The Charlotte-Mecklenburg Police Department has a responsibility to prevent unethical and improper conduct among our employees, and to give them the very best preparation to make sound, appropriate, and respectable decisions.

The CMPD has more than 100 [Directives and Standard Operating Procedures](#) that establish policies for topics ranging from Use of Force to Towing Vehicles; however, to make internal discipline matters more clear, CMPD employees have 40 [Rules of Conduct](#) that must be followed. These rules cover the broader categories of behavior and

performance expectations to which we hold all employees accountable.



We recognize that despite our best efforts, there will be times when citizens, fellow employees or supervisors perceive an employee's behavior to be inappropriate and violate policy. When this occurs, staff uses a well-established procedure for receiving, investigating and adjudicating complaints.

Complaints about employee conduct are classified in two ways: internal or external. Internal complaints are generated by a CMPD employee. External complaints originate from someone outside of the CMPD. Most police departments require citizens to follow a more formal process than the CMPD, which accepts complaints by telephone, in-person, written correspondence or e-mail. The Internal Affairs Bureau investigates matters of significant concern to the community at large; while other allegations are investigated by a supervisor in the employee's chain of command. For details refer to www.cmpd.org and select "Services A-Z," Directives and [200-001 Appendix A](#).

An investigation consists of interviews, statements and evidence gathering. After an investigation is complete, a case is reviewed by the employee's chain of command to determine a disposition. If any allegation is sustained by the chain of command, they will discuss and impose discipline consistent with the CMPD [disciplinary philosophy](#). [Internal Affairs](#) reviews every internal investigation for consistency with the disciplinary policy and philosophy, and works with the chain of command to resolve any inconsistencies.

Upon disposition of a case, Internal Affairs mails a letter to the complainant to advise them their case has been thoroughly investigated and resolved. Except in cases appealable to the Citizens Review Board, a complainant is not notified of the disposition, but is informed that [North Carolina's personnel privacy laws](#) prevent such disclosure. The CMPD makes every effort to investigate and adjudicate all complaints within 45

days from the time a complaint is made. However, there are circumstances, including case complexity and witness unavailability, which prevent this goal from being achieved in every instance.

The CMPD disciplinary process mandates the adjudication of complaint allegations by an employee’s supervisory chain of command. There are four ways an employee’s Chain of Command can adjudicate an allegation of misconduct:

Sustained – The investigation disclosed sufficient evidence to prove the allegation made in the complaint.

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 but the investigation revealed that they were justified, lawful and proper.

Unfounded – The allegation is false. The incident never occurred or the employee was not involved in the incident, or the investigation conclusively proved that the employee’s alleged act or actions that would constitute misconduct never took place.

In 2007, fewer complaints were filed than in the previous year, although a higher percentage of complaints were sustained. **Table 1** compares the total number of complaints received during 2007 to 2006 and the percentage of those complaints that concluded in a sustained disposition.

Complaint Events and Sustained Complaints			
	2006	2007	Change
External Complaint Events	119	121	+ 1.7%
Number & Percent Sustained	25 (21%)	38 (31%)	+ 52%
Internal Complaint Events	198	192	- 3.0%
Number & Percent Sustained	163 (82%)	191 (99%)	+ 17.1%
Total Complaint Events	317	313	- 1.3%
Number & Percent Sustained	188 (59%)	229 (73%)	+ 21.8%

Table 1

Table 2 compares complaints received by citizens to calls for service and arrests. The number of external complaints was up just slightly from 2006, which was a 28 percent decrease from 2005.

Complaints by Citizen Calls for Service and Arrests				
	2006	Rate	2007	Rate
External Complaints	119	N/A	121	N/A
Citizen Calls for Service	406,522	3 per 10,000	403,901	3 per 10,000
Total Arrests	28,638	42 per 10,000	28,161	43 per 10,000

Table 2

Table 3 identifies the rules of conduct that account for the majority of all misconduct allegations. There are more misconduct allegations than complaints because an officer can be accused of violating multiple rules in connection with a single complaint and more than one officer can be accused of misconduct in the same complaint. Each officer and each misconduct accusation is counted in the table.

The total number of alleged violations (454) was down in 2007 with significant drops in several categories. Allegations of excessive use of force, however, were up 5.4 percent in 2007. Considering that total use of force events were up 27 percent, the increase is not indicative of an increase in use of excessive force but simply reflects the overall increase in the number of force incidents.

Table 3 also indicates that absence from duty allegations were up 80 percent, which accounts for much of the overall increase in total sustained allegations. That increase is due to the fact that all sworn officers had two mandatory training sessions in 2007, often requiring them to adjust from their normal duty schedules in order to meet the class times at the academy. It is common for absences to rise during years that have extensive training requirements. More than 99 percent of the absence from duty allegations were sustained.

Most Common Alleged Rule of Conduct Violations							
	2006			2007			% Change
	External	Internal	Total	External	Internal	Total	
Violation of Rules	17	74	91	4	61	65	- 28.6
Unbecoming Conduct	30	29	59	34	15	49	- 16.9
Absence From Duty	N/A	25	25	3	42	45	+ 80
Neglect of Duty	10	26	36	7	18	25	- 30.6
Conformance To Laws	17	14	31	13	14	27	- 12.9
Courtesy	44	13	57	40	6	46	- 19.3
Excessive Use of Force	62	12	74	68	10	78	+ 5.4
Arrest, Search and Seizure	32	4	36	32	5	37	+ 2.8
Pursuit Driving	N/A	27	27	N/A	17	17	- 37

Table 3

Internal complaints are sustained more often than external complaints because internal complaints are generated by CMPD employees, who are familiar with the Rules of Conduct and other regulations. Internal complaints are often filed by an employee's supervisor, but can be filed by anyone within the CMPD.

Chart 1 shows the percent of sustained internal complaints in 2007 compared to the five previous years. The percent of both internal and external allegations that were sustained has remained relatively constant over the past five years.

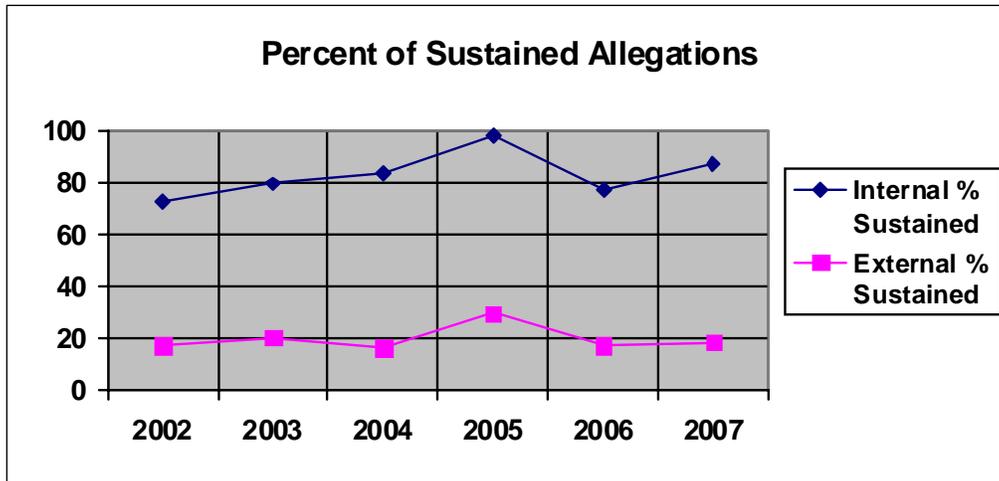


Chart 1

Our employees place high value on integrity. Consequently, internal complaints account for the majority of misconduct allegations (61 percent). **Chart 2** displays the adjudication categories for employees accused of misconduct resulting from internal complaints. The CMPD experienced a 10 percent increase in internal allegations resulting in a sustained disposition. Absence from duty cases account for most of the increase.

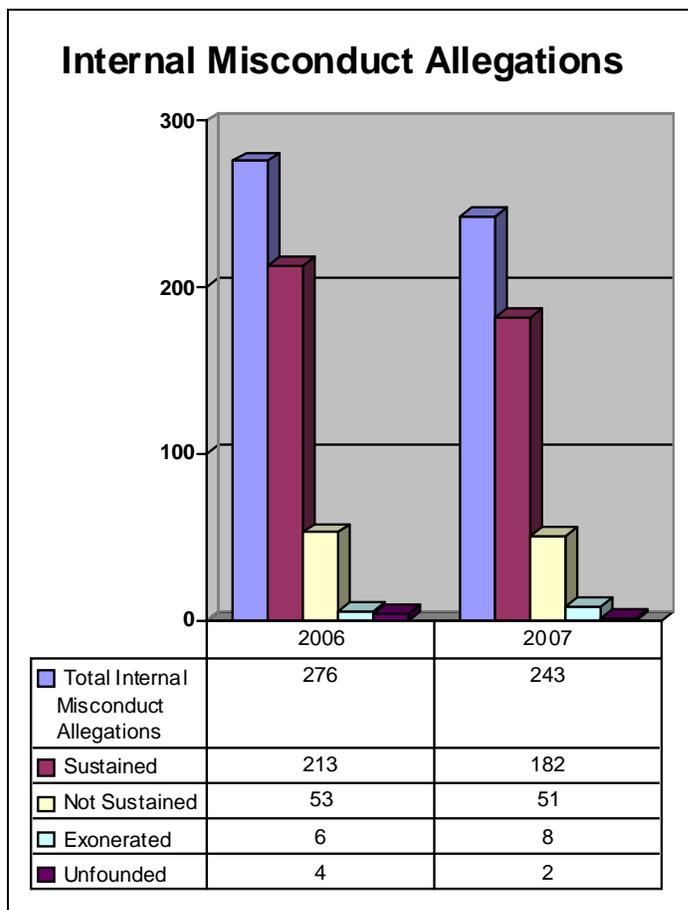


Chart 2

Chart 3 displays allegations resulting from external complaints and the dispositions for the last two years. Both the number of external misconduct allegations and the percentage of those allegations that were sustained were proportionately smaller compared to 2006.

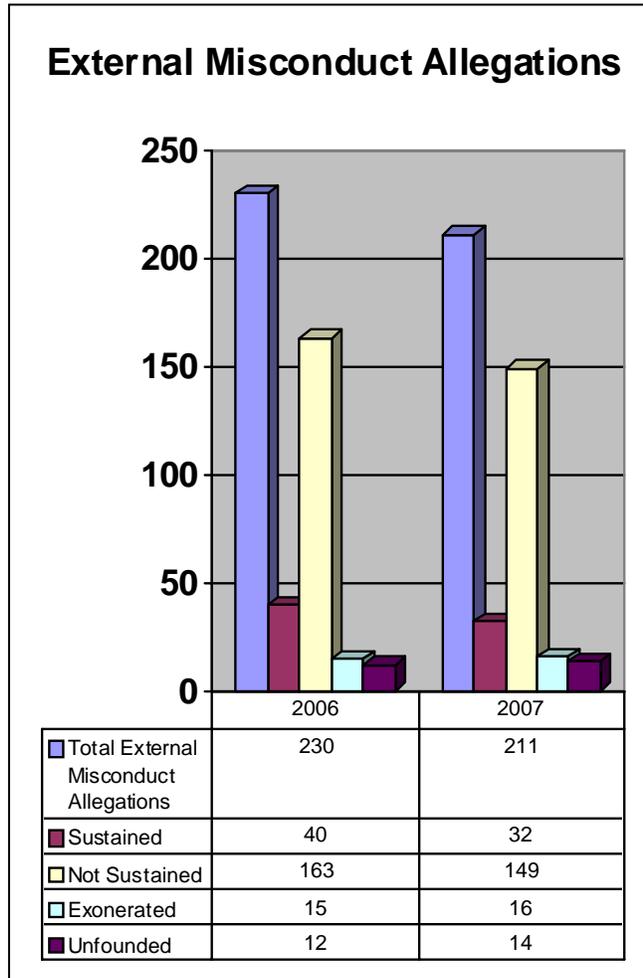


Chart 3

Disciplinary Action

The goal of the department is to apply progressive disciplinary action to ensure misconduct will not recur. Disciplinary action can range from counseling to a recommendation for employee termination. In many cases, employees also receive additional training in the subject areas where violations occur.

The Chain of Command makes the decision on the appropriate disciplinary action based on the CMPD’s disciplinary philosophy. This philosophy takes into account employee motivation, degree of harm, employee experience, whether the violation was intentional or unintentional and the employee’s past record. To view a more detailed explanation of our department’s disciplinary philosophy, visit www.cmpd.org , “Services A-Z” and then select [100-004 Disciplinary Philosophy](#).

Chart 4 illustrates the disciplinary action taken for sustained allegations in 2006 and 2007. An Inactive Suspension is activated if an employee violates a similar rule within a year. The disciplinary action is considered a resignation if an employee resigns while under investigation or rather than accepting the disciplinary action decided by their chain of command. There are more actions taken than allegations, as some allegations result in multiple disciplinary actions, such as reprimands and suspensions together.

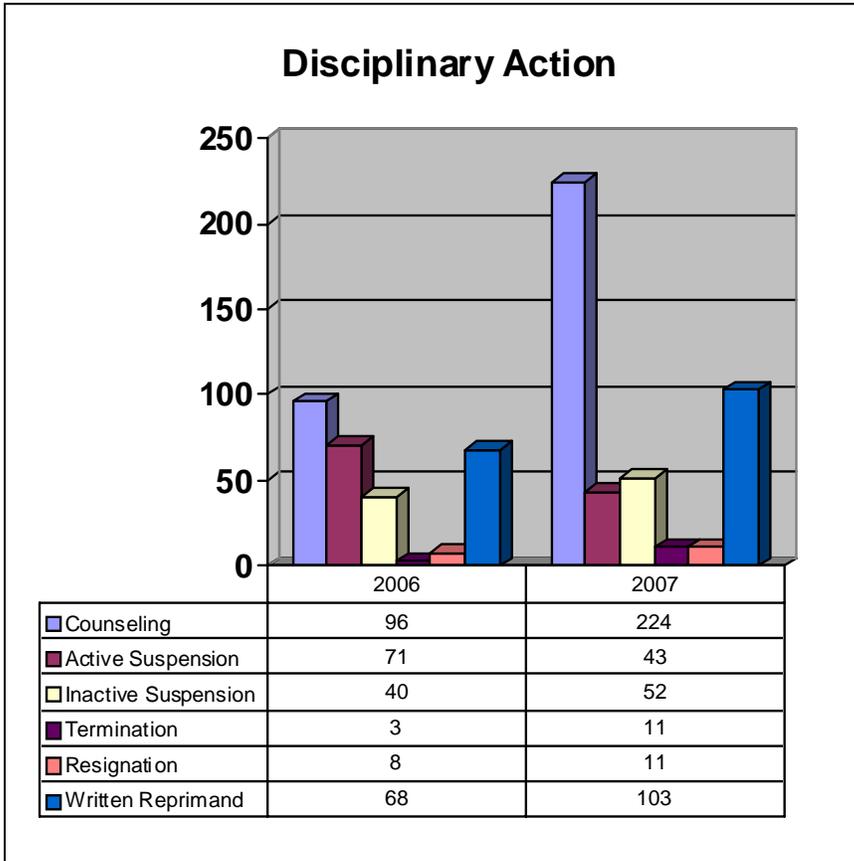


Chart 4

Active suspensions were down in 2007. See **Chart 5** for information on the length on active employee suspensions.

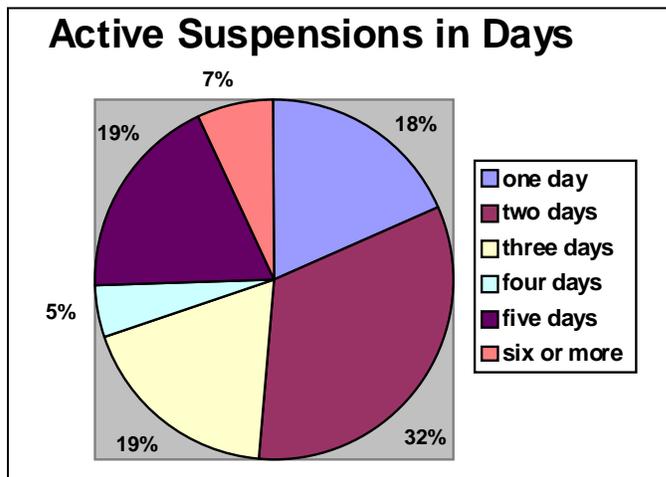


Chart 5

Inactive suspensions were up slightly in 2007. A Chain of Command often includes a one-day inactive suspension as part of the discipline to help the employee understand the seriousness of the violation and to deter the employee from violating the same or a similar Rule of Conduct in the future. See **Chart 6** for information on the length of inactive employee suspensions.

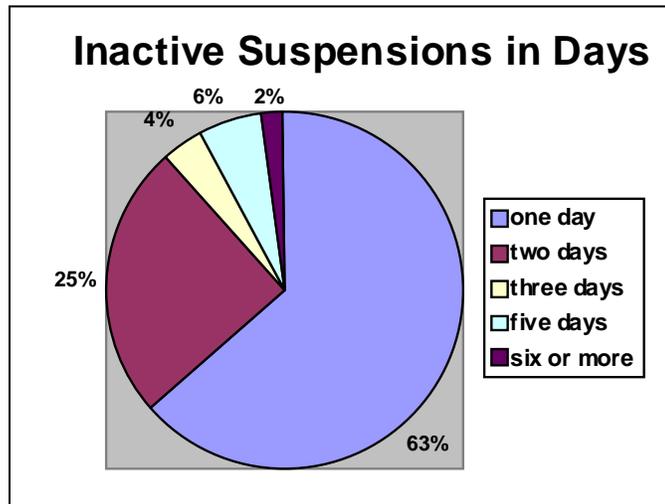


Chart 6

Criminal Investigations Involving Employees

When a CMPD employee is accused of a crime in Mecklenburg County, the department conducts a separate criminal investigation in addition to the Internal Affairs investigation. Criminal investigations are conducted by detectives in the Criminal Investigations Bureau and are presented to the Mecklenburg County District Attorney for a decision on prosecution. If the alleged crime occurs outside of Mecklenburg County, 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.

Table 4 shows the internal disposition for the four employees accused of criminal misconduct in 2007. For comparison purposes, the data for 2006 is also included in the table.

Criminal Allegations and Internal Dispositions				
	Employees Charged	Resigned*	Sustained	Not Sustained
2006	13	3	8	5
2007	4	1	3	1

Table 4 * A resignation does not prevent a disposition on allegations from the criminal incident.

The offenses that employees were alleged to have committed during 2007 included:

- 1- Communicating threats
- 1- Causing false police report
- 1- False pretense- fraud
- 1- Driving while impaired

Table 5 displays the disposition of the criminal court cases involving employees charged in 2006 and 2007. In examining several years of data, the number of employees charged in criminal court fluctuates from year to year; however, the overall numbers remain consistently low.

Criminal Allegations and Criminal Court Dispositions						
	Employees Charged	Charges Dismissed	Guilty	Not Guilty	Deferred Prosecution	Pending
2006	13	7	3	1	2	0
2007	4	1	2	0	0	1

Table 5

Use of Force

Police officers seek voluntary compliance with their lawful direction; however, they are sometimes met with circumstances in which a subject's actions compel an officer to use force in order to gain compliance. Officers are authorized to use *non-deadly force* under both North Carolina General Statute and Departmental Directives in circumstances limited to situations where the officer believes it is necessary to protect himself, herself, or another person, or to effect a lawful arrest. To better understand Charlotte-Mecklenburg Police Department use of force policies, visit www.cmpd.org and select "Services A-Z, Directives, and [600-019 Use of Non-Deadly Force](#) and [600-018 Use of Deadly Force](#).

The circumstances in which an officer may use *deadly-force* are limited by North Carolina General Statute and further restricted by Departmental Directives. To help officers train and understand what level of force is most appropriate, the CMPD utilizes a continuum to identify what actions may be taken in response to certain behaviors by a subject. To better understand this continuum, visit www.cmpd.org and select "Services A-Z, Directives, and [600-020 Use of Force Continuum](#).

Table 6 shows the number of times officers used force compared with total arrests made and total citizen initiated calls for service in 2006 and 2007. Officers used force 27 percent more in 2007 than 2006. Less than one percent of those incidents were found to be in violation of the CMPD's use of force policy. Possible explanations for the increase in uses of force are included in the Use of Non-Deadly Force section of this report.

Use of Force Events per Citizen Calls for Service and Arrests				
	2006	Rate	2007	Rate
Total Use of Force Events	399	N/A	505	N/A
Citizen Calls for Service	406,522	10 per 10,000	403,901	13 per 10,000
Total Arrests	28,638	139 per 10,000	30,872	179 per 10,000

Table 6

Use of Deadly Force

An officer's use of deadly force is rigorously investigated and thoroughly reviewed both criminally and administratively. Deadly force, most commonly the discharge of a firearm, is investigated administratively by Internal Affairs. If the shooting resulted in injury or death to a person, CMPD's Homicide Division or the State Bureau of Investigation conducts a criminal investigation. Since October, North Carolina law has required the SBI to investigate fatal shootings by police if the family of the deceased requests such an investigation within 180 days of the death. The law applies to shootings by any law enforcement agency in the state.

Regardless of who investigates, the facts revealed by the criminal investigation are presented to the Mecklenburg County District Attorney, who determines if the officer's action should result in criminal prosecution. Simultaneously, the Internal Affairs Bureau

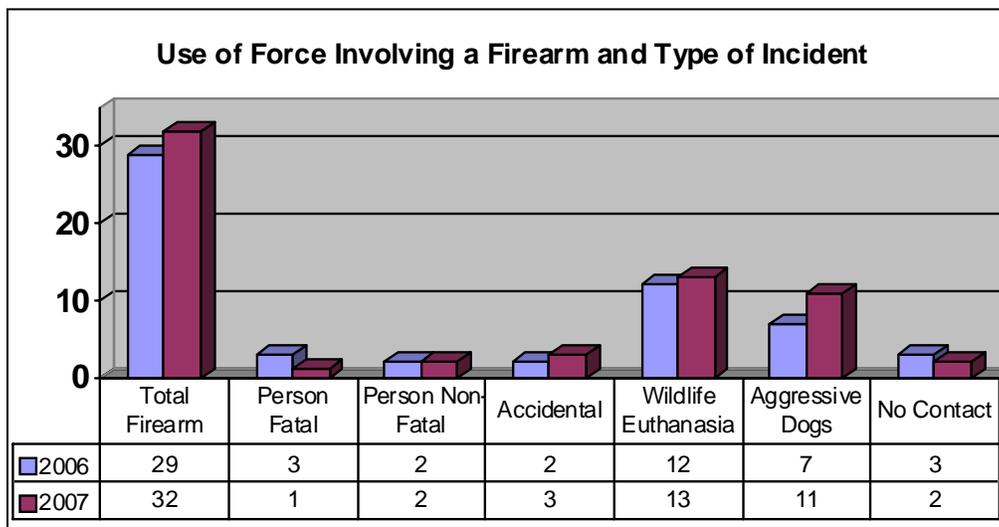
conducts a parallel investigation to determine if the involved officer(s) complied with department policies. A Chain of Command Review Board is presented the administrative case, (which also includes the criminal investigation) and determines if any CMPD policies were violated. It also assesses whether the shooting was justified, not justified or accidental.



To the greatest degree permitted under law, the CMPD releases current and relevant information to the public throughout the investigative process. Any case involving a discharge of firearm that results in serious injury or death and is found to be justified, can be appealed to the Citizens Review Board.

The use of deadly force policy is reviewed with officers annually. Additionally, officers (from the Chief to the most recent academy graduates) are required to train and qualify with their firearm four times each year, twice during the daylight hours and twice during the hours of darkness. Officers must also qualify once a year with the Department-issued shotgun. Officers assigned to SWAT participate in firearms training once each month.

Chart 7 displays the total number of incidents where employees discharged their firearms in the performance of their duties during 2006 and 2007. The majority of shooting incidents involve the euthanasia of injured animals in accordance with department policy. Other shooting incidents during 2007 include the shooting of several aggressive animals. Such incidents appear to be increasing in frequency. In 2007, officers were involved in 11 incidents where they discharged their firearm at an aggressive canine – that is the same number of incidents as in 2005 and 2006 combined.



During 2007, there were three incidents where members of the CMPD used deadly force that resulted in injury or death to a person. A brief synopsis of each incident is listed below.

April 1, 2007

Four officers working off-duty at a nearby business park were headed toward the Bahama Mama nightclub on Independence Boulevard to investigate gunshots, when they saw a white Nissan Maxima pulling out of the parking lot. One of the four people inside was leaning out the right passenger window firing shots from the car as it went inbound on Independence Boulevard.

A sergeant fired at the car, striking one passenger, Jonathan McClary, in the hand and another, a juvenile, in the hip. The officers pursued the Maxima in their vehicles and stopped it on Eastway Drive. The suspects' injuries were not life-threatening.

The Mecklenburg County District Attorney's Office reviewed the case and found the shooting to be justified. An administrative shooting board was convened and determined the shooting was justified and within Departmental guidelines. The case was not appealed to the Citizens Review Board.

Oct. 8, 2007

Officers were attempting to stop a car that had been stolen in an armed robbery, when the three occupants jumped from it and ran as they pulled onto Florence Avenue off Rama Road. As officers ran after the three men, one of the men fired a gun.

The officers returned fire, striking one of the suspects, Anthony Jamel Crawford. He was transported to Carolinas Medical Center with serious injuries. A second suspect was located by a police canine and bitten; he was also taken to CMC for treatment. A third suspect was located nearby and taken into custody without further incident.

The Mecklenburg County District Attorney's Office reviewed the case and found the shooting to be justified. An administrative shooting board was convened and determined the shooting was justified and within Departmental guidelines. The case was not appealed to the Citizens Review Board.

Nov. 4, 2007

Officers responded to a call about a robbery in progress at the Casa De Largo apartments off Albemarle Road at about 1:15 a.m. While driving through the parking lot, they saw a man near some apartments who immediately began running in the opposite direction when he saw the officers.

A witness heard the officers yelling for the suspect to stop. The officers were chasing the suspect on foot when one of them spotted what looked like a pistol in the suspect's hand. After the suspect raised his hand toward the officer, the officer fired his service weapon

twice. Laquan Hykeem Davon Brown, 16, was pronounced dead at the scene. Officers recovered a pistol at the scene.

The Mecklenburg County District Attorney's Office reviewed the case and found the shooting to be justified. An administrative shooting board was convened and determined the shooting was justified and within Departmental guidelines. The case was appealed to the Citizens Review Board, which determined there was no probable cause that the Chief abused his discretion in the decision.

In-Custody Death Investigations

If a person dies while in the custody of CMPD, detectives from the Homicide Division respond to the scene and conduct a criminal investigation. The investigation is presented to the Mecklenburg County District Attorney, who conducts an independent review and decides whether to press criminal charges. An Internal Affairs investigation is simultaneously conducted to ensure policy compliance.

At the conclusion of the internal investigation, a Chain of Command Review Board reviews the case to determine if officers acted in compliance with our policies and procedures. The Board consists of members of an employee's chain of command, a Community Relations Committee member, the Police Attorney's Office and Internal Affairs Bureau staff.

The CMPD trains its employees to monitor all persons taken into custody and to summon medical treatment whenever a subject appears or states they are in distress. To aid in that endeavor, the CMPD has developed several policies related to prisoner care and transportation. For a complete list of those guidelines, please refer to www.cmpd.org and selecting "Services A-Z," Directives and then [500-002 Confinement of Arrestees and Booking Procedures](#), [500-003 Positional Asphyxia](#), [500-007 Use of Temporary Holding Areas](#) and [500-008 Prisoner Transport](#). These guidelines are periodically reviewed and updated to best guide employees in their handling of persons in custody.

During 2007, our department experienced three incidents of in-custody death. In each case, a Chain of Command Review Board was convened and reviewed the criminal and internal investigations and the Medical Examiner's report. In each case, the board found that the officer acted in compliance with CMPD policies and procedures. A synopsis of each incident is listed below.

March 22, 2007

A CMPD officer saw a suspicious vehicle and ran its tag, which revealed a suspended registration. Before the officer could initiate a stop, the driver turned into a parking lot. The driver and two passengers exited the vehicle and began walking away. The officer followed the driver, who threw down a beer bottle and then jumped two fences, including one topped with razor wire.

The officer called for backup. Once another officer arrived, they found the driver – Antoine Lamont Wade – hiding underneath a trailer. Mr. Wade came out and once

officers determined that he had no weapon, they helped him stand up and led him – without handcuffs – back through the fence.

Outside the fence, officers placed Mr. Wade in handcuffs without using any type of force. The officers said Mr. Wade was impaired and unsteady on his feet. He began moaning and complained of not feeling well. He remained conscious but became unresponsive to officers. The officers called for MEDIC and rendered treatment until paramedics arrived. Mr. Wade was taken to Carolinas Medical Center where he was pronounced dead.

The Medical Examiner ruled the cause of death to be “cocaine toxicity.”

March 16, 2007

As part of his patrol duties, a CMPD officer drove his police vehicle onto Alma Court and saw a crowd of individuals in the street. One of them had been stabbed multiple times. The officer called for MEDIC and for backup.

The officer then located two suspects in the crowd and put them in handcuffs without using force. The officer asked one of the suspects, Jimmy Leon Thomas, to sit on the stoop in front of a house. Mr. Thomas told the officer he wasn't feeling well. The other suspect told the officer that Mr. Thomas suffered from Asthma. The officer told Mr. Thomas that MEDIC had been called and was on the way.

The officer and others who arrived to help said Mr. Thomas appeared to be lethargic and did not respond to questions. He fell from the stoop and was helped to an area where MEDIC could treat him. Over the course of several minutes, his condition deteriorated and then he stopped breathing. MEDIC performed emergency medical procedures on Mr. Thomas and brought him to Carolinas Medical Center. He died at the hospital.

The Medical Examiner ruled the cause of death to be “cocaine toxicity” with other underlying medical conditions present.

July 20, 2007

A CMPD officer was searching for a woman involved in a shoplifting case, when he saw Valerie Adams. He approached her and asked her if she'd been involved in a theft from Food Lion. She admitted her involvement and agreed to go to the grocery store with him.

As he walked her to his patrol car, she was unsteady on her feet and dropped her cell phone several times. She sat in the backseat of the car but was not handcuffed. As they drove, the officer noticed that Ms. Adams was sweating, so he put the windows down. When they arrived at Food Lion, the officer asked MEDIC to evaluate Ms. Adams. She was placed in an ambulance and transported to Presbyterian Hospital. On the way, her condition deteriorated. She died the next day.

The Medical Examiner ruled the cause of death to be “intracerebral hemorrhage, hypertension, cardiomegaly and obesity.”

Use of Non-Deadly Force

Officers, when appropriate, may utilize several non-deadly force options. As with the use of deadly force, officers receive training consistent with the [Use of Force Continuum](#) and federal and state statutes. Officers in patrol assignments are required to carry O.C. aerosol spray and either a TASER conductive energy weapon or collapsible baton. All are tools to use in applying non-deadly force when needed.

CMPD policy requires officers to report use of force incidents under a broad range of circumstances. Supervisors investigate and document each incident. To help officers better understand expectations and to ensure force is applied appropriately, every sworn officer was required to complete Situational Awareness Training in 2007. The eight-hour class provided a review of control training techniques and allowed officers to use the techniques during life-like training scenarios.

During the training, officers were reminded of the reporting requirements for use of force events and the consequences for failing to do so. Subsequently, the number of officers disciplined for failing to report a use of force declined dramatically in 2007 when compared to 2006. Although this contributes to the increase in force incidents, it is a positive change. Also, officers have substantially increased the number of field interviews conducted, which increases their contact with citizens and the likelihood of an incident occurring.

Chart 8 displays a comparison of employee weapons used from 2004 to 2007. Year after year, officers use their hands and fists (personal) in the overwhelming majority of use of force situations. This occurs because most use of non-deadly force encounters begin when officers are in physical contact or close proximity with a subject at the time the subject decides to act with aggression or resistance. In this type of encounter, it is often difficult to disengage a subject safely and use another weapon type.

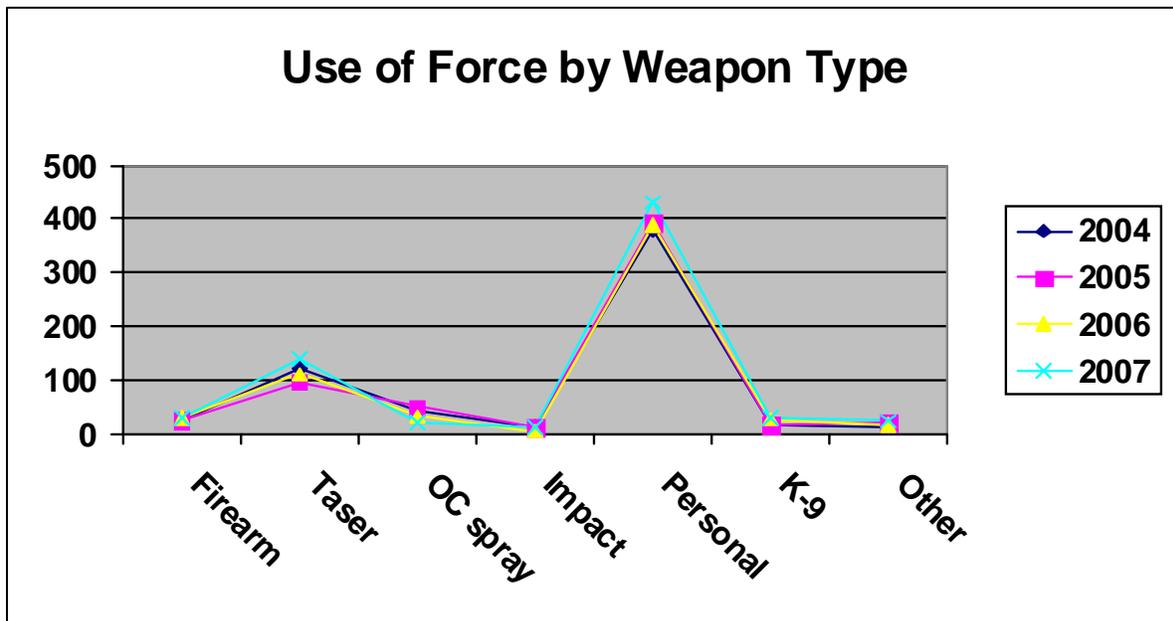


Chart 8

In **Chart 9**, an analysis of the weapons used when applying non-deadly force shows that officers are becoming more reliant on the Taser conductive energy weapon and less reliant on OC pepper spray. The CMPD began issuing Tasers in 2004 with full deployment beginning 2006.

OC spray use has declined because of limitations with its use. It cannot be used in confined spaces and the chance of an officer or innocent bystander being affected increases in windy conditions. The recovery time is typically far longer than with a Taser weapon and people with respiratory disorders can have a serious reaction to the spray.

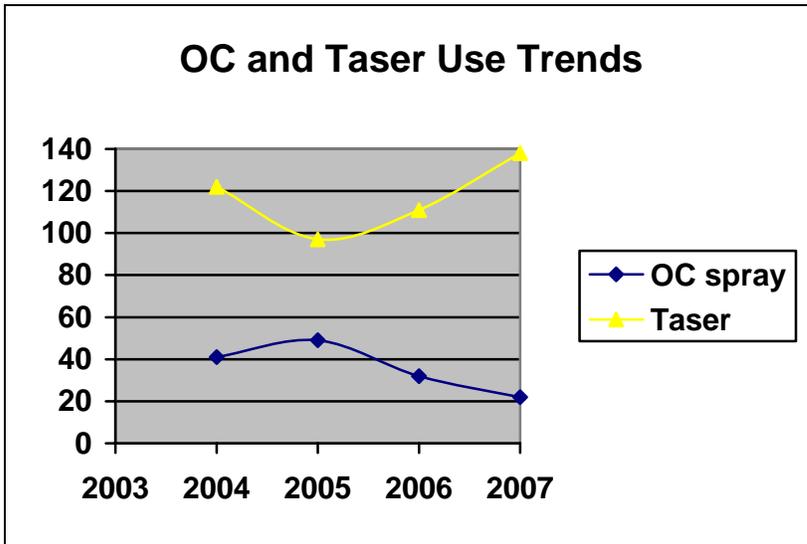


Chart 9

While the number of non-deadly force incidents was up 27 percent in 2007 compared to the previous year, the vast majority of suspects were not seriously injured. **Chart 10** shows that the injury level related to uses of force has remained mostly consistent.

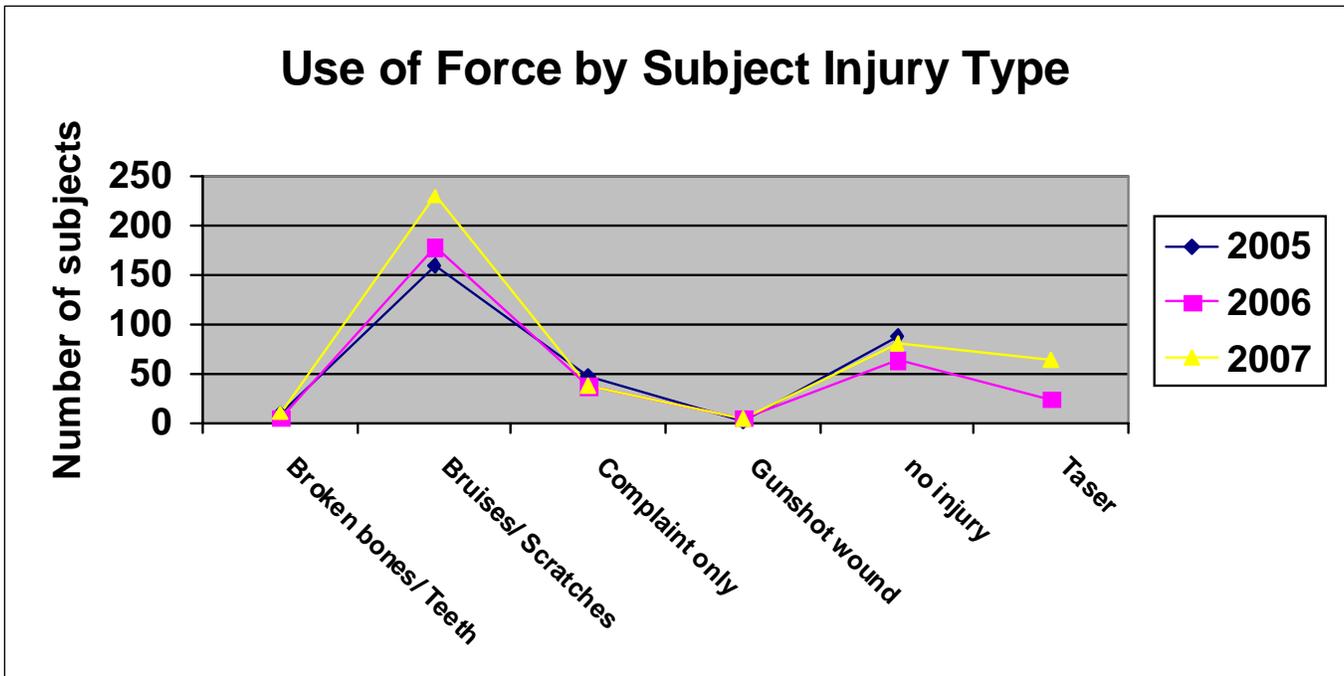


Chart 10

More suspects were hospitalized after force incidents in 2007 than in 2005 or 2006; however the percentage of suspects needing particular levels of treatment after force incidents remained fairly steady. See **Table 7**.

Medical Treatment Following Use of Force			
	2005 (401 total*)	2006 (399 total*)	2007 (505 total*)
Hospitalized	19 (4.7%)	9 (2.3%)	22 (4.4%)
Not treated	124 (30.9%)	95 (23.8%)	122 (24.2%)
Refused treatment	35 (8.7%)	41 (10.3%)	64 (12.3%)
Treated & released	215 (53.6%)	233 (58.4%)	270 (53.5%)

Table 7 * In some cases, the medical treatment following use of force could not be determined.

Table 8 shows uses of force by subject and officer race. The total is higher than the overall number of use of force incidents because in some incidents more than one officer applied force. It is important to note that 77 percent of the CMPD's 1,600 officers are Caucasian.

Use of Force by Subject and Officer Race						
		Subject Race				
		African-American	Asian	Caucasian	Hispanic	Total
Officer Race	African-American	74	0	13	11	98
	American Indian/Alaskan Native	1				1
	Asian or Pacific Islander	5		1	1	7
	Caucasian	460	3	120	51	634
	Hispanic	8			2	10
	Unknown	1				1
	Total	549	3	134	65	751

Table 8

To better understand the correlation between the race of the subject and the involved officer, an analysis was conducted using 2007 data.

Table 9 displays the number of arrests by race and percentage of the total, the total uses of force by race and the percentage of uses of force that represents. If a person was arrested more than once in the year, each arrest is counted separately.

Officers used force on a total of 500 persons during 505 events. Although uncommon, officers sometimes used force on more than one person during the same occurrence. The disparity in the use of force percentage displayed in **Table 9** mirrors use of force concentrations that can be observed in **Appendix 1**. An analysis shows the disparity follows the same pattern as in previous years. Use of Force events occur most frequently in violent crime hot spots and most of CMPD's violent crime hotspots have higher concentrations of African-Americans than of other races.

Arrests and Use of Force by Race				
Race	Arrests	Percent of Total arrests	Use of Force Event Count	Percent of Total Force
African-American	20,922	67.8	368	73.6 %
American Indian	38	.1	1	.2 %
Asian	141	.5	3	.6 %
Caucasian	7,132	23.1	153	30.1%
Hispanic	2,620	8.5	40	8.0 %
Other	19	N/A	-	-
Totals	30,872	100	500	100 %

Table 9

An analysis of the data shows a narrowing of the disparity between the race of subjects involved in use of force incidents. **Table 10** displays the rate of use of force incidents in relationship to the race of the subject.

Use of Force Rate by Subject Race				
	Hispanic	Asian	Caucasian	African-American
2006	1 per 100 arrests	1.3 per 100 arrests	2 per 100 arrests	2.6 per 100 arrests
2007	2.4 per 100 arrests	2.1 per 100 arrests	1.9 per 100 arrests	2.6 per 100 arrests

Table 10

While Use of Force incidents occur throughout the CMPD jurisdiction, some patrol divisions have more than others. A greater number of force incidents in a division may be a function of the division's geographic area in relation to the location of violent crime hotspots and enforcement focused in those hotspots. See **Appendix 1 and 2**, which show force incidents were more concentrated in areas with greater amounts of violent crime.

Chart 11 indicates the comparison of total use of force incidents by division. Since boundary lines for the divisions changed in January 2007, the data for 2006 was compiled using the new boundary lines for comparison purposes. This makes it difficult to assess underlying causes for substantial decreases or increases because the teams policing within the boundaries changed as the boundaries changed.

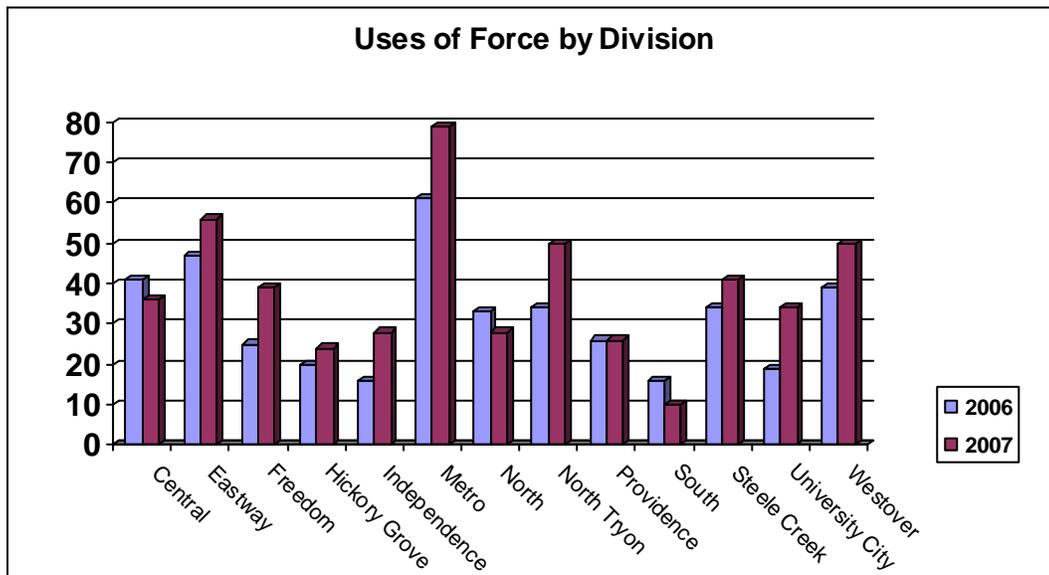


Chart 11

In order to provide a more complete understanding of the numerical changes, **Chart 12** shows the rate of use of force per 100 arrests by each patrol division. The data in this chart includes the arrests and uses of force occurring within each geographical patrol division area. Arrests at police, court, jail, hospital and mental health facilities were excluded from the analysis because they account for high arrest volume in controlled environments that result in low use of force incidents. This most dramatically affected Central Division, where police headquarters, the Mecklenburg County Jail and the Mecklenburg County Courthouse all demonstrated unusually high numbers of arrests and unusually low use of force counts. (See **Appendix 3** for use of force, arrests and rates by division.

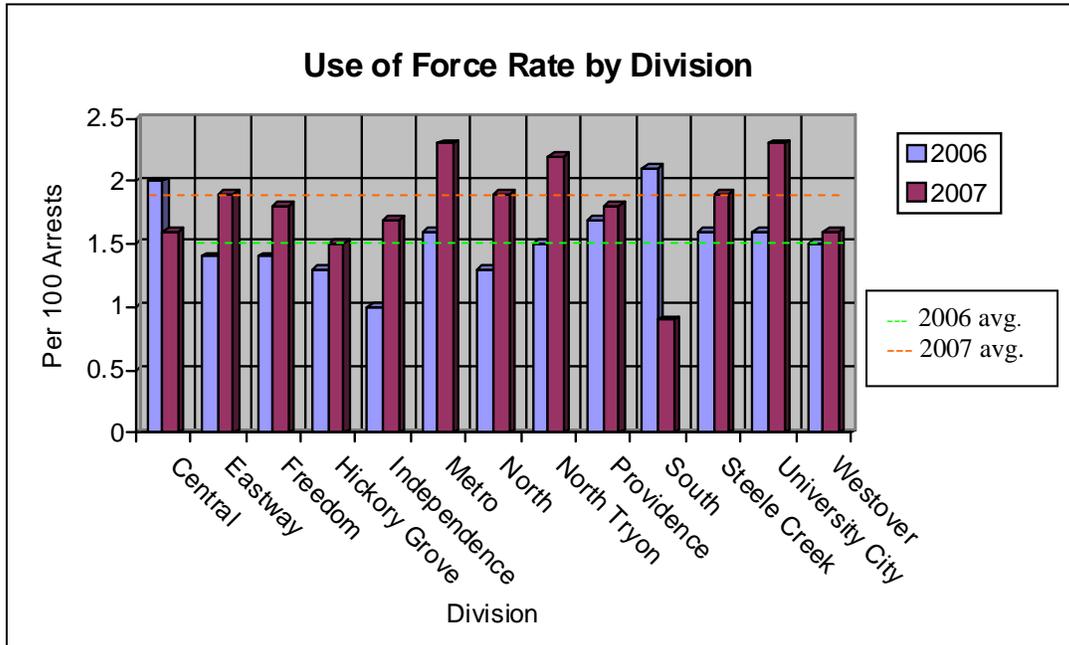


Chart 12

While most divisions experienced some increase in their Use of Force rate in 2007, the Metro, North Tryon and University City divisions experienced an increase that put them above the average rate. A single reason for the rate increases could not be determined, although several factors likely contributed. Patrol officers in 2007 conducted far more field interviews than in the previous year, which increased their contact with suspicious suspects and likely contributed to the increase in force incidents.

The population of the Metro Division, the number of calls for service there and the number of officers assigned there, all increased in 2007, which also may have contributed to the increase in that district. In North Tryon, officers began weekly operations that included drug buys, license checks, prostitution stings and traffic check points. Those aggressive operations likely contributed to the rate increase. In University City, the newest Division, the contributing factors are less clear. An analysis of the type of force used and the subject injury level shows a slight increase in most categories but no dramatic increase in any category.

Police Vehicle Pursuits

From time to time, police officers encounter a subject in a motor vehicle who refuses to stop when the blue lights and siren are activated. When police continue to keep pace with a vehicle in their attempts to stop its driver, a police pursuit occurs. Vehicle pursuits pose a significant risk to the general public, those in the pursued vehicle and pursuing officers.

For this reason, the CMPD significantly restricts, thoroughly investigates and closely reviews each of these incidents. Pursuits are restricted to those situations where a suspect has recently committed or will reasonably be expected to commit a felony offense that puts a life in danger.



Once a pursuit incident has ended, regardless of the means of termination, a patrol supervisor is responsible for completing an internal investigation. The investigation includes, at a minimum, a map of the pursuit route, statements from all employees involved and all audio, visual or documentary information. The investigation is reviewed by the involved employees' Chain of Command and ultimately by Internal Affairs in order to ensure compliance with departmental policy.

To view the complete departmental directive governing pursuits, go to www.cmpd.org, "Services A-Z," Directives, and then [600-022 Pursuit Driving](#).

Pursuits vary greatly in length, vehicle speed and number of units involved. While some pursuits go for several miles at high speeds, many last only seconds and cover short distances. An analysis of all pursuits in 2007 showed that of the 67 pursuits, more than half ended in three minutes or less and 80 percent ended within 5 minutes. The median duration of pursuits was 3 minutes. The median distance traveled was 2.3 miles.

Table 11 shows the number of pursuits, how they were ruled and how many officers were involved. The total number of pursuits increased by 49 percent between 2006 and 2007.

Pursuit Events		
	2006	2007
Total Pursuits	45	67
Justified Pursuits	34	60
Not Justified Pursuits	4	5
Justified Pursuits w/Policy Violations	7	2
Total Officers Involved	106	170

Table 11

The CMPD periodically reviews and updates its pursuit policies, equipment and training in order to ensure the highest level of safety during these high-risk situations.

Beginning in April 2006 and continuing until May 2008, all CMPD officers completed Pursuit and Emergency Response Training. The eight-hour course served as a review of the department's driving policies and allowed officers to practice maneuvers in a safe environment. After completing the training, officers reported feeling more confident in their knowledge of pursuit policies and more comfortable with the necessary maneuvers.

An analysis of pursuit data over six years shows that CMPD officers are pursuing far more often than in the past. The number of pursuits remained nearly constant from 2002 until 2005 but has increased steadily since officers began completing Pursuit and Emergency Response Training. (See **Chart 13**)

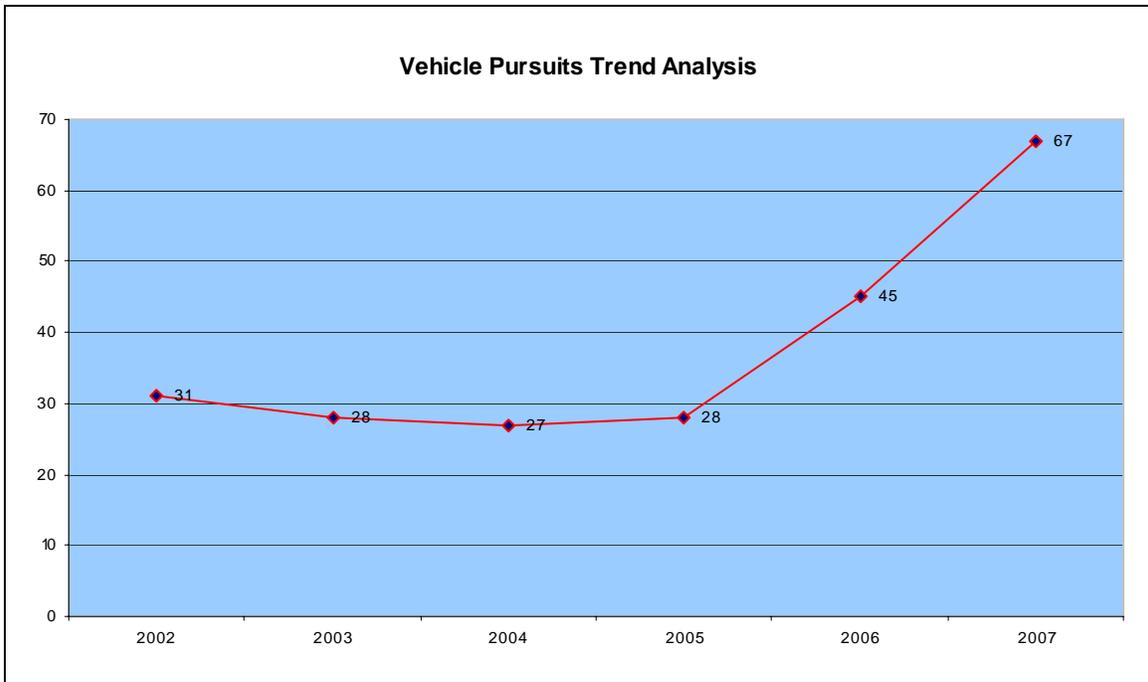


Chart 13

See **Appendix 4** for details about the duration, miles covered, and reason for each pursuit.

It also should be noted that between 2002 and 2006, officers conducted 75.2 percent of pursuits without policy violations. In 2007, 89.6 percent were conducted without violations, indicating that officers have a better understanding of the policy governing pursuits. In the first half of 2008, the rate was 85.6 percent, indicating that the pattern will continue.

In 2007, the Metro Division was testing Stop Sticks, a device which causes a fleeing vehicle's tires to deflate and forces the driver to stop. Metro was chosen for the pilot project because research shows that pursuits begin, end, or travel through the Metro Division more than any other. The sticks have proved effective in the Metro Division as a tool to prevent or shorten the duration of a pursuit. They are being considered for implementation department-wide.

Departmental policy allows two patrol units to engage in a vehicle pursuit. A police supervisor can authorize additional officers based upon his or her assessment of the situation. The vast majority of pursuits involve one or two patrol units. It is very unusual for more than three cars to be involved. Some of the factors a supervisor will consider include the number of occupants in the fleeing vehicle, the presence of weapons and the severity of the offense for which the suspect vehicle is being sought.

Table 12 indicates that, as in previous years, the majority of all pursuits were for violent felony offenses. For the second straight year, the overwhelming majority of pursuits (73 percent) were initiated to apprehend robbery suspects. Although the number of robberies remained fairly consistent in 2007 as compared to 2006, 26 percent more cases were cleared in 2007 and at least some of those arrests involved pursuits.

Pursuits by Criminal Incident		
	2006	2007
Homicide	0	1
Robbery	34	49
Felony Assault	7	8
Non-Violent Felony -other	2	3
Firearm-related	1	1
Traffic- Reckless driving	3	5
Total Pursuits	47	67

Table 12

Chart 14 (next page) shows pursuits by the time of day they occurred. Nearly 40 percent of pursuits occurred between 6 p.m. and midnight; 66 percent occurred between 6 p.m. and 6 a.m.

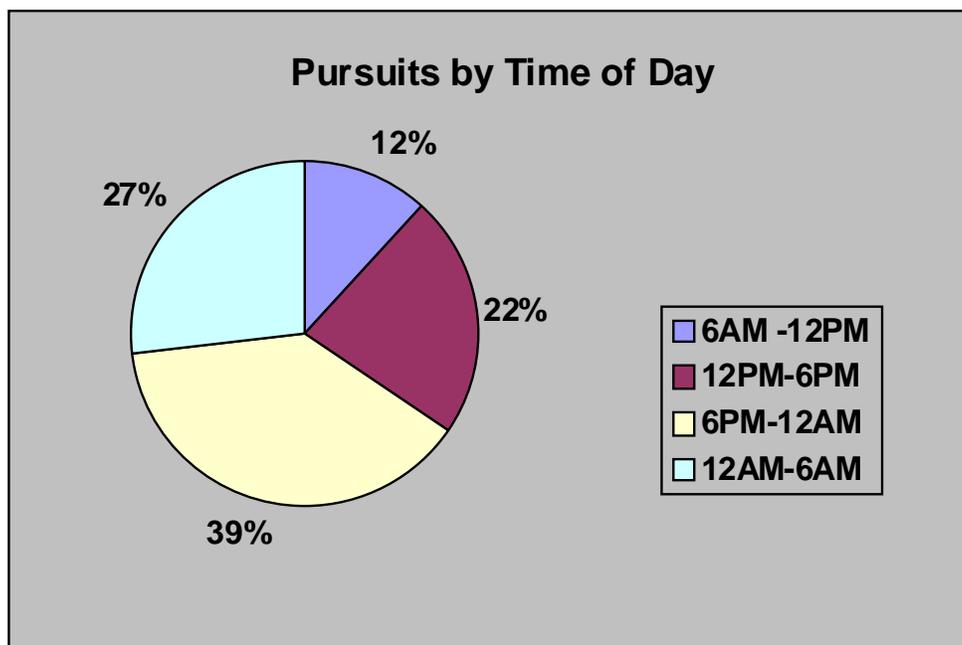


Chart 14

With the overwhelming majority of pursuits involving an attempt to capture robbery suspects, further analysis was conducted to explore the relationship between robberies and pursuits. Displayed in **Chart 15** is the correlation between the time of occurrence for both robberies and all pursuits, clearly indicating the strong connection between this crime and pursuits incidents.

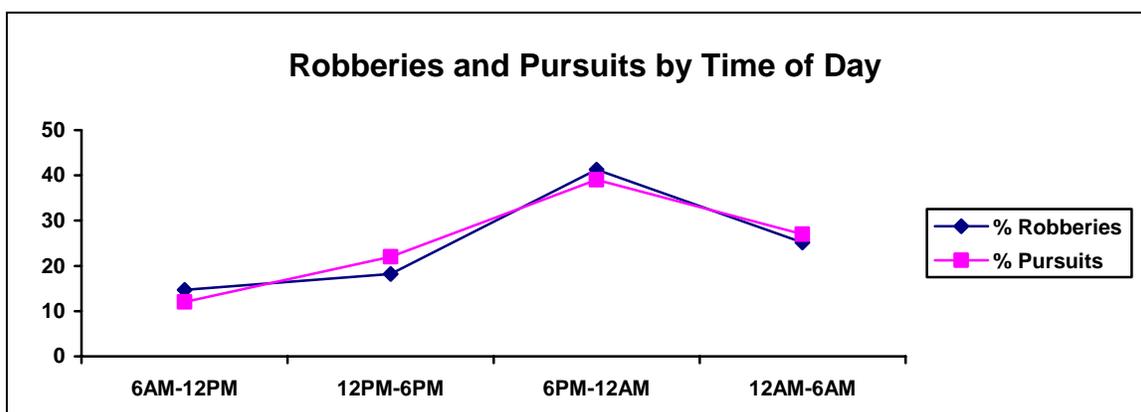


Chart 15

Employee Motor Vehicle Collisions

To provide police services throughout urban and suburban Mecklenburg County, department employees drive an enormous number of miles in CMPD vehicles. The geographic jurisdiction for the Charlotte-Mecklenburg Police Department includes the City of Charlotte and the unincorporated areas of Mecklenburg County, covering 438 square miles. Employees drive their vehicles in all types of weather, traffic and emergency conditions.

The department has approximately 2,180 employees operating 1,088 vehicles, with many vehicles being operated 24-hours a day. Department vehicles were driven a total of 15,965,109 miles in 2007, up 6.3 percent from 2006.

Table 13 shows the total number of preventable and not-preventable collisions occurring in 2007, compared to 2006.

Collisions by Disposition		
	2006	2007
Not Preventable	155	148
Preventable	102	119
Total Collisions	257	267

The 3 percent increase in the total number of collisions and the 17 percent increase in the percentage ruled as preventable can be attributed in part to the increase in the number of miles driven.

Table 13

Also, during 2006 and 2007, all officers were required to successfully complete a series of driver training classes focusing on pursuit and emergency driving. The series was broken into three components, including policy review, classroom instruction and practical scenario-based training at the controlled driving facility.



A supervisor investigates all collisions involving a CMPD vehicle and the employee's chain of command determines if it was preventable or not preventable.

When an employee is involved in a preventable accident, the employee is required to attend additional driver training specifically tailored to address the actions that contributed to the collision.

Table 14 shows the rate of collisions in 2007 compared to 2006. **Appendix 5** provides a breakdown of collisions and dispositions by employee assignment.

Collisions by Miles Driven		
	2006	2007
Total Collisions	1.60 per 100,000 miles	1.70 per 100,000 miles
Not Preventable	.92 per 100,000 miles	.92 per 100,000 miles
Preventable	.64 per 100,000 miles	.74 per 100,000 miles

Table 14

CMPD employees drive 24 hours a day but the majority of collisions involving them occur during daylight hours, when more drivers are on the roads.

Chart 16 shows lighting conditions during employee-involved crashes.

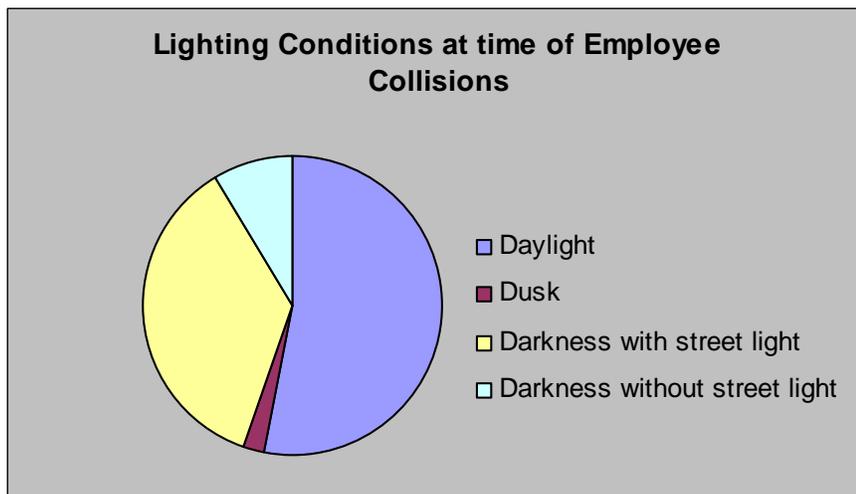


Chart 16

Employee Injuries

While precautions are taken to prevent job-related injuries, incidents occur each year where employees are injured in the performance of their duties. When an employee is injured, regardless if medical treatment is necessary, a supervisor is required to complete an investigation and adjudicate the incident through the employee's chain of command. Injuries, similar to motor vehicle collisions, are ruled either preventable or not preventable.

Table 15 shows the number and rate of injuries for all employees and compares 2007 to 2006.

Employee Injury Rates			
	2006	2007	Change
Total Employees	2,121	2,180	
Total Injuries	220 (10.4 per 100 Employees)	312 (14.3 per 100 Employees)	+ 42%
Not Preventable	212 (9.9 per 100 Employees)	300 (15.8 per 100 Employees)	+ 42 %
Preventable	8 (.4 per 100 Employees)	12 (.6 per 100 Employees)	+ 50%

Table 15

Chart 17 compares incidents occurring in 2007 to 2006 incidents.

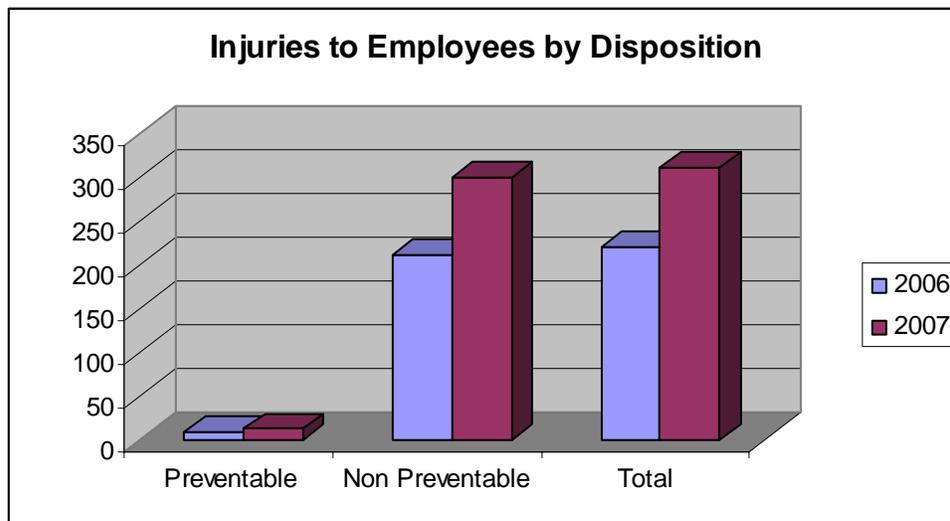


Chart 17

Total injuries were up 42 percent in 2007 compared to the year before. A single reason for the significant increase is not clear. Employees injured most often are assigned to patrol divisions (See Appendix 6). The largest increases in injuries came during suspect encounters and in-service training. Use of Force incidents also increased in 2007 and the majority of those incidents involved physical force during an encounter with a suspect.



Physical suspect encounters increase the likelihood of injury to an officer. Most officer injuries were minor (sprains, bruises, etc.) but ran the gamut to the most serious. Two officers were slain during a suspect encounter in 2007.

Some of the injuries are due to a physical training class conducted in 2007. All officers were required to complete Situational Awareness Training, a physical training exercise that provided a review of control training techniques and allowed officers to use the techniques during training scenarios in a mock “apartment.” Officers were forced to make Use of Force decisions under stress in realistic situations. Participants wore protective gear and a safety officer monitored each exercise, but some officers were injured during the training.

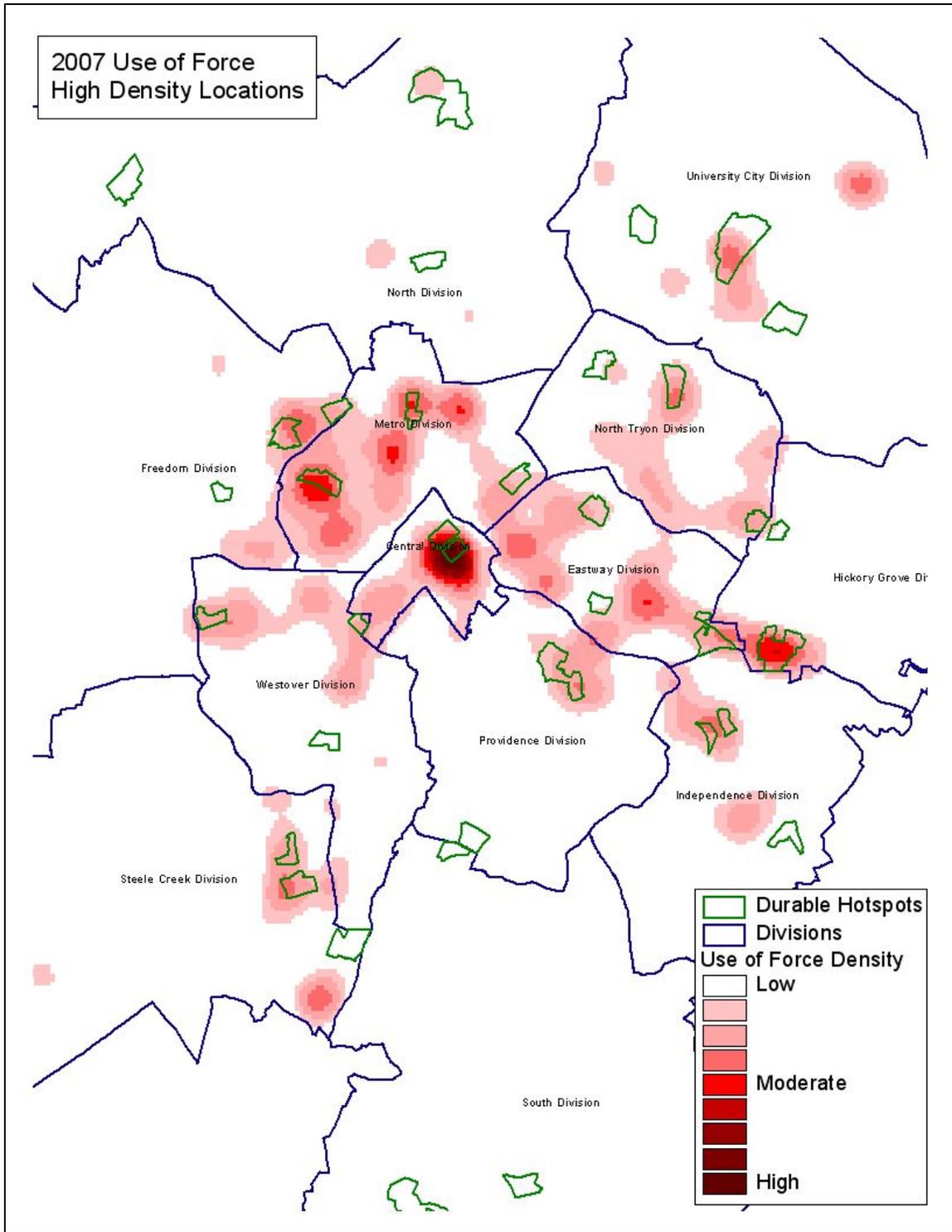
Table 16 explains what employees were doing when they were injured.

Employee Injuries by Activity			
	2006 (Percent of total)	2007 (Percent of total)	Change
Traffic Accident	22 (1)	27 (.9)	+ 22.7 %
Aggressive/Dangerous Animal Encounter	17 (.8)	12 (.4)	- 29.4 %
Suspect Encounter	83 (38)	150 (48)	+ 80.7 %
Training – In service	13 (.6)	42 (14)	+ 223 %
Training – Recruit	28 (13)	25 (8)	- 10.7 %
Conducting Searches	11 (.1)	13 (.1)	- 18.2 %
Other	46 (21)	43 (14)	- 6.6 %

Table 16

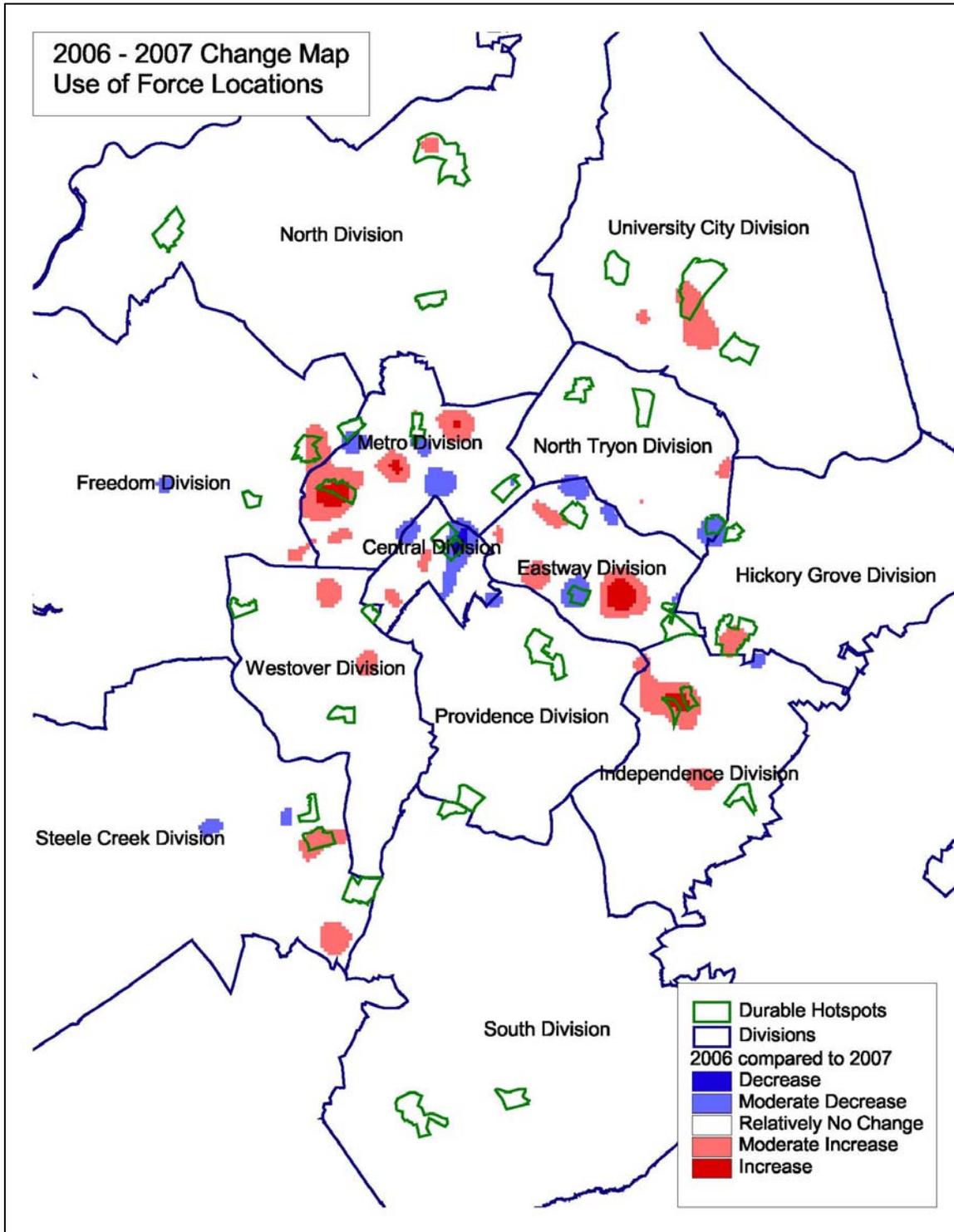
Appendix 1

Use of Force Locations Compared to Durable Crime Hotspots



Appendix 2

Uses of Force Locations, 2007 compared to 2006



Appendix 3

Uses of Force, Arrests, and Rate by Division

Division Name	2006			2007		
	Uses of Force	Arrests	Rate*	Uses of Force	Arrests	Rate*
Central Division	45	2,236	2.0	36	2,252	1.6
Eastway Division	47	3,463	1.4	56	2,944	1.9
Freedom Division	25	1,815	1.4	39	2,213	1.8
Hickory Grove Division	20	1,489	1.3	24	1,578	1.5
Independence Division	16	1,554	1.0	28	1,618	1.7
Metro Division	61	3,842	1.6	79	3,506	2.3
North Division	14	1,082	1.3	28	1,513	1.9
North Tryon Division	34	2,220	1.5	50	2,318	2.2
Providence Division	26	1,564	1.7	26	1,480	1.8
South Division	16	750	2.1	10	1,082	0.9
Steele Creek Division	34	2,140	1.6	41	2,190	1.9
University City Division	19	1,187	1.6	34	1,491	2.3
Westover Division	39	2,643	1.5	50	3,102	1.6
Total	396	25,985	1.5	501	27,287	1.8

*Rate is the number of times officers used force per 100 arrests

Note: The arrest total in this chart does not equal total arrests by the department because arrests at police, court, jail, hospital and mental health facilities were excluded because they account for a high arrest volume in controlled environments that result in low use of force arrests. Four use of force incidents are not counted in this chart because they happened outside of CMPD jurisdiction.

Appendix 4

Pursuits by Duration, Distance and Offense

Duration in minutes	Distance in miles	Offense
1	.5	Assault on an officer
4	2.75	Armed Robbery
1	1.92	Homicide
4	4.0	Armed Robbery
1	.8	Armed Robbery
3	3.0	Armed Robbery
9	7.0	Armed Robbery
4	5.7	Armed Robbery
5	2.0	Burglary, Hit and Run
1	1.2	DWI
2	.5	Armed Robbery
2	.1	Armed Robbery
2	1.6	Armed Robbery
5	1.2	Weapons Law Violation
7	2.2	Armed Robbery
3	3.0	Armed Robbery
3	2.9	Assault on an officer
2	2.8	Armed Robbery
8	10.4	Armed Robbery
1	3.2	Armed Robbery
3	2.0	Armed Robbery
3	2.0	Armed Robbery
3	2.0	Armed Robbery
10	6.7	ADW
1	2.0	Armed Robbery
2	.8	Assault on an officer
1	.5	Armed Robbery
3	1.9	Traffic offense
8	5.8	Armed Robbery
1	.9	Armed Robbery
7	6.6	Armed Robbery
2	1.6	Traffic offense
3	5.7	Armed Robbery
4	3.5	ADW
1	1.0	Armed Robbery
3	4.2	Armed Robbery
1	.2	Armed Robbery
36	26.4	Armed Robbery
2	1.1	Kidnapping

Duration in minutes	Distance in miles	Offense
2	1.5	ADW
1	1.1	ADW
11	6.1	Armed Robbery
4	2.5	DWI
2	2.3	ADW
13	10.8	Armed Robbery
1	.3	Armed Robbery
3	2.5	Armed Robbery
7	7	Armed Robbery
1	.7	Armed Robbery
1	1.2	Armed Robbery
38	37	Armed Robbery
8	5.4	Armed Robbery
16	18.1	Armed Robbery
2	2.9	Armed Robbery
5	4.0	Armed Robbery
2	.8	Traffic offense
3	2.6	Armed Robbery
2	2.3	Armed Robbery
5	6.0	Armed Robbery
2	1.2	Armed Robbery
4	1.7	Armed Robbery
4	4.1	Armed Robbery
3	1.9	Armed Robbery
3	2.8	Kidnapping
2	1.2	Armed Robbery
1	1.0	Armed Robbery
3	3.9	Armed Robbery

Appendix 5

Employee Collisions by Assignment, Disposition

Assignment	Not Preventable	Preventable	Total
ABC Unit	1	1	2
Administrative Services Group	1		1
Animal Care and Control Division	2	9	11
Auto Theft Unit	1	1	2
Aviation / Civil Emergency Unit		1	1
Burglary Unit	4	3	7
Canine Unit	3	1	4
Central Division	7	10	17
Crime Scene Search Unit		3	3
Criminal Intelligence Unit	2	1	3
Eastway Division	5	8	13
Fraud Unit	2		2
Freedom Division	9	6	15
Hickory Grove Division	6	3	9
HITS Division	3		3
Homicide/Missing Persons Division	3		3
Independence Division	7	6	13
Metro Division	14	7	21
North Division	7	3	10
North Tryon Division	5	3	8
Property and Evidence Management Division	1		1
Property Crimes Division	2		2
Providence Division	8	13	21
Research, Planning and Analysis	1		1
Robbery Unit	3	1	4
School Resource		1	1
South Division	9	5	14
Steele Creek Division	8	11	19
Street Crimes Task Force	7	5	12
SWAT Team and ALERT		2	2
Training Division	1		1

Assignment	Not Preventable	Preventable	Total
Transit Police		1	1
University City Division	9	4	13
Vice and Narcotics Division	5		5
Violent Crime Unit	2	1	3
Volunteer		1	1
Watch Commanders Division	1		1
West Service Area Street Crimes Unit	1		1
Westover Division	8	8	16
Total	148	119	267

Appendix 6

Employee Injuries by Assignment, Disposition

Assignment	Not Preventable	Preventable	Total
Administrative Services Group	1		1
Animal Care and Control Division	12	3	11
Aviation / Civil Emergency Unit	3	1	4
Cadet/Volunteer Unit	1		1
Canine Unit	2		2
Central Division	19		19
Communications Division	4		4
Community Outreach	1		1
Crime Scene Search Unit	1		1
District Attorney Liaison Unit	1		1
East Service Area	1		1
Eastway Division	24		24
Fraud Unit	2		2
Freedom Division	11	1	12
Gang Intelligence Unit	1		1
Hickory Grove Division	11		11
HITS Division	1		1
Homicide/Missing Persons	4		4
In-service Training Unit	3		3
Independence Division	9	2	11
Internal Affairs Bureau	1		1
Juvenile Offenders Unit		1	1
Metro Division	23		23
North Division	12		12
North Tryon Division	17		17
Police Reserves Unit	3		3
Property and Evidence Management Division	1		1
Providence Division	14	1	15
Research, Planning and Analysis	1		1
Robbery Unit	2	1	3
South Division	8	1	9
Southeast Service Area	1		1
Steele Creek Division	19		19
Street Crimes Task Force	10		10
SWAT Team and ALERT	2		2
Training Division	22		22
University City Division	20		20
Vice and Narcotics	2		2

Assignment	Not Preventable	Preventable	Total
Violent Crime Unit	1	1	2
Watch Commanders Division	1		1
Westover Division	27		27
Total	299	12	311



CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
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