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CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

Achieve Success: Be the Difference

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Forward

Since being appointed Chief of Police, I have had the honor of leading the culture shift of the Charlotte-Mecklenburg Police Department (CMPD) towards a 21st Century Policing philosophy. The CMPD continually builds trust and legitimacy with our citizens by focusing on crime fighting, community engagement, and professional development. CMPD also has made it a priority to train and educate our officers and hold the members of our department to high standards of accountability.

Community safety and well-being are essential components of any community's vitality and growth. To ensure a sound quality of life for all residents, the Charlotte-Mecklenburg Police Department (CMPD) must pursue a comprehensive set of programs that will capitalize upon our stabilization of crime control measures, inspire confidence in neighborhoods and businesses, and generate public awareness of the true factors regarding crime and the impact that residents can have.

Most important is the focus on information sharing toward the increasing knowledge of and participation in programs that proactively address community safety and build community trust. The CMPD is built upon a foundation of exceptional service. The three primary goals Chief Kerr Putney has articulated for the CMPD include; crime fighting, community engagement, and professional development.

The purpose of this report is to highlight the many active and ongoing youth focused programs ranging from Youth Diversion to Envision Academy. In addition, community focused programs ranging from the Chaos to Conversation: How to Get People to Stop Yelling and Start Talking to Bridging the Difference. Also highlighted are internally focused programs ranging from Command College to the Early Intervention Program.

Kerr Y. Putney
Chief of Police

Youth Focused Programs

Youth Diversion Program

In response to the disproportionate minority contacts and the school to prison pipe line, in 2012 CMPD created and implemented the Youth Diversion Program in an effort to lower the number of youth arrests in Mecklenburg County. The goal of the Youth Diversion Program is to break the cycle of youth justice system involvement and an arrest record for youth who commit first time misdemeanor offenses. The Program affords Mecklenburg County youth ages 6 - 17 the opportunity to participate in and successfully complete the Program as an alternative to criminal prosecution. These diversion opportunities provided maintain accountability for delinquent acts while providing the appropriate support to redirect behavior. Youth participate in up to eight hours of interpersonal skills workshops designed to address specific areas of concern such as decision-making, risk taking, goal setting, conflict resolution, academic achievement, and substance abuse, as indicated by an assessment tool. Parent/guardians of the referred youth are required to participate in a two-hour workshop designed to assist them in understanding and redirecting their child's behavior.

REACH OUT

REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) is a collaborative effort of the CMPD, Mecklenburg County District Attorney's Office, and Division of Adult Correction and Juvenile Justice to provide services and resources to effectively and positively change the lives of selected youthful offenders. The REACH OUT Program provides weekly classes on topics such as positive communications, decision making, interpersonal relationships, healthy relationships, employment readiness, and career paths. Participants receive community

service credit for each hour of class which count towards their required 100 hours of community service for Deferred Prosecution. A new restitution fund supplied by a private foundation has allowed more youth the opportunity to participate by allowing participating youth to earn funds for payment to victims by performing community service. The program seeks to build community trust by offering low level offenders a second chance and ensuring they become productive members of the community.

COPS & Kids

COPS & Kids builds on the success of the COPS & Barbers program by moving the dialogue into the school system to engage with middle and high school students. COPS & Kids seeks to develop more meaningful partnerships with youth, educate youth about their rights and responsibilities as citizens, demonstrate positive interactions with police, address common misconceptions, and dispel common stereotypes. Events have been held in all Charlotte-Mecklenburg high schools and have begun in the middle schools, reaching thousands of students.

KOPS & Kids Learn Spanish

KOPS & Kids Learn Spanish, like COPS & Kids, also builds on the success of COPS & Barbers. KOPS & Kids Learn Spanish builds stronger relationships and better communication between Latino youth and their families and participating division officers. Officers attend language classes taught by the youth for 12 weeks. Area congregations host the program, which averages 25-30 youth and 15 officers.

High School Youth Forums

The High School Youth Forums offer the opportunity for CMPD officers to engage with youth in informal question and answer sessions to talk about law enforcement.

LEVEL UP Youth Program

LEVEL UP Youth Program is a partnership between the YMCA and the CMPD to provide youth positive outlets for their time and energy, build trust between teens and the CMPD, prevent crime, promote health and reduce academic summer regression. In partnership with the CMPD, the YMCA's goal is to foster relationships and eliminate barriers to a better life.

REACH Academy

REACH Academy (Respect Engage Accountability Character Honesty) builds positive relationships between youth who harbor a mistrust of police officers and CMPD officers. REACH Academy promotes personal and social responsibility and accountability through leadership opportunities provided during a weeklong summer program for up to 25 males and 25 females per session. The CMPD has collaborated with several community organizations to provide educational field trips, career readiness, and vocational development classes for participants. Upon graduation, youth may participate in a CMPD mentoring program.

Academy of Safety & Protection

Academy of Safety & Protection (ASAP) is a first of its kind, public safety program for high school students created through the collaborative efforts of the CMPD, CFD, and Charlotte-Mecklenburg Schools (CMS). ASAP provides a course of study for students with a desire to pursue a career in policing, firefighting, or medical emergency services that includes a focus on responsible choices. ASAP is housed at the Marie G. Davis Military & Global Leadership Academy at Marie G. Davis. The inaugural class began August 2016 with over 70 students.

Cadet Program

Under Chief Putney, the Cadet Program expanded from 10 Cadets to 15 Cadets; the Program received additional approval to increase the number of Cadets to 20 in 2017. This paid position provides qualified students, actively enrolled in a local college, the opportunity to work in a professional, law enforcement environment, while learning about and training for future employment as a CMPD Police Officer. The program enhances the student's knowledge of the CMPD and all operating aspects. Cadets work in different areas of the department and develop the necessary skills to make them the type of officer CMPD needs to be successful in its mission to prevent the next crime. When the student turns 21, he or she may enter a career as a CMPD officer, with priority when applying for the Police Academy.

Youth Envision Academy

Youth Envision Academy is an eight-week program introducing youth to Charlotte's government, business, and non-profit community. The CMPD Youth Envision Academy was launched June 2017 following Chief Kerr Putney's identification of the need to extend meaningful opportunities to underserved Charlotte area youth. With financial support of Bank of America and the Hugh McColl Foundation, this opportunity was made possible. The Youth Envision Academy is a learning opportunity that exposes area high school youth to paid work experiences at various Charlotte area businesses, non-profits, and government agencies. The purpose of the program is to introduce youth to a rich educational experience that will aid them in making informed decisions about future career opportunities. In addition, the program also provides leadership development including an introduction to the culture and climate of Charlotte. Through this program, youth have the opportunity to "Envision" the economy, the environment, the health and well-being, the rich history and the spirit of Charlotte. A total of 36 youth and five CMPD mentors were selected for the 2017 eight-week immersion as they "Envision" their futures and the future of Charlotte.

Cops CARE & CARE Curriculum

In response to the increasing impact of non-traditional gangs and increasing requests for gang prevention workshops for youth, CMPD created COPS CARE. COPS CARE is designed to target 8th grade students in Charlotte-Mecklenburg Schools (CMS) with the same message: making positive choices for positive outcomes because COPS CARE and youth are worth it. Also, a curriculum was designed for middle and high school students to open the door for police and youth to discuss basic constitutional rights and responsibilities in addition to valuable information on police/citizen encounters.

Congratulations to Detective Mike Nguyen, Sgt. Catina Odom and Lt. Gene Lim for their hard work in making CMPD's Cops CARE a priority in Charlotte-Mecklenburg. Cops CARE was awarded the 2018 North Carolina Gang Investigators Association Program of the Year award for the second year in a row.

Youth Symposium

CMPD's Community Engagement Services sponsors Youth Symposiums to highlight the department's youth programs, expose youth to the law enforcement profession and various programs offered by organizations throughout Charlotte-Mecklenburg.

Lakewood Community After School Program

Sponsored by the CMPD, as part of the CMPD's Community Empowerment Initiative, the Lakewood Community After School Program was launched, operating Tuesdays and Thursdays, from 5:30-7:00 P.M.

Young Black Leadership Alliance

The Young Black Leadership Alliance (YBLA) consists of top high school and college students that are well on their way to influential positions in our community. YBLA members' mission is to promote positive images, develop leadership capabilities, and establish and accomplish goals for academic excellence. The CMPD is proud to count YBLA as one of our valued partners.

Camp Fusion

CMPD hosts annually over Charlotte-Mecklenburg School high school young men and women at John & Wales University. The camp uses basketball, a common love of the athletes and coaches, as a foundation for building relationships, not just between the officers and students but positive relationships also among students. The students participate on their high school basketball team and because of the camp; they now play not only against rivals, but new friends from the camp.

Camp Lead Up Summer Leadership Institute

A three-day program, Camp Lead Up Summer Leadership Institute, is designed to change, challenge, and encourage youth to prepare them for their place of leadership in the future and provide the tools necessary today for each to stand out in their respective schools and communities. CMPD staff, in cooperation with Camp Lead Up staff, takes an active role in exposing participants in the operation of the CMPD including the operation of the Police Training Academy and team building exercises. The objective is to develop the talents of each toward a positive method of expressing their abilities.

College Internship Program

This non-paid internship program introduces college students to the opportunities and disciplines within the law enforcement. Interns are exposed to effective problem-solving and

partnership-building skills to gain a better understanding of day-to-day operations of the CMPD. Two types of college internship program (pathways) are offered. The first pathway, the Sworn Program, allows college interns that desire to become sworn law enforcement officers, the opportunity to work in a CMPD Investigative, Support Services, and/or Patrol Services Group for duration of his or her internship. The second pathway, the Civilian Program, places college interns, desiring to focus their internship on one specialized area of law enforcement, in a Division predominately staffed by civilians, including Crime Scene Search, Animal Care and Control, and Research & Planning, and Crime Analysis.

High School Explorers Program

The CMPD High School Explorers Program introduces students to the world of law enforcement. Explorers are trained in several aspects of police work and have opportunities to compete with other Explorer posts in state, region, and national conferences. Students also have the opportunity to participate in the CMPD Ride-Along Program that allows Explorers to ride in the patrol car with an experienced Officer on the job. Explorers also have the opportunity to experience abbreviated versions of an actual police academy.

High School Academy

A one-week, hands-on course for young people, the High School Academy, is for those youth interested in a career in law enforcement or students who would like to find out more about the CMPD. Participants must be at least 14 years of age and in the 9th, 10th, 11th, or 12th grade. Topics covered during the week-long program includes team building, crime scene investigation, criminal investigations, defensive tactics, traffic stops, building searches, physical fitness, suspect encounters, and the responsibilities of wearing the badge.

Mayors Youth Employment Program

The goal of the Mayors Youth Employment Program (MYEP) is to seek to build partnerships with host employers in the private, public, and non-profit sectors of Charlotte's economy who are able to provide one-of-a-kind career experiences for MYEP participants that help youth develop career goals, stay in school, achieve academically, and enhance social skills that enable them to succeed in life. Students connect to the world of work which enables businesses and communities to know the needs and successes of the students and schools. Internships are generally eight (8) weeks in duration and begin mid-June. Students work 20 hours per week, at a minimum rate of $8.00 per hour. Annually, on average, the CMPD provides opportunities for 40 MYEP youth.

Turning Point Academy Summer Exposure Experience Program

Charlotte Mecklenburg Schools (CMS) Turning Point Academy is a "Redirection" Program designed to meet the educational needs of "at-risk" students through therapeutic intervention services, behavior and academic prevention, and intervention programs. In partnership with CMS, CMPD School Resource Officers administer a nine-week Summer Exposure Experience Program, serving 25 middle and high school male students. SROs serve as mentors and teach the CMPD's Citizen Accountability, Rights and Education (CARE) curriculum. Programming also includes academic recovery, community-based learning, literacy through music, entrepreneurship, and poetry workshops.

Police Activities League

Established in 1968, the Police Activities League (PAL) is a non-profit organization that targets at-risk youth to enhance and develop humility, leadership, and citizenship to foster their leadership and citizenship skills through athletics and academics. PAL serves youth from ages 5 to 17 offering academic after-school and summer enrichment programs and athletics including baseball, basketball, boxing, cheering, dance, football, gold, karate, soccer, weightlifting, and wrestling. PAL aids youth improve their decision-making skills preparing them for a successful future.

Promoting Peace Program

This Arts Endowment Project collaborative is designed to help heal the divide between vulnerable young people and the officers that patrol their neighborhoods. The program works to improve community relations by giving Officers and teenagers a place to come together, connect, and give voice to their feelings. Each workshop focuses on creating open dialogue and addressing social justice issues through collaborative art. Community partners include the CMPD, Transforming Youth Movement, Inc., Community School of the Arts, visiting professional artists, and speakers and facilitators across a variety of disciplines.

Right Moves for Youth

Right Moves for Youth (RMFY) was founded by Police Officer, Dave Scheppegrell (retired Sergeant) and businessman Frank Bragg. The heart of the program is the strong partnership with the Charlotte Mecklenburg School System, CMPD, YMCA, Mecklenburg County Sheriff's Office, Charlotte Housing Authority, and the community. Since its beginning, RMFY has provided services to more than 30,000 students. RMFY life-skills based curriculum helps engage students in topics including personal development, health and wellness, education (college and career exploration), decision making/organization, relationships, and finances. This curriculum assists students with developing the skills to face real world challenges and make positive contributions to our community. RMFY provides programs at 29 CMS sites, the equivalent of 32 middle and high schools, reaching 1,800 students.

University City Mentoring

Six Officers partner with Stoney Creek Elementary School and Mallard Creek Elementary School to mentor 15 students at each school. School staff selects students who exhibit behavioral, academic, and/or social challenges. Officers organize and take these students on field trips, participate in beautification projects, and other team building activities.

Chief's Youth Advisory Board (CYAB)

The Chief's Youth Advisory Board (CYAB) is comprised of 30 diverse high school and college students from area schools, provides students the opportunity to communicate issues concerning youth and police relations as they meet with the Chief Putney and members of the CMPD's Executive Staff. The primary function is to promote trust and understanding between CMPD and the City's youth. These students are responsible for communicating with their student body peers to identify issues and present them at the meetings.

Team Garinger

Team Garinger is an initiative between CMPD and Garinger High School to mentor homeless and/or at-risk students. Once a week CMPD Officers meet with 15 students at Garinger High School to teach life skills and connect students with the resources they need to be successful in life.

Court Camp

In June 2018 was the CMPD's inaugural year to sponsor four teenagers who have expressed an interest in a legal system related career and/or just interested in learning more about the law and the North Carolina Judicial system. During this week-long camp at the Mecklenburg County Courthouse, participants learn about the North Carolina Judicial Branch, meeting judges, attorneys, law enforcement officers, court reporters, and other court personnel. Participants also take behind-the-scenes tours of the Mecklenburg County Courthouse, Mecklenburg County Jail, Charlotte Mecklenburg Police Department Crime Lab, Central Piedmont Community College's Criminal Justice Department, and a large law firm. The highlight of Court Camp is observing live criminal and civil trials and participating in a mock crime scene and mock trial. A mock trial and graduation ceremony is presided over by a District Court Judge and held on the last day of the camp at which parents and guardians are invited to attend.

Bigs in Blue

Connecting CMPD Officers and youth through mentoring is the objective of Bigs in Blue. This program is a one-to-one mentoring program that connects police officers with youth to build strong, trusting, and lasting relationships. The result of these relationships can help build stronger bonds between police officers and the families they serve. Officers serve as mentors and role models who are caring, supportive and dependable. For a few hours each month, Officers build friendships through a variety of activities including reading, doing homework, playing sports, going to a ball game, or watching a movie. The most important thing Officers do is listen. Showing interest in a child makes a profound positive difference in a child's life.

Storytime Traveler

The Storytime Traveler is a mobile library created by Officers from the Steele Creek Division. Created out of a reading program started by two Steele Creek Patrol Division Officers at the Arrowood Villas Apartments, they noticed that some children did not have age-appropriate books in their homes. The reading program grew into seeking and receiving donated child age-appropriate books from the community. The culmination is a mobile trailer with over 2,000 books that now travels to neighborhoods in need. An appreciative parent

expressed that his 8-year-old daughter has become a confident and active reader since participating in the Storytime Traveler Program.

Passport to Manhood

An eight-week course taught to male students ages 8-16 focusing on positive interactions leading young men becoming men. Class discussions range from respect, goals, establishing good credit, personal financing, being a good person, proper dress attire, and other essential lessons in becoming a man.

Behailu Academy

Open to teens 14 years and older, Behailu Academy is a year-long dialogue, meeting monthly, 50 teens share a meal and perspectives and a "tough talk" about teen-related issues to learn and grow from each other. The goal of Behailu Academy is to prepare youth to be active, responsible, and self-sufficient citizens after high school graduation. Several teens, through their interaction with Officers, have joined the CMPD's Explorer Program

Project SAVE

The mission of Project SAVE is to make students job-ready, not jail-ready. This is accomplished through character development training, life skills instruction, exposure to various careers and participation in sports activities. Officers visit sessions to interact and instruct students on media pitfalls, bullying, and interaction with police officers.

Promise Youth Development

Weekly, 60 students meet with 12-15 CMPD Officers who attend Wednesday evening sessions to mentor youth and discuss topics including manners, respect, how to excel in

school, careers students want as adults, and summer book reading with weekly discussions. "Before you can mentor youth, Major Nelson Bowling explained, you have to have a relationship and relationship building is extremely time-consuming; yet rewarding." The consistency of Officers coming every Wednesday, knowing how each young person is doing at school, their needs, and Officers helping each young person with their particular situation, without seeking recognition, builds a two-way strong bond of trust and a real relationship. For example, Officers filled an essential need by providing each young person with a backpack containing school supplies. When one young teenager was seen riding a small child's sized bike, an Officer asked him about it and independently obtained a new bicycle for the teenager within days. The teen was overjoyed as this is his primary source of transportation.

Bears Behind the Badge

Carolina Panthers Middle Linebacker Luke Kuechly (L), on behalf of the Carolina Panthers Player Impact Fund, presents a check in the amount of $5,000 to CMPD Officers of the University City Division for their "Bears Behind the Badge" program. Bears Behind the Badge, is a

program for children in kindergarten through third grade that emphasizes reading, writing and helps build bonds between the youth and officers. Many children have few books of their own. The students also receive a stuffed animal from the officers that becomes their reading buddy. The program was started to help encourage young children to work on their reading skills and to build partnerships in the neighborhoods.

L. Anthony Sutin Civic Imagination Award

June 18, 2018, Mr. Phil Keith, Director, U.S. Department of Justice, Office of Community Oriented Policing Services (COPS) announced that the CMPD was named as the recipient of

the L. Anthony Sutin Civic Imagination Award. Named in memory of Tony Sutin, who served as a founder and Deputy Director of the COPS Office, this award recognizes law enforcement and community members whose innovative civic interactions have transformed public safety in their community. CMPD and Promise Youth Development were recognized for transforming lives of the youth in the Heritage Park neighborhood through respectful, trust-building approaches. Promise Youth Development and the CMPD continue to equip, educate, nurture and empower youth to successfully transition into adulthood. Positive outcomes have been promoted by providing exposure to opportunities, fostering positive relationships with mentors, and providing youth the support needed to bring awareness to gang involvement, personal growth, respect, violence prevention, substance abuse prevention, teen pregnancy prevention, high

school dropout prevention, human trafficking, health and wellness, and conflict resolution.

Community Focused

Community Engagement Division

The CMPD established the Community Engagement Division to build community trust. It incorporates community outreach, youth engagement, crime prevention, and crisis intervention amongst its responsibilities.

Crime Fighting, Community Engagement, and Professional Development

Immediately upon assuming the position of Chief of Police, Chief Putney conveyed his three overarching goals to the CMPD staff and the community – Crime Fighting, Community Engagement, and Professional Development.

Recruiting the Best – *Be the Difference*

CMPD launched an extensive recruitment initiative in 2018. The CMPD concerted effort is to hire new and experienced officers offering competitive benefits and incentive programs. The minimum starting salary for new officers, with a four-year degree, is $49,589. Additionally, the CMPD offers a five-percent pay incentive for proficiency in any of five languages, an educational tuition reimbursement program, a 401K with 5% of salary contributed by the City of Charlotte, among many employee benefits.

With a strong commitment and advocate of hiring veterans, the CMPD provide veterans with opportunities to join our ranks with our base testing program. Eligible participants in this program do not need to apply through the normal process. Through the Lateral Entry Recruiting program, CMPD accepts in-state and out-of-state certified Police Officers for lateral entry who exhibit integrity, professionalism, and dedication to bring their skills and experience. Specific qualifications for lateral entry includes being presently employed with a sworn government law enforcement agency, with no break in service, for a minimum of two years, full-time service with your current agency.

CMPD is committed to recruiting from the neighborhoods it serves. The goal of the CMPD is to make Charlotte one of the safest large cities in America. To do that, we continually advance strategies that prevent crime, find ways to engage the community in taking steps that help minimize opportunities for victimization, seek solutions to the complex community problems that contribute to crime and disorder.

Establishment of a Senior Police Officer Program

With the adoption of the City of Charlotte's FY 2019 Budget, a new Senior Police Officer Program was implemented for eligible Officers at the top Public Safety Pay Plan Step. Interested Officers are required to complete a set of courses to be eligible for an additional five percent increase in salary.

Promoting Officer Residency

With the adoption of the City of Charlotte's FY 2019 Budget an incentive residency program was implemented for Sergeants and Officers residing within the Charlotte City limits. The objective is to increase the CMPD's visibility in the community and foster a better understanding of neighborhood concerns. Over a period of two years, Officers who reside or move into Charlotte will receive a one-time $2,500 residency incentive.

Expanding Take-Home Vehicle Program

With the adoption of the City of Charlotte's FY 2019 Budget, the CMPD Vehicle Take-Home Program will be expanded significantly. The Program has allowed for Officers assigned to select assignments such as the Special Weapons and Tactical Unit (SWAT) and Bomb Unit to have take-home vehicles. Additional vehicles are being acquired above the normal replacement levels in FY 2019 and in future years to eventually be assigned to most Officers who reside within the City of Charlotte. This Program is also designed to improve recruitment and retention as take-home vehicles are frequently cited as a recruitment and retention tool. In addition, these take-home vehicles will increase daily efficiency for Officers, allow for quicker response times, and serve as a crime deterrent in neighborhoods. With the adoption of the FY 2020 budget, Sergeants residing within

Charlotte city limits who are at the top pay step are also eligible to receive a marked take home car. It is anticipated that future costs of vehicles may be offset by savings achieved by extending vehicle life.

Public Safety Pay Plan

The Public Safety Pay Plan, covers all ranks below the rank of Police Lieutenant. The FY 2020 City of Charlotte Budget included important improvements to the Public Safety Pay Plan. The improvement included new merit steps and market adjustment. Revisions to Police Officer steps were increased to improve the CMPD's ability to attract and retain Police Officers including merging steps and moving the merit date of all Police Officers to prevent leapfrogging. In addition, a Senior Police Officer I step was created for eligible Police Officers to receive a five percent step and implemented a Senior Police Officer II program. Police Sergeant steps were also adjusted.

CMPD Recruiters on Your Computer

Broadcast monthly, live on Facebook, Officers from the Training and Recruiting Division provide answers to viewers questions regarding the CMPD's hiring process.

Recruiting Video Contest

CMPD sought creative storytellers to make a recruitment video. Fort Mill High School students Cassidy Burns, Courtney Smith, and Isaac Palmer's entry was selected among the many videos submitted. For their video being selected the students shared the grand prize of $1,000.

CMPD Launches Expanded Officer Recruitment Marketing Campaign

It was announced by Deputy Chief Stella Patterson that the CMPD will launch, March 30, 2020, an expanded officer recruitment marketing campaign. As part of the expanded program, the CMPD will grow its Historic Black College and University (HBCU) Initiative to build additional diversity within the CMPD through visits to campuses by CMPD HBCU alumni. Time will be invested to build sustainable relationships by talking with professors and engaging with students to discuss the rewards of the police profession.

The expanded marketing plan includes a comprehensive campaign centered around marketing the City of Charlotte and the CMPD. The 2020 campaign is based on a single idea - CMPD gives you the chance to accelerate your career in a community of opportunity. Channels where this new work will be displayed include search engine marketing, paid social media, geofencing, in-gym advertising, and in-gaming advertising. CMPD is on pace to hire at least 170 officers in 2020.

CMPD provides officers with competitive pay starting at $45,081. There are pay incentives for (+5%) associates and (+10%) bachelor's degrees. Depending on their years of qualified service and education, lateral transfers may start as high as $69,776.

Key benefits include:

- Higher pay for experienced lateral transfer officers
- Take home vehicle opportunities
- 5% city contribution into 401k
- Education tuition reimbursement and incentive pay
- Six weeks paid parental leave
- Ability for eligible military/veteran personnel to apply for GI Bill benefits
- Incentive pay for second language proficiency
- 10 to 20 vacation days per year (based on years of service)
- Paid military leave

New Motorcycles

In 2018, the CMPD took delivery of six new BMW motorcycles to replace older model Harley-Davidson motorcycles. The BMW motorcycles are 200 pounds lighter and better for traffic enforcement. In addition, these motorcycles have new safety features, are designed to keep the motorcycle officers cooler, and lessen driver fatigue.

President's Task Force on 21st Century Policing

Completed the CMPD's "President's Task Force on 21st Century Policing." The CMPD's report addresses all the 59 recommendations proposed by the Task Force organized around six Task Force pillars. The Task Force pillars include Building Trust & Legitimacy, Police & Oversight, Technology & Social Media, Community Policing & Crime Reduction, Training & Education, and Officer Wellness & Safety. Building trust and legitimacy within the Charlotte-Mecklenburg community is important to the CMPD. CMPD understands that past and present injustices and discrimination are barriers to community trust and have incorporated measures to rebuild trust within the community.

External Advisory Committee

In 2015, Chief Putney established an External Advisory Committee (EAC), comprised of community leaders, to review three areas of the Department: Professional Development, Professional Standards, and Recruitment & Retention. The Lee Institute facilitated discussions between the EAC and CMPD, and prepared a final report on the group's findings. The "CMPD External Committee Final Report 2016" provides recommendations on ways to continue increasing transparency, collaboration, and communication with the community. The EAC is a standing committee that remains active in an advisory capacity to the Chief of Police.

COPS & Barbers

Recognized by President Barack Obama as a "model for fostering relationships between cops and young black men," COPS & Barbers was the idea of local barber Shaun Corbett to facilitate dialogue between the police and community. The CMPD and NC Local Barbershop Association host "town hall" events to create an open and honest dialogue about police and race relations. Discussions include educating African-American citizens of their rights, the appropriate manner in which to interact with police, and challenges police face when confronted by a potentially dangerous situation. Local

congregations, recreation centers, and schools throughout the community serve as host sites for these events.

Active Survival for an Active Shooter

Active Survival for an Active Shooter is a two-hour educational seminar is presented to community members to provide tools to help them survive in the event of an active shooter. The free seminar is available to businesses, charter and private schools, neighborhoods, and congregations. The CMPD has conducted over 200 public seminars, educating over 5,000 community members.

Body Worn Cameras

CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with department-wide rollout in September 2015 to assist in monitoring emergencies, identifying training and policy deficiencies, and to promote trust, transparency and accountability. CMPD considered best practice policies from other law enforcement agencies and input from the American Civil Liberties Union and Police Executive Research Forum in the development of a BWC policy.

In addition to BWC worn by officers assigned to patrol duties, the CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC.

Be S.M.A.R.T Cellphone Larceny Program

The CMPD was honored to attend the 25th Annual International Problem-Oriented Policing Conference to present the Be SMART Program to other police departments. The Be S.M.A.R.T Cellphone Larceny Program combined an educational campaign through posters and literature with training for establishments that have often been targeted for larcenies. In an effort to educate these potential victims, the CMPD distributed literature and posters to patrons of Uptown establishments, business managers, and citizens. In conjunction with outreach and education, the CMPD also launched a ‘bait phone’ program to catch offenders and to reward good Samaritans.

Project Lifesaver

The CMPD implemented Project Lifesaver to assist in locating wandering and lost civilians. Vulnerable populations (those prone to wander, including the elderly and the mentally ill) received a transmitter bracelet, which allows a trained member of the Missing Persons Unit to track the individual were they to go missing.

Business/Neighborhood Corridors

The CMPD identified Business/Neighborhood Corridors with the most long-standing issues with reliable trends of increased violence, crime, and quality of life issues. They included the Beatties Ford Corridor, Tuckaseegee Corridor, North Tryon Corridor, Albemarle Road Corridor, and the I-85/Sugar Creek Corridor. In August 2016, the Providence Road Corridor was identified as the sixth corridor. To improve the quality of life along these six business/neighborhood corridors the CMPD entered into community engagement partnerships with many City departments.

Mental Health First Aid

Throughout 2016, all sworn personnel have been tasked with attending Mental Health First Aid training. Taught by Mental Health America of Central Carolinas, this 8-hour course trained officers to better understand and serve our citizens suffering from mental health issues. All CMPD officers completed this by the end of 2016.

Crisis Intervention Training

CMPD has approximately 500 officers certified in Crisis Intervention Training (CIT). CIT was developed to improve safety in Charlotte-Mecklenburg by diverting those in crisis situations from the criminal justice system to treatment and services with the hope of recovery. In addition, CIT increases officer awareness on how to approach victims with mental health and substance abuse issues in crisis situations.

Community Safety Forums

CMPD believes public trust is paramount to building strong communities and reducing crime, and that the community and its stakeholders should have the greatest voice in issues concerning their neighborhoods. As such, CMPD's crime fighting model goes beyond looking at the crime numbers alone, to focusing on victimization. In line with this model, CMPD uses Community Safety Forums to disseminate crime information, exchange ideas with community members on current issues, no matter how difficult the conversation, and encourage community members to participate in determining what is most important to them concerning crime and quality of life issues.

Coffee with a COP

Coffee with a COP takes place in many neighborhoods providing an opportunity for residents and officers, informally over coffee, discuss public safety, crime prevention and community engagement. This program is a great way for community members to stay informed and for officers to get to know the people they serve better.

Cones with a COP

To compliment the success of Coffee with a COP, during the summer months, CMPD Patrol Divisions sponsor Cones with a COP. Meeting at local ice cream/yogurt shops, this program provides the opportunity for neighborhood residents and officers, over ice cream/yogurt to discuss public safety, crime prevention, and community engagement. Cones with a COP is one more way for neighborhood residents to stay informed and get to know the officers providing police services.

High Ropes Course

In January 2016 the CMPD designed, developed, and constructed an 80' long, 60' wide and 40' tall, multi-level High Ropes Course with 13 obstacles – The Leadership Reaction Course. The primary purpose of the High Ropes Course is to engage youth with officers in team building exercises. This course also allows the training team to develop and test the students' abilities in three key components: Team Building, Tactical Communication, and Problem Solving. The CMPD has hosted over 400 participants to include Police Recruits, Patrol Division teams, Special Bureaus, Girl Scouts, Boy Scouts, community leaders, and several civic groups to have opportunity to experience the Leadership Reaction Course.

CLEAR Workshops

In January 2017 the CMPD implemented CLEAR (Communicating Law Enforcement Actions & Responsibilities) Workshops (formally Transparency Workshops) to expand the opportunity for the CMPD to improve the partnerships needed to better serve the community. CLEAR Workshops are three-day events that provide community members an inside understanding of CMPD's processes, services, and operations. The mission of CMPD CLEAR Workshop is to strengthen community relationships, increase the community's understanding of police work, and equipping citizens with the knowledge to provide productive and meaningful input into how the CMPD functions.

Project "Unplugged"

The term "Unplugged", when used informally, refers to a presentation in a low-key, personal setting; this is the premise behind this community engagement project. Project "Unplugged" allows officers to engage youth and adult members from faith-based organizations in the surrounding neighborhoods in a more casual setting. Since its creation, many faith-based organizations have collaborated with CMPD to host these forums.

Community Corners

Community Corners events were organized as informal gatherings of community members and police officers at community parks and athletic fields. Officers and residents engaged in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It was also a time of games and fellowship.

Workforce Diversity

CMPD values the importance of diversity and understands the need to recruit employees who are reflective of the community. CMPD is intentional about recruiting at Historically Black Colleges and Universities in the southeast and solicits the participation of CMPD employees who are alumni of these institutions. There is active recruitment from women's organizations, the military, and numerous other groups and associations. CMPD also recruits within the Charlotte-Mecklenburg community to diversify the applicant pool further. CMPD strives to create a Workforce Diversity that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities. To that end, CMPD actively seeks qualified minority applicants to fill both sworn and civilian positions throughout the department.

Clergy Conversation with the Chief

In 2017 Chief Putney hosted a meeting designed to foster an open, honest, and meaningful dialogue on race relations and community engagement between the police and members of our faith based community. The discussion provided the opportunity to formalize and strengthen the relationship between the CMPD and clergy of all faiths from across the Charlotte-Mecklenburg community.

Walking Beats

Walking Beats have been created in congested entertainment areas.

125 New Officer Allocations

Facing increasing and uncontrollable pressures placed on the CMPD's personnel resources that require the CMPD to continuously assess sworn and civilian staffing levels. These pressures include population growth, LYNX Blue Line extension, residential and commercial development, recent increases in crime, victimization, calls for service, Priority 1 response time, special events, officer wellness and safety, and sworn attrition and retirement. Considering these pressures, Chief Putney requested an additional 125 Officer allocations, City Council approved 125 new allocations over two fiscal years, FY 2017 and FY 2018.

Lip Sync Challenge

In 2018, police departments across the country started posting lip sync videos challenging one another to see who had the best routine. The CMPD shot a video with employees singing along to Justin Timberlake's "Can't Stop the Feeling." The CMPD's video received some 2.5 million views. USA Today sponsored a contest for the best lip sync video in the nation. The CMPD's video received enough votes to make it to the top 16, then first in our region, and second nationally. To view the CMPD lip sync video entry click on this link: https://www.facebook.com/CMPDnews/videos/vote-for-cmpds-lip-sync-video/289425925192866/

Social Media

Social Media was expanded to multiple platforms to communicate with the community, provide timely and accurate information, and dispel rumors. The CMPD has multiple methods of community engagement through social media including Twitter, Facebook, Instagram, and YouTube. The number of followers of the CMPD on social media platforms has grown exponentially. Links to each social media sites is shown below.

- https://twitter.com/CMPD
- https://www.facebook.com/pg/Charlotte-Mecklenburg-Police-Department-124757580932140/posts/
- https://medium.com/beyond-the-badge
- Instagram at @cmpdpic
- https://www.youtube.com/channel/UC34StIB02pm-72TavYQSyeg

Speaking Engagements

Chief Putney has been active in public Speaking Engagements. Chief Putney has participated in more than 250 speaking engagements including appearances at events hosted by various City Council members, National Public Radio, the Charlotte-Mecklenburg Police Foundation, among other events."

Crime Fighting Initiatives

Several pro-active Crime Fighting initiatives yielded positive results including:

a. Operation Avalanche brought additional police resources into specific communities that experienced increased levels of violent crime. Using detailed crime analytics officers impacted specific areas and offenders to prevent and deter offenses. As crime trends changed, Operation Avalanche also adapted to maintain its effectiveness.
b. Summer Overtime Initiative involved the CMPD using Federal Justice Assistance Grant funds to pay officers to work overtime in entertainment areas across the Charlotte-Mecklenburg during summer months. Officers worked on foot patrols and on bicycles in crowded areas enabling them to move more freely, get to know the areas being patrolled, and the people who live and work in these entertainment areas.
c. Priority Offender Focus consists of identifying the Charlotte-Mecklenburg most violent repeat offenders and most prolific property offenders to ensure that any case against them is given priority and in collaboration with the Federal or State prosecutors moved through the criminal justice system in a way that will hopefully keep them out of Charlotte-Mecklenburg for as long as possible.
d. UBN (United Blood Nation) Gang Round Up saw the CMPD taking a significant role in North Carolina's largest violent gang membership roundup. Approximately one-half of all the arrests were made in Charlotte. CMPD detectives lead a substantial portion of the investigation.

Shooting into Occupied Dwelling (SIOD) Taskforce

Implemented July 2018 due to an increase in shooting into occupied dwellings, the Shooting into Occupied Dwelling Taskforce (SIOD) was initiated as a 90-day pilot program in the Patrol Divisions experiencing the majority of shooting into occupied dwelling incidents. SIOD is comprised of detectives from the North, Metro, Freedom and Westover Patrol

Divisions, and includes support and resources from the Special Investigations Bureau. During the pilot program phase significant arrests were made from the focused work of the SIOD.

Law Enforcement Latino Initiative

CMPD led a delegation of regional law enforcement officers in an immersion program to Mexico. This Law Enforcement Latino Initiative was part of the Go Global NC program. Approximately 24 members of local law enforcement, including eight from CMPD, traveled to Mexico to increase awareness and understanding of Latino/Mexican culture and to share information about our communities. Officers returned and initiated programs and disseminated information in their Latino communities utilizing their new insights. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.

Latin Community Outreach Program

Cooperation between the residents of the Latin community and the CMPD promotes cooperation in identifying problems, creating strategies, and implementing solutions to benefit the Latin community often faced with the barriers of language and an understanding of the local culture. Through this program CMPD Officers coordinate with the members of the Latino media and press, host a weekly radio call-in show, attend community events, and assist detectives with criminal cases.

Vehicle Gun Safes

CMPD launched a gun safety program intended to reduce the number of reported gun thefts. Thieves have stolen more than 360 guns from vehicles through August 2017. CMPD is provided Vehicle Gun Safes free to 100 community members. To obtain a vehicle gun safe, citizens were asked to bring their identification to CMPD Headquarters at 601 East Trade Street. CMPD will give one per person, while they last. CMPD gave one case per person while supplies lasted. Hyatt Gun Shop is offering vehicle gun safes at cost of $23 as part of the CMPD program

Community Empowerment Initiative

The Community Empowerment Initiative is a collaborative approach using community-wide service providers, governmental agencies, and goals established by community residents to improve the community's quality of life. The structure of this initiative includes three components Crime Fighting, Mediation, and Prevention. Crime fighting includes operations and initiatives to identify, arrest, and prosecute chronic offenders. Mediation will provide a non-violent outlet for the resolution of neighborhood disagreements to peacefully resolve conflicts. Prevention will identify community service providers to provide positive

opportunities for neighborhood residents related to job skills training, substance abuse cessation, and mental health services support.

Chaos to Conversation: How to Get People to Stop Yelling and Start Talking

Building on the success of Constructive Conversation Team training, this mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions and energy, making it more powerful than having a fellow officer in jeans and a T-shirt playing the role of a resident. To that end, resident volunteers and officers come together to talk about their perspectives.

Racial Equity Workshop (formerly Dismantling Racism)

CMPD sworn and civilian employees participate in this two-day workshop which provides historical and contextual factors for race, including the origins of race in the early construction of America and how it affects today's systemic racial inequities. This workshop was developed through the cooperative effort of the Race Equity Institute (REI) and Race Matters for Juvenile Justice (RMJJ).

CMPD Weekly Briefing

Each week the CMPD's Public Affairs Division hosts a live news briefing with the media. This 20-30 minute weekly briefing highlights specific issues and items of accomplishment. Members of the CMPD Executive, Command, sworn, and civilian staff responds to questions from the members of the media. Links to recent CMPD Weekly Briefings include:

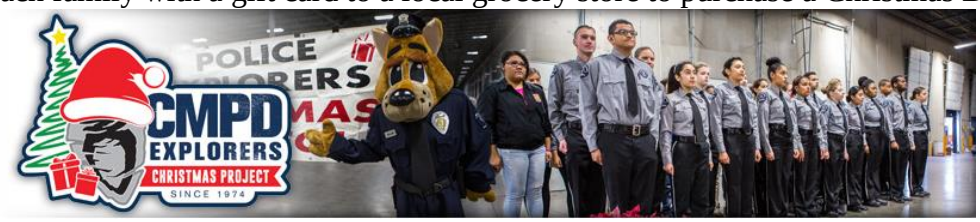
- https://www.youtube.com/watch?v=cQg62PvzcGQ
- https://www.youtube.com/watch?v=7G1S8vxElQ0
- https://www.youtube.com/watch?v=3xQSTLO6YdI
- https://www.youtube.com/watch?v=Y9FtbCGyh-Y
- https://www.youtube.com/watch?v=1cHQcdnVl6k

Refugee Support Services Engagement

A weekly event for members of the CMPD's Community Engagement to positively engage with refugee and immigrant community members with the goal to build a stronger and trusting relationship between the CMPD and the refugee and immigrant community. Officers attend the Refugee Support Services weekly event allowing for the engagement with refugee and immigrant community members. Over 100 refugees and immigrants attend this weekly event. Officers provide classes and crime prevention materials to these community members in many different languages and introduce our newest community members to CMPD and City of Charlotte programming and resources

Salvation Army Engagement

CMPD staff actively engages with the Salvation Army on many projects and programs to benefit the community. Since 1974, the CMPD and the CMPD Police Explorers have partnered with the community to provide a Christmas for less fortunate families providing each family with a gift card to a local grocery store to purchase a Christmas Dinner and gifts



to hundreds of children. Over the past four years the CMPD has partnered with the Salvation Army's Christmas Assistance Program sharing warehouse space and logistical operations. In addition, CMPD Cadets visit with senior citizens at Salvation Army facilities and CMPD Officers donate their time at Salvation Army Boys and Girls Clubs with the goal to build a stronger and trusting relationship between Officers and youth.

School Resource Officer Program

The role of the School Resource Officer (SRO) is to serve all high schools and middle schools in the Charlotte-Mecklenburg School System to enforce all local, state and federal laws. The SRO also serves as a law related advisory to school administrators, parents, and students regarding legal issues. In addition, some of the expectations of an SRO are to create a liaison with all stakeholders, formulate crime prevention tactics and provide security for school functions such as athletics events. SRO's are also making themselves available for parent-teacher meetings and to enhance the problem-solving initiatives of their division. The SRO does not enforce or investigate violations of school policy rules or matters of school disciplinary actions and is not considered to be a member of the school staff or facility. The SRO program is designed to promote and foster the ongoing partnership between law enforcement, the school system and the community to ensure safer schools, successful students, and productive citizens.

Community Engagement in Recruit Training

Recruit training includes a Community Engagement module designed to provide members of the community an opportunity to impact recruits by sharing their experiences and perspectives of policing in Charlotte-Mecklenburg. Speakers include family members of those affected by CMPD's actions, and those who work exclusively with males between the ages of 10 and 24. Community Engagement classes will continue to include individual community members and various activist groups, even those of a controversial nature, to provide a platform for candid conversation, education, and awareness.

Community Roll Call

Community Roll Call is used to connect with neighborhood residents, the business community, and visitors to the City of Charlotte. Traditionally, a police roll call occurs within a Patrol Division at the beginning of every shift. It is a time for the police supervisor to pass along information on various topics to the shift officers. This may include recent crime trends, wanted person or vehicle alerts, and missing persons. This exchange of information is essential to the daily operation of the CMPD and impacts the officers impending shift work and community where they are assigned. A Community Roll Call event occurs when the shift supervisor and assigned officers meet and have their normally scheduled roll call for the shift within a predetermined community or business property in their patrol division. This practice connects community members with the opportunity to observe, participate, and meet the officers assigned to their CMPD Patrol Division. From parking lots of businesses, to driveways in neighborhoods, everyone is welcome to come out and meet their neighborhood police officers, share concerns, or gain knowledge about police operations.

De-escalation Training

De-escalation depends on many variables, for example, if the person is armed and with what type of weapon, is there a threat to other third parties, the mobility of the person, the urgency of the situation, and the ability of all parties to comprehend what is being communicated. The term de-escalation lacks precise definition in the law enforcement community. In some departments it encompasses more of a tactical approach and in others it is based on communication skills. For the CMPD, defines it as the tactics or techniques officers use when faced with a hostile person. The goal is to gain compliance or cooperation through verbal dialogue and non-confrontational body language, however; if force must be used, officers should use the least amount of force to effectively control the person.

CMPD has added a two-hour communication class to recruit and in-service training that focuses on verbal de-escalation techniques with more training in the future to expand on this concept. In addition, the Recruit Training staff has added an additional 16 hours of scenario based training on de-escalation, communication skills, and tactical positioning when dealing with highly agitated individuals. All this additional training focuses on the ability to resolve conflict without resorting to physical control measures unless necessary.

Salvation Army Older Adult Club

CMPD Community Engagement Officers meet weekly with seniors and provide safety tip information and answer questions about issues affecting older adults. At each weekly meeting, CMPD Cadets and the Community Engagement Officers assist Salvation Army staff serving lunch to the seniors. This program builds a more trusting relationship between CMPD Officers and older adults through regular and continued contact.

Refugee Support Services Immersion Program

CMPD Officers regularly attend the Galilee Center for Refugee Support Services to engage with new refugees to the United States engaging the refugees with positive interaction, answering questions pertaining to laws, and providing the resources the CMPD has to offer. Many of the refugees come from countries where conflict exists with law enforcement making the refugees untrusting of the police. The goal is to establish a trusting long-term relationship between CMPD Officers and refugees and partner with local organizations that share this goal. The CMPD has been recognized by the U.S. Department of State as one of a few police agencies that have such a program in place and none as advanced as the CMPD's outreach to forge a close and lasting relationship with refugee.

LGBTQ Engagement Committee

CMPD maintains a tradition of responding respectfully and effectively to employees and the public in a manner that recognizes, affirms and values the worth of individuals, families and communities to protect and preserve the dignity of all. The LGBTQ Engagement Committee was established January 12, 2017 to develop strategies that enable the full participation and contribution of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) members of CMPD through education, by enhancing awareness and improving understanding. The CMPD seeks to maintain an environment free from discrimination and promote engagement and understanding of the LGBTQ community, foster inclusion of LGBTQ members, and maintain a positive work environment, by empowering all employees to achieve their full potential.

Charlotte-Mecklenburg Police Foundation

Chartered in 2004 by local business and civic leaders, the Charlotte-Mecklenburg Police Foundation (Foundation) is an independent, not-for-profit organization that provides critical resources and vital support to the Charlotte-Mecklenburg Police Department (CMPD). From essential equipment and state-of-the-art technology to specialized and innovative programs, Foundation support is intended to supplement existing resources available to the CMPD. Specifically, the Foundation leverages private donations to demonstrate the efficacy of rapidly evolving technology in policing, execute high-priority initiatives that improve Department effectiveness or officer safety, and pilot special programs that foster constructive relationships between officers and the communities they serve. The Foundation has provided $1,002,594 since July 2015 to fund the following:

a. Mounted Pistol Lights ($218,404): Mounted Pistol Lights provide the most effective and efficient way for officers to approach and identify potential threats that may otherwise be concealed within the cover of darkness. The lights mounted on the pistol eliminates the need for officers to carry a flashlight in their non-dominant hand when encountered with a potential deadly threat or conducting high risk close quarter building searches. Line of sight illumination is essential for target identification and capturing the threat to the officer through that officer's body worn camera. The CMPD will prioritize the training and issuance of the mounted pistol lights to officers working second and third shift hours. The CMPD will begin rolling out and training with new mounted pistol lights early 2018.

b. CMPD Body Worn Cameras ($200,000) [in addition to $250,000 for Body Worn Cameras provided in 2014]: CMPD expanded the deployment of Body Worn Cameras to all sworn employees below the rank of Deputy Chief. Currently, cameras are only issued to officers in patrol, K9, DWI Task Force, and the Airport. The funding will provide 600 new cameras, mounts, docks, licensing, maintenance, and installation services for the sworn staff that do not already have cameras. It will also provide 1,200 additional cameras for officers already issued cameras so they will have the ability to use a camera for off-duty employment, special events and extraordinary events. This expansion will provide significant opportunities for transparency from operations that have not had cameras available for such as SWAT and Violent Crime Apprehension Team (VCAT).

c. Vehicle Mitigation Barriers ($146,190): Given the recent history in both the United States and internationally, there is concern about the potential for a vehicle to be driven through a large crowd at an event in Charlotte. The funding will purchase 16 anti-vehicle barriers, two trailers and related equipment. The barriers will be used at special events as part of the CMPD's security plan.

d. Go Global NC's Latino Initiative Program ($50,000): The Program, in 2016, provided the opportunity for 23 officers from area law enforcement agencies to participate in an initiative in partnership with Go Global NC's Latino Initiative Program. The officers traveled to Mexico to participate in an award-winning program that seeks to improve integration of new Latino residents into our North Carolina communities. Combined with study of issues in North Carolina and an immersion week in Mexico, each participating department developed an action plan that outlined strategies for addressing local concerns and improving services for the benefit of all residents. (https://www.youtube.com/watch?v=p2NRr54BnoM). In 2017, officers from the CMPD and surrounding police agencies again traveled to Mexico to continue the 2016 initiative. Assistant Chief Foster, in 2018, led a group of officers volunteering to refurbish and help restore a community center. In June 2019, the CMPD hosted 18 police officers from Mexico. This visit provided the opportunity to see the communities in Charlotte share with these visiting officers examples of the CMPD's outreach and partnerships aimed at providing assistance to families, and better understand how these families are adapting to life in Charlotte.

e. Mobile Firearms Training Simulator ($48,000): is a law enforcement virtual training simulation system provides marksmanship and judgmental training for police officers. The Simulator allows instructors to continuously adapt courseware to meet ever changing training needs. This model Simulator is mobile is taken to community meetings for hands-on, citizen participation. The goal is to provide citizens with a better understanding of CMPD training tactics.

f. CMPD HOPE ($25,000): is a non-profit organization established for the purpose of assisting CMPD employees with resources who face financial hardships due circumstances beyond their control. Employees requesting assistance complete an application for assistance describing their circumstances and hardship which is reviewed by the CMPD Hope Board of Directors comprised of both sworn and non-sworn employees. CMPD Hope also presents the annual Stephen D. Furr Memorial Scholarship to honor the memory of Retired Detective Stephen D. Furr. The scholarship, up to $2,500, is awarded to any CMPD employee's immediate family member between the ages of 17 and 21 years attending an accredited institution.

g. Community Engagement ($25,000): The CMPD continues to engage our community to build trust, transparency and to gain greater understanding of the needs of our

communities. CMPD's goal in 2017 was to partner with individuals and organizations who have demonstrated a willingness to collaborate with CMPD to create open and honest dialogue. CMPD will increase the frequency of Community Corners events and expand our recruitment and outreach efforts in the community. In addition, CMPD will continue Community Safety Forums throughout the jurisdiction concentrating on educating the community on CMPD youth initiatives and outreach efforts.

h. CMPD Command College ($25,000): is a formalized CMPD leadership program. The donation from the Foundation supports leadership textbooks, and facilitation, speaker and seminar fees. The 25-member class will also visit regional law enforcement departments to evaluate other agencies' approaches to crime reduction and other challenges they face.

i. NARCAN ($10,000): This emergency treatment for opioid overdose will be distributed to CMPD staff with the most potential of coming into contact with Fentanyl. CMPD staff assigned to Crime Scene, Vice, Crime Reduction Units, and patrol sergeants will carry a nasal spray form of NARCAN. NARCAN also will be available by controlled access in the CMPD's Crime Laboratory and Property & Evidence Management Divisions. This will be the initial deployment. Upon approval through MEDIC's medical director, the intent is to train and fully deploy NARCAN to all CMPD officers.

j. Command College Continuation ($25,000): This is a formalized leadership program for CMPD Command Staff and the Command Staff of Federal, State, and local police agencies serving Charlotte-Mecklenburg. Initially funded in 2016 by the Foundation, the continuation of the Command College funding supports the purchase of leadership textbooks, facilitation, speaker and seminar fees, and travel to regional police agencies to evaluate other agencies' approaches to crime reduction and other challenges they face.

k. Vehicle Mitigation Barriers Additional Funding ($80,000): In 2017, the Foundation provided $147,000 for vehicle mitigation barriers, trailers, and related hardware that have proved effective assisting CMPD in ensuring pedestrian and officer safety during special events. These new barriers will supplement the barriers previously purchased. They are designed to allow limited vehicle access to areas, allow vehicle access and then quickly reclose the barrier, and barriers are configured to adjust to flexible lengths for any size vehicle. The new barriers will be strategically placed in locations where limited vehicle access is required and to allow easier emergency vehicle access when needed

l. Mobile Application for Resident Engagement ($150,000): To be designed as a citizen-facing mobile application for citizen engagement, the application enhances the ability of citizens within the CMPD jurisdiction to engage with the CMPD through crime alerts, crime tip submission, live chat with Officers, filing a police report,

obtaining copies of police reports, social media connections, Officer recruiting, frequently asked questions, and other relevant information requested by citizens. This mobile application will also be beneficial in the months leading up to the 2020 Republican National Convention as a viable communication platform to our citizens and guests.

CMPD and Federal Agencies Arrest 45 in Coordinated Takedown

Following an eight-month investigation by the CMPD and the Bureau of Alcohol, Tobacco and Firearms (ATF) 45 people were arrested on crimes ranging drug trafficking to illegal guns. Drugs, guns, and bulletproof vests were confiscated during the operation. Calling the bullet proof vests "troubling" Chief Putney said, "You could see they were ready for combat – they were ready to engage our officers and ATF agents in that way; they want to be prepared for a gun fight."

Volunteer Program

The Volunteer Program continues to remain a vital part of the CMPD. Volunteers complete a training and orientation session to become familiar with the policies of the CMPD and their assigned position prior to placement. Volunteers can serve the community in many ways throughout the CMPD. For example, volunteers with the Animal Care & Control Division walk and care for the animals, assist with clinics, and adoption and education programs. Citizens on Patrol volunteers work with a partner performing duties including traffic direction at crash scenes, assisting disabled motorists, checking abandoned vehicles, performing zone checks, and citizen welfare checks. Volunteers that serve in Patrol Division offices and the Investigations Services Bureau provide a variety of services including answering telephones, filing, data entry, computer processing, research, and other similar services. For information on volunteering, contact the CMPD Volunteer Unit (704 432-0430).

Child Passenger Safety

We all want our children to travel safely in cars and installing a car seat for younger children and babies can be a challenge. The purpose of the safety checks is to make sure car seats are installed correctly and teach parents and guardians how to use and install a car seat on his or her own. Safe Kids Worldwide and CMPD host periodic Child Passenger Safety Checking Stations. The first safety check in 2018 was held at the Latin American Coalition offices. CMPD Officers installed 29 car seats and replaced 24 car seats that were found damaged or recalled. CMPD was awarded the "Child Passenger Safety Permanent Checking Station of the Year" for large agencies.

Significant Accomplishments in 2017

911 Communications workload totaled 1,368,945 calls taken from residents of Charlotte-Mecklenburg. CMPD Officers interacted with the public over 622,000 times with 641 formal commendations received and fewer than 30 complaints filed. In 2017, Officers made 19,000 arrests and seized 1,800 guns. In 2017, 760 youth were referred to the CMPD's Diversion Program. A total of 675 youth participated in Diversion Program and 513 youth successfully completed the Diversion Program. Of the 760 youth referred in 2017, 122 youth are still active in the Diversion Program. Some 198,000 adults and youth attended community engagement functions at 2,400 community meetings. This level of community engagement allows the community to meet and know the CMPD staff in new and different ways.

Human Remains Detection Dog

Assigned to the Crime Scene Investigations Unit, Morty is a Golden Retriever trained as a human remains detection dog. Morty, trained to find blood, bones, and teeth, is the first CMPD K-9 to be assigned to a civilian handler. Morty can even detect a body submerged in water.

Adopt-a-COP

After media reports of mistrust between the community and police, a Charlotte-Mecklenburg resident compelled to take action, organized a peaceful rally at Romare Bearden Park to start a conversation of bringing the community and police officers together. The success of the rally led the residents to partner with the CMPD's Central Patrol Division matching primarily African-American families with police Officers for a night of games and activities.

Exchange Zones

The CMPD teamed with QuikTrip to establish "Exchange Zones" at 14 locations in Charlotte-Mecklenburg to decrease the chance of robberies between sellers and buyers involving online exchange applications. These exchange zones include 24-hour surveillance and periodical zone checks by CMPD Officers.

Crime in 2017

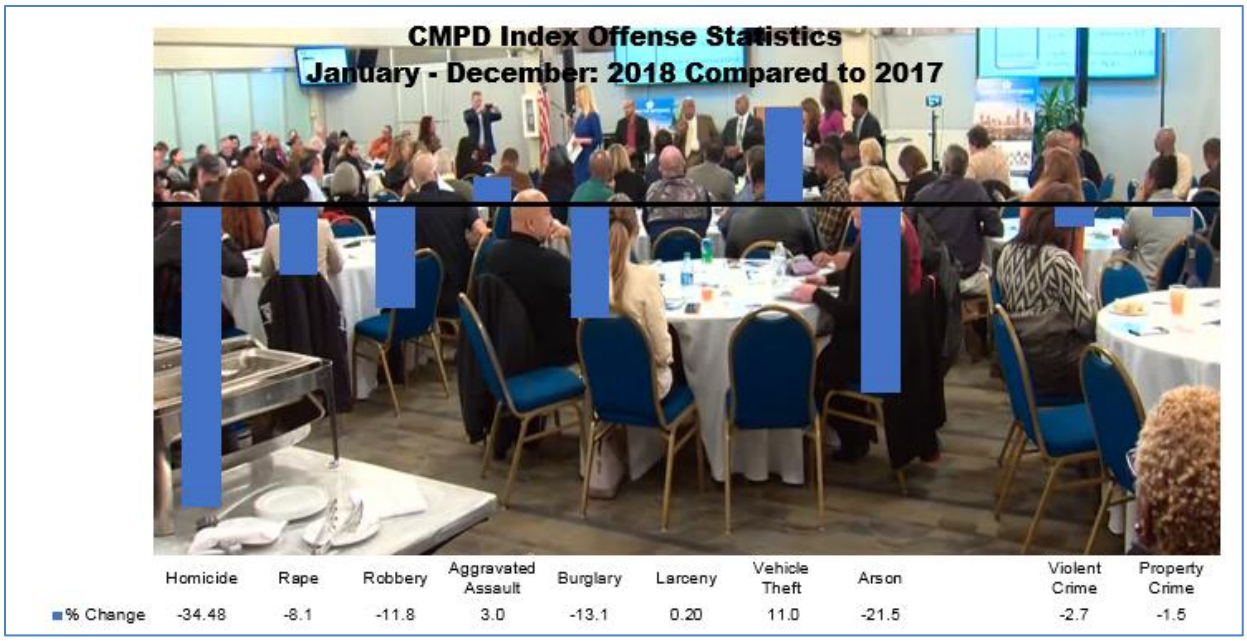
In 2017, there were fewer robberies, assaults, burglaries, car thefts, larcenies, and arsons were reported in 2017 than in 2016. The crime reduction that Charlotte-Mecklenburg experienced in 2017 translated into 3,000 fewer crime victims in 2017 than in 2016. That means 3,000 fewer people were robbed, had their homes broken into, or their cars stolen. Chief Putney explained, discussing the increase in the number of homicides, "We are working to reduce the number of lives lost to violence, however; we are going to need community involvement to be successful. Our strategy is aimed at reducing homicides not only this year but also in laying a foundation for reductions in the years to come. Losing 85 people to senseless violence is something that we not only as a police department but as a community need to get our arms around."

	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Vehicle Theft	Arson		Violent Crime	Property Crime
% Change	25.0%	12.1%	-4.9%	-4.5%	-4.8%	-5.5%	-4.2%	-13.1%		-3.6%	-5.3%

Crime in 2018

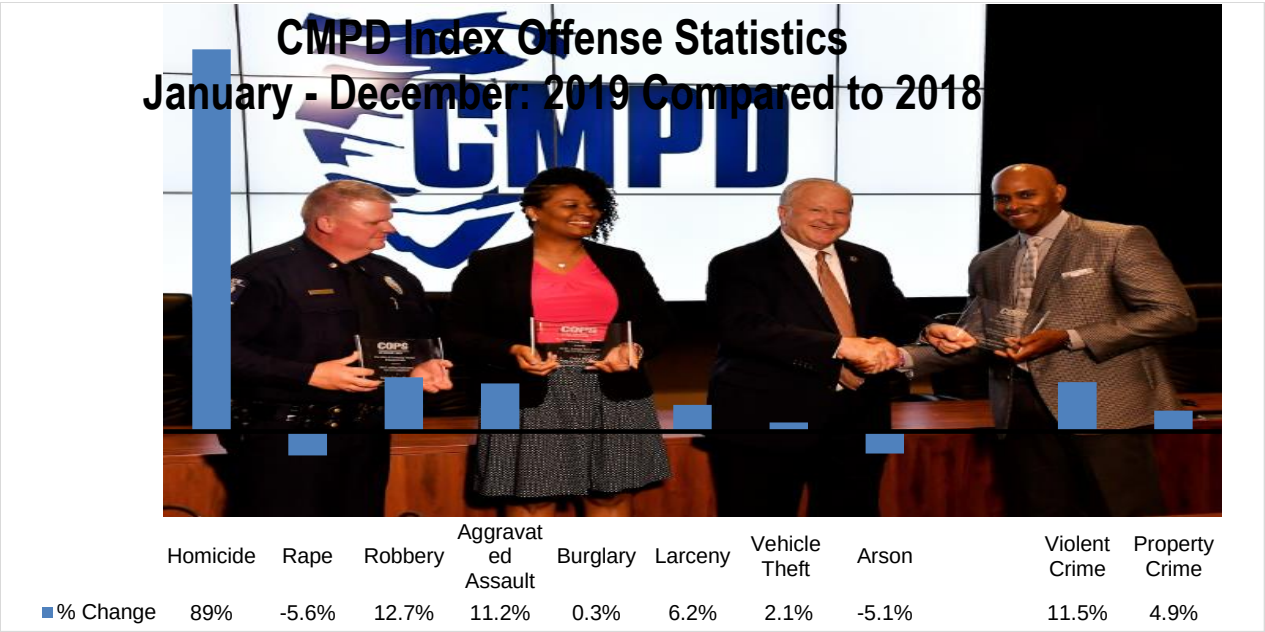
CMPD ended 2018 with a -1.7% decrease in all Index Offenses compared to 2017. Property crime decreased by -1.5% while violent crime decreased by -2.7%. A total of 57 homicides

were reported in 2018 compared to 87 in 2017, resulting in a decrease of -34.5%. Robberies decreased by -11.8% comparing 2018 to 2017 and there was a decrease in rapes by -8.1%. Aggravated assaults increased in 2018 over 2017 by +3.0% while burglary overall was down -13.1%. Vehicle thefts reported in 2018 compared to 2017 increased by +11%. While total larceny cases increased by .2%, larcenies from auto decreased by -8.6%, and reported arson cases decreased by -21.5% from 2017 to 2018.



Crime in 2019

In calendar year 2019, Charlotte-Mecklenburg ended with an11.5% increase in violent crime compared to 2018 and property crime increased by 4.9%. The community experienced 106 homicides in 2019 compared to 57 in 2018 resulting in an increase of 89%. Robberies increased by 12.7% while reported rapes decreased by 5.6%. Compared to 2018, aggravated assaults increased by 11.2% and reported burglaries increased by 0.3%. There was a decrease in residential burglaries in 2019 compared to 2018 by 3.4% and an increase of 7.5% in commercial burglaries. Vehicle thefts in 2019 increase by 2.1% compared to 2018, while total larceny cases increased by 6.2% in 2019 and larcenies from auto increased by 8.7%. In 2019, reported arson cases decreased by 5.1%.



Victim Support Group

Implemented in 2009, as a partnership between the CMPD and a non-profit organization, the Homicide Support Group grew in scope becoming a fully funded functioning Unit of the CMPD. As described by CMPD Chief of Police Kerr Putney, "Losing a loved one in a sudden death is one of the most traumatic experiences that an individual can face. It is an event for which no one can prepare." In 2016, the Homicide Support Group was expanded and renamed the Victim Support Group to include providing services to secondary victims of traffic related deaths. It became apparent that the secondary victims of traffic related deaths faced the same traumatic experiences as the loss of a loved one through a homicide. In 2018, using grant funding, the Victim Support Group again expanded its services to provide support to secondary youth victims affected by homicide and traffic related deaths. Grant funding now supports hiring a Youth Victim Advocate, contracting with a third-party agency to provide grief services to the youth, and implementing monthly Youth Grief Support Group Meetings. Since 2009, the Victim Support Group has provided assistance to over 825 families affected by a homicide or traffic related death. The Victim Support Group provides a platform where survivors can explore strategies on how to handle difficult times while supporting each other and gaining insight on a variety of issues they face. On call 24/7 the Victim Support Group staff responds to the incident of a homicide or traffic related death to assist families with a myriad of challenges being faced by secondary victims. This five-minute video describes a new way of providing services to secondary victims of a homicide or traffic related death.
https://www.youtube.com/watch?v=agzIvzdQUks&feature=youtu.be

Patrol Leadership Councils

Patrol Leadership Councils are comprised of community and business leaders from within a Patrol Division. These leaders commit themselves to attend a series of meetings, usually

quarterly, which are designed to showcase the work, collaboration, and success of the Officers from the Patrol Division. In October 2015, the Metro Division was the first Patrol Division to hold a Leadership Council meeting. Metro Division's Patrol Leadership Council is called the Metro Advisory Committee, but each Patrol Division may call their Leadership Council by a different name. The format for the meetings are designed to be educational and informative and usually featuring a guest speaker. Also in attendance are members from our CMPD partner agencies to answer questions about the services they provide. During meetings, community and business leaders are tasked with providing feedback on topics that directly impact them and can be improved upon by involvement from the CMPD and/or services offered by our partner agencies. After each meeting, the topics discussed are collected by the Patrol Division's Community Coordinators. Community Coordinators are tasked with addressing each topic point prior to the next quarterly meeting and providing an update to the group.

Special Olympics

With the help of CMPD staff and the Charlotte-Mecklenburg community, including Chick-fil-A hosting many fundraisers, CMPD proudly announced it raised more money, $91,358.14, for Special Olympics NC in 2018 than any other police agency in North Carolina. Special Olympics NC, one of the largest Special Olympics programs in the world, provides year-round sports training and competition for nearly 40,000 children and adults with intellectual disabilities in 19 different sports.

Bridging the Difference

To maintain a healthy community, it is important to invest in all people, address difficult issues and work to remove barriers. There must be an intentional effort to build relationships and one way to do that is through the power of conversation. CMPD is seeking to advance police/community relations through impactful conversation.

BRIDGING THE DIFFERENCE
Strengthening Charlotte Through Conversation

A key component to having a successful community is the ability of all residents to feel that they are a part of the broader community. Residents need to be able to trust the people they come into contact with every day, including police, and view them as fellow residents who also care and have a point of view.

To create a future where the needs of all residents are taken into consideration, CMPD understands that it

has to seek ways to create partnerships and collaborations across lines of difference, including race, geography and socio-economics. CMPD is committed to engaging with residents in ways that will have a lasting impact and foster mutual understanding.

Through *Bridging the Difference*, initiated in 2018, the CMPD is engaging the community in a series of conversations to provide an opportunity for honest dialogue, including input and feedback around potentially difficult community issues. The idea is to examine personal reactions to present day and historical issues in Charlotte-Mecklenburg related to policing and to identify opportunities to bridge gaps between the many perspectives around policing in our community. The goal is to provide a safe space where a group of diverse residents can openly share their thoughts, feelings, and ideas and hear from others. The objective is for these conversations to lead to actions and help to build bridges between those perspectives as a way to improve police/community relations.

The intention is to build relationships between the community and the CMPD by encouraging residents to become a Charlotte Ambassador. Charlotte Ambassadors would assist Charlotte by being part of community-wide impactful conversations, sharing information with others, welcoming outsiders into our community, and assisting the CMPD to keep Charlotte-Mecklenburg safe by providing additional eyes and ears in the community.

Ambassador Program

The Charlotte Ambassadors (Volunteer) Program is a call-to-action from CMPD Police Chief Kerr Putney for a cross-section of Charlotte-Mecklenburg residents to actively contribute to the wellbeing, peace and stability of the City of Charlotte through an apolitical lens. Ambassadors have been solicited and trained for large city events and community conversations to create a movement to shift attention to conversation, not confrontation. Traits of an Ambassador include; be a part of impactful conversations, share information with others, welcome outsiders into the Charlotte-Mecklenburg community, and assist CMPD to keep Charlotte-Mecklenburg safe by providing additional eyes and ears (see something, say something). Ambassadors represent diverse community members who love and want to preserve and promote Charlotte's brand and reputation. Ambassadors have the ability to set aside politics and put community first, the willingness to learn about important, helpful information on safety, laws, and other needs, and have the enthusiasm to develop skills to bridge communities and conversations. Ambassadors will also mediate conversations that showcase different perspectives and work alongside CMPD during big events. Training received by Ambassadors include Government 101, Communication 101, Conflict Resolution, the History of Charlotte, Mediation 101, De-escalation Techniques, and Race, Prejudice & Stereotyping. In addition, Ambassadors will receive training Encountering Outside Activist Groups and receive an overview of the CMPD's Citizens' Academy

Organized Retail Crime Task Force

Charlotte area businesses collectively realize a loss of millions of dollars through the theft of merchandise each year. In January 2019, the CMPD launched the Organized Retail Crime Task Force. The mission of this Task Force is to disrupt and reduce the number of groups committing organized retail thefts. Many of the CMPD's business partners are collaborating with the CMPD and investing more in prevention efforts. Quoting the CMPD Lieutenant leading this Task Force, "We are not talking about kids stealing candy bars . . . the people involved in organized retail crime are walking out of stores with garbage bags full of undergarments or shopping carts full of expensive tools."

NBA All-Star Weekend

The City of Charlotte hosted the 2019 NBA All-Star Weekend and Game February 15-17, 2019.

CMPD provided police services to over 150,000 visitors. Said one fan from Atlanta about Charlotte, "Security is definitely around. You don't have to worry about your car getting broken into, getting mugged. They (CMPD officers) are everywhere, they are on every corner, they are cordial, and they are polite. They did a wonderful job." NBA commissioner Adam Silver said, "You have (Charlotte) been tremendous hosts." Silver praised all the CMPD officers, hotel workers, and restaurant employees for providing a "fantastic experience."

Vision Zero

Vision Zero is a strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health and mobility for all. Teaming with the Charlotte Department of Transportation (CDOT) in February 2019, the CMPD is working to eliminate all traffic-related deaths in our community and achieve our Vision Zero. As part of the Vision Zero action plan, CDOT identified a network of streets that have a statistically higher occurrence of severe and fatal crashes, and is calling these areas "High Injury Networks." This produces data to help the CMPD identify the locations where its efforts are the most beneficial. A speeding ticket can cost more than $200, and this is before any insurance premium increases. CMPD recognizes the impact a speeding ticket can have, however; CMPD is trying to convey the importance of eliminating all traffic-related fatalities. Vision Zero isn't just enforcement, it is also education through programs such as DWI awareness at local high schools, Child Safety Seat inspections, and "Watch for Me" operations for pedestrian safety. The CMPD continues to ask the community to buckle-up, slow down, and keep a proactive eye out for pedestrians and cyclists.

Community Policing Crisis Response Team

To deescalate all situations that have the potential for violence during police contacts involving people suffering from behavioral health crises or substance abuse disorders, while simultaneously assessing the mental health services available to assist, the CMPD implemented the Community Policing Crisis Response Team (CPCRT). The purpose of CPCRT, launched April 2019, is to provide improved public safety and service through the deployment of CPCRT assigned eight officers and six Master level licensed mental health clinicians. Together, the paired officer and licensed mental health clinician work to decrease the number of injuries and incarcerated mentally ill individuals by acting as an entry point into mental health treatment, and prevent incidents through early intervention, diversion, and with prompt and thorough case follow-up. The CPCRT is designed to provide a cooperative, compassionate and collaborative response to assist affected persons in crisis to access available supportive mental health services.

E-Scooter Safety Event

CMPD Transportation Division and Central Division officers conducted the Electric Scooter (E-Scooter) safety event along the Light Rail Trail April 2019. Officers spoke to some 100 community members about the laws, ordinances, and safe practices concerning E-Scooters. A main topic of conversation focused on impaired driving while riding an E-Scooter noting that you can be arrested and charged with Driving While Impaired (DWI) on an electric scooter. Officers explained that E-Scooters are vehicles, therefore the same basic laws that pertain to bicycles also apply to scooters. You must stop at all red lights/stop signs, yield to pedestrians, and travel on the correct

side of the road. By City Ordinance E-Scooters have a 15- MPH speed limit, children under the age of 16 must wear a helmet, E-Scooters may not be ridden on the sidewalks in the area bounded by Church Street, Stonewall Street, College Street, and 7th Street, and no more than one person can ride an E-Scooter at a time. A reminder was given not to park E-Scooters in the middle of the sidewalks allowing members of the mobility-impaired community to use the sidewalks.

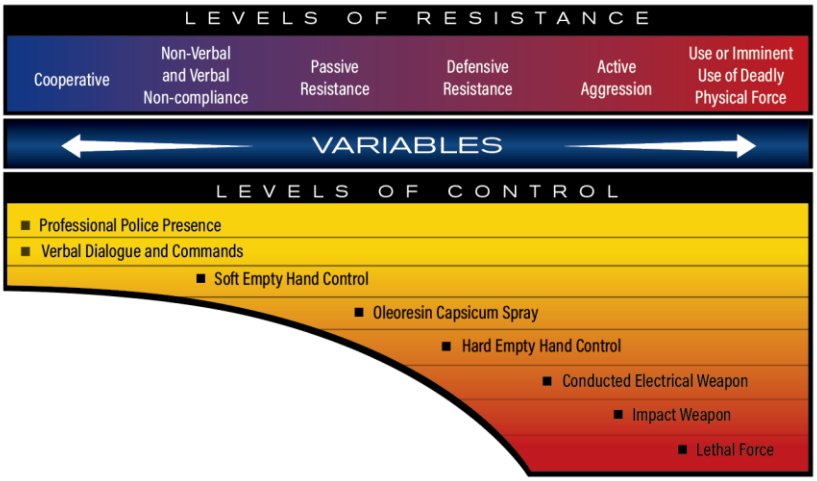
FirstNet and AT&T

AT&T has been a long-time partner of CMPD showing their support and dedication to public safety in many ways. AT&T provides cellular assets to support connectivity for the citizens of Charlotte-Mecklenburg to enhance public safety during major events. In 2019, AT&T launched "FirstNet," the nation's first public safety broadband network where the only traffic allowed are public safety subscribers. FirstNet provides priority support to public safety operations in Charlotte-Mecklenburg when the commercial network is congested. As part of AT&T's long-standing partnership with the CMPD, AT&T donated two separate checks, each $2,500, to the Police Activities League and the Police Benevolent Fund in the spirit of giving back to those who give so much in Charlotte-Mecklenburg and show their support for the work CMPD staff does each day.

Response to Resistance

Recognizing and respecting the integrity and paramount value of human life, the CMPD believes that human life is sacrosanct and the goal of any encounter with the public is girded by the unwavering commitment to the preservation of life. Consistent with this belief is the CMPD's full commitment to a culture of guardianship that embraces a warrior spirit in protecting the community. Effective November 6, 2019, CMPD adopted a new Directive to address concerns from some residents about police use of force, while acknowledging that officers face an inherently dangerous job.

Consistent with any free society, CMPD seeks to police in ways that enhance and facilitate policing by the consent of its citizens. When situations present themselves where policing by consent is not achieved, it is the Department's responsibility to use control methods only when it is reasonably necessary. In determining whether a control method is reasonably necessary, it must be taken into full consideration that officers may be forced to make split-second judgments in circumstances that are tense, uncertain, and rapidly evolving. It must also take into consideration whether it was reasonable for the officer to attempt to control the situation, when time and circumstance permit, by using communication and other available resources to stabilize and/or de-escalate the situation.



Chief Putney Recognized as Courageous Communicator of 2019

Chief Putney was awarded the first ever Courageous Communicator of 2019 from Interact Authentic Communication. In tough times, a courageous communicator can be described as a person who exhibits exceptional leadership. Courageous communicators are brave, candid, and innovative who steer their organization to success.

Chief Putney's selection for this award was best explained by Mr. Arkevious Armstrong, Step Up to Leadership; Mr. Ken Gill, CEO, CPI Security; Ms. Cindy Decker, Ambassadors Program; Greg Jackson, Heal Charlotte; and Ms. Mattie Marshall, Neighborhood Leader. Mr. Armstrong described Chief Putney as a compassionate, serious, and heartfelt man who showed support for the work of Step Up to Leadership to change the lives of young people. Mr. Gill expressed his feeling that Chief Putney is the most honest, caring, straight-forward, non-political, "do the right thing" person he knows – a person who listens and cares. Ms. Decker described Chief Putney as someone willing to have the hard conversations and has a high expectation for excellence while Mr. Jackson noted one of Chief Putney's favorite sayings, *"It is hard to hate someone up close"* and finding that Chief Putney's

action was "to empower me to accomplish what I wanted to do for the community." Finally, Ms. Marshall explained that she has known Chief Putney for nearly 30 years beginning when Chief Putney was a rookie police officer. Ms. Marshall described Chief Putney as always energetic, willing to learn and engage, honest, and a readiness to practice open communication being comfortable meeting with anyone at any level.

Internal Focused

Officer Wellness

Identified as one of the six pillars of the "President's Task Force on 21st Century Policing," the CMPD Wellness Program uses the 'whole person' concept focusing on addressing physical health and fitness, emotional well-being, spiritual, financial, personal relationships, social connectedness, and career satisfaction. Emotional well-being, or mental health, has become an area of emphasis for the CMPD. Beginning March 2016, in a partnership with Mecklenburg County, the CMPD has an onsite clinical psychologist who provides organizational consulting in a variety of areas while also providing referrals and individual consultation for all members of the CMPD. Assistance is provided in many areas, including initial and follow-up training for the CMPD's Peer Support Program, the SafeGuard Program providing "check-in" sessions for officers involved in positions deemed "high-risk," the Officer Involved Shooting' Peer Support Team; a program unique to the CMPD, and free access to aerobic and strength training equipment at CMPD's 17 facilities. To care for the spiritual aspect of wellness, the CMPD has volunteer chaplains who serve specific Patrol Divisions are on call support, 24 hours a day.

An area that is not typically thought of in terms of officer wellness is financial fitness. Financial issues are addressed as early as new police recruit training and recently for officers through large class presentations and providing a financial counselor for free one-on-one financial fitness reviews. Topics covered include financial basics, budgeting for retirement, principles of investing, how to structure a retirement income stream to address retirement wants and needs, employee City of Charlotte benefits review, and reviewing the basics of estate planning, wills and trusts

Law Enforcement Mental Health and Wellness Programs

In 2018, the CMPD was one of 11 large police agencies to participate in a research study and report conducted by the COPS Office to address the charge from Congress to identify successful officer mental health and wellness programs using a case study format. A research team from the COPS Office spent time with selected members of the CMPD and City staff and received background materials from the CMPD to better understand the CMPD's wellness programming. Each case study, including the CMPD, layers a number of strategies from recruitment to retirement that cover a continuum of prevention, early intervention, crisis response, and follow up care. The COPS Office researchers said about the CMPD's wellness programs, "*The CMPD's services to support holistic, mental, and physical wellness for its employees make it an exemplary agency and a model of how agencies can work with local government and private organizations to create whole-health systems that are accessible. Built into its policies and procedures is language and behavior that encourages a culture of openness and support, mitigating the negative stigma around mental health issues. The CMPD recognizes that the key to both public safety and agency success is officer wellness. While there are developments to be made and challenges to overcome, the CMPD's approach to mental wellness may be helpful to those agencies across the nation that are in the earlier stages of establishing holistic wellness programming*."

Internal Advisory Committee

The Internal Advisory Committee's mission is to disseminate information to employees and seek their input in the areas most important to building employee morale, while promoting trust and transparency between the CMPD and the community.

Early Intervention Program (EIS)

Coordinating with the University of Chicago, the CMPD implemented a new Early Intervention Program (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which takes a variety of factors into consideration in determining the probability of an adverse action.

CALEA Advanced Law Enforcement Program Accreditation

CMPD has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2005. Currently the CMPD was awarded the CALEA Advanced Law Enforcement Program Accreditation. CALEA Accreditation requires a police agency to develop a comprehensive, well thought out, uniform set of written directives. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to police agency leadership facilitating a police agency's pursuit of professional excellence.

Cultural Competence Education Program

The Cultural Competence Education Program is an intensive eleven-session program designed around nine cultural competence modules that provide a holistic and impactful training experience for participants. Participants have included selected Captains, Lieutenants, Sergeants and civilian staff. The purpose of this education program, taught by Dr. Melvin Herring and Dr. Shuntay McCoy, is to develop a foundation for participants to become culturally competent practitioners and leaders.

Cultural Proficiency Education

Implementation of the Cultural Proficiency Education, designed by Ms. Jennifer Davis, prepares and equips participants to lead from where they are to achieve maximum cultural proficiency within the organization and community. All CMPD sworn and civilian staff participate in Cultural Proficiency Education.

Executive Speakers Series

The CMPD's Executive Speakers Series is designed to stimulate the type of thought and

critical thinking necessary for public safety executives, public safety sworn and civilian staff, and decision makers. Initiated in September 2013, past Executive Speakers Series presenters have included Commissioner Charles Ramsey, Philadelphia Police Department; Mr. Lance Fitzmorris, Central Intelligence Agency/National Clandestine Service (retired); Dr. James Forman author of the book, "Locking Up Our Own: Crime and Punishment in Black America;" Dr. Michael Weeks and Dr. Deirdre Dixon speaking on the subject of Extremis Leadership; Lt. Douglas Goerke, Orlando Police Department on the subject of the Pulse Nightclub shooting; Drs. Melvin Herring, Shuntay McCoy, and Christian Friend on the subject of cultural competence exploring how power, privilege, and oppression operate within society; Professor Geoff Alpert on the subject

"When to Interview an Officer after an Officer Involved Shooting;" Mr. Stan Kimer, discussing how to effectively communicate with LGBTQ people and how to be an effective ally;" and Sarah Campbell, United States Holocaust Memorial Museum and Elise M. Jarvis, Anti-Defamation League presenting a program on "Law Enforcement and Society: Lessons from the Holocaust." In May 2019, the featured presenter was Dr. Robin S. Engel, University of Cincinnati. Dr. Engel spoke on the role of sergeants and how sergeants influence the attitudes and behavior of the patrol officers they supervise. Dr. Engel discussed what exemplifies the qualities of a first-line supervisor and how Sergeants ensure that the vision and goals of a police chief are put into effect at the street level. Sergeants are the ones who explain new policies to officers, and who translate the big-picture goals into the daily tasks that officers must understand and implement.

Federal, State, and Foundation Grants

The CMPD has secured $11,808,457 in Federal, State, and Foundation grants. Grant funding has been received from U.S. Department of Justice agencies including the National Institute of Justice, Bureau of Justice Assistance, and the Community Oriented Policing Services Office. In addition, grant funding has been received from the North Carolina Governor's Crime Commission, North Carolina Governors Highway Safety Program, and grants from several non-profit foundations including the PetSmart Foundation, Pizza Hut Foundation, and the Knight Foundation.

Staffing Strategic Plan

A Staffing Strategic Plan was prepared to guide CMPD Executive staff as they make decisions related to the annual sworn and civilian staffing requirements. The purpose of the Staffing Strategic Plan was to demonstrate the increasing and uncontrollable pressures placed on the CMPD's personnel resources that require the CMPD to continuously assess sworn and civilian staffing levels. In addition, public safety must be viewed as a form of local infrastructure that must continue to be expanded to respond to the continued growth and development of Charlotte-Mecklenburg. Continued growth causes an increased demand for public services.

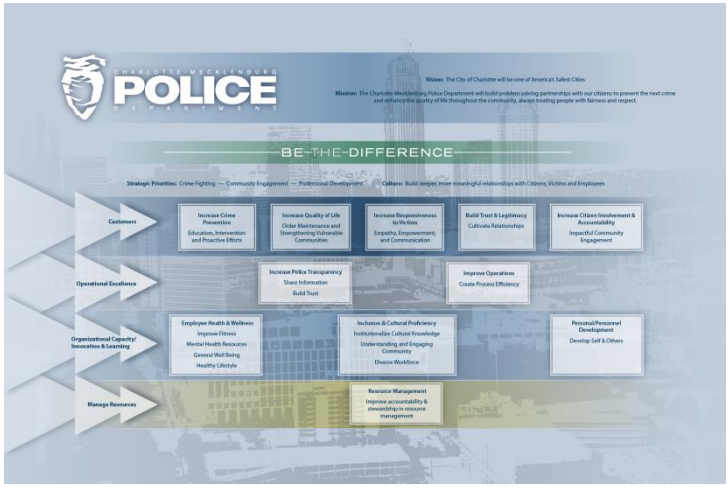
Technology Strategic Plan

A Technology Strategic Plan was prepared to identify CMPD technology and technology-based equipment needs for the next 10 fiscal years. The preparation of the Technology Strategic Plan was a direct result of Pillar Three of the President's Task Force on 21st Century Policing. Pillar Three reads, in part, "Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights."

Subject Matter Expert Boards

Subject Matter Expert Boards (SMEB) were established provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by Chief Putney. SMEB members have prior training and experience in their respective subject-matter area.

CMPD Strategic Plan



To organize the CMPD's strategic direction and priorities, a CMPD Strategic Plan was developed. The CMPD Strategic Plan encompasses four major components including managing resources, organizational capacity, operational excellence, and providing services to the public. When taken as a whole, the CMPD's Strategic Plan embodies Chief Putney's three pillars – Crime Fighting, Community Engagement, and Professional Development. To achieve success each member of the CMPD must "Be the Difference."

MySuccess

MySuccess is the CMPD's new personnel development management process that establishes a link between individual staff performance and the vision, mission and goals contained in the CMPD's Strategic Plan. MySuccess is software driven process that automates the previous system to connect the CMPD's Strategic Plan to the CMPD's performance review and learning development process. MySuccess will allow all CMPD staff to track their performance progress and document achievements and comments.

Command College

CMPD Command College was initiated as a year-long comprehensive program to prepare CMPD and associated law enforcement agencies emerging leaders for the complex challenges associated with increased rank. Command College offers a comprehensive course of study in Cultural Proficiency, Leadership Development, Community Impact, Governmental Functions, Media Strategies, Problem Solving, Defensive Tactics, Communication, Health/Fitness, and Service Excellence. The emphasis is on preparing these leaders for complex contemporary challenges through innovative techniques, superior education/research and a network of partnerships.

Training of Week

To provide CMPD timely information, Training of Week was launched. Training of the Week is a series of 4-5 minute video produced by the CMPD's Training Division. To date, over 30 videos have be produced and aired on the CMPD's internal portal on topics including landlord tenant laws, radio etiquette, warning tickets, obligations to report child abuse, fentanyl, and unlawful concealment and warrantless arrests. Any of the Training of the Week videos can be viewed from this link: Training playlist on YouTube

Promotions to Assistant Chief

Chief Putney promoted two Deputy Chiefs to the rank of Assistant Chief. Assistant Chiefs Vicki Foster and Doug Gallant will assume most day-to-day operations of the CMPD. As a result, this will allow Chief Putney additional time to concentrate his efforts on building and enhancing relationships with community and business leaders.

Lateral Program

The Lateral Program is an initiative aimed at recruiting more veteran police officers. By attracting qualified veteran police officers, CMPD will fill vacancies faster, and more rapidly add resources to the Patrol Divisions that need officers the most. To make this effort successful, an incentive program was created both for newly hired laterals and for existing employees who refer sworn officers later hired into the CMPD ranks (https://youtu.be/S6YzjsK-aEw). The objective of the incentives is to entice some of the most-qualified officers at other police agencies to apply to the CMPD.

Sergeant Career Path Education Program

Sergeant Career Path Education Program is a four course program to prepare Officers aspiring for promotion to Sergeant. Sergeant Career Path 101 focuses on the differences between coaching and mentoring, the characteristics of both terms, and how they relate to becoming a new supervisor. Course 102 focuses on leadership requiring Officers to deliver a presentation on an article based on decision making in a leadership context. The responsibility of leaders to make decisions, one of the most critical characteristics of effective leadership, is the emphasis of Course 103. The final course, 104, is centered on employee interaction, critical thinking, and applying the concepts learned in previous courses for application in a real-world environment.

Harassment Training Workshop

Maintaining a safe work environment is paramount for all CMPD sworn and civilian staff. A refresher four-hour Harassment Training Workshop will provide sworn and civilian supervisors and managers the tools to prevent and recognize harassment when it occurs, and help participants to understand his or her rights and responsibilities.

Straight Talk with the Chief

In 2018, through the capabilities of Facebook Live, CMPD initiated a series of conversations on important topics to the community between Chief Putney and subject matter experts. For example, Chief Putney and Dr. Clayton Wilcox, CMS Superintendent, discussed safety in our schools, preparedness, and other concerns they are hearing from students and parents following the school shooting at Marjory Stoneman Douglas High School in Parkland, Florida. Chief Putney also had a conversation with Dr. Frank Baumgartner, UNC Chapel Hill, to discuss the question, "Is driving while black really a thing?" Dr. Baumgartner has conducted extensive analysis on the relationship between race and traffic stops in North Carolina. In February 2019 Chief Putney and his guests Associate Minister Cindy Decker and Pastor Belton Platt discussed a network of churches that have partnered with the CMPD to step outside their "safe spaces" and bridge the difference in houses of worship.

New Flight Simulator

CMPD's Aviation Unit is now making training easier for our officers with a new flight simulator. The FAA simulator arrived in February 2019 and has the same flight instruments as the CMPD's helicopter "Snoopy." The simulator helps officers who fly the CMPD's helicopters to mimic emergency procedures without endangering the real aircraft. The simulator also keeps CMPD pilots current and proficient on their requirements to fly the helicopters.

Training Academy Facilities Enhancements

The Training Academy provides facilities for the training and testing of CMPD Officers. The Federal Bureau of Investigation (FBI) has operational responsibilities for maintaining the firearms proficiency of its Special Agents and other personnel assigned to its Charlotte Field Office. Having a longstanding and positive working relationship with the CMPD, particularly using the Firearms Range continuously for many years, the FBI contributed $1.0 million to fund upgrades to the Training Academy facilities. The financial contribution from the FBI will assist in the construction of a modular classroom with audio/video capabilities that can seat 50 or more students for training, de-escalation training facility, and the replacement of barrier shields on the firearms range.

In addition, City Council approved the acceptance of a $500,000 donation from the Charlotte-Mecklenburg Police Foundation towards the purchase of a $1.1 million building to be used to provide de-escalation scenario based training.

CMPD COPCAST

Launched in August 2019, COPCAST is the CMPD's podcast. The aim of the podcasts is to project the human side to policing in an informal setting focused on subjects ranging from discussions on the life of a police officer, events happening in the community, to serious issues and interesting topics.

Crime Laboratory: FORESIGHT Maximus Award

The American Society of Crime Laboratory Directors received funding from the Laura and John Arnold Foundation to develop software that transfers data from forensic Laboratory Information Management Systems (LIMS) to FORESIGHT, a business quantitative process tailored to forensic laboratories. FORESIGHT provides tailored quantitative reports and evaluations to the laboratories about their performance. Project FORESIGHT is a voluntary business model study of forensic laboratories sponsored by the West Virginia University College of Business and Economics and the United States Department of Justice National Institute of Justice. In August 2019, the National Institute of Justice recognized the CMPD's Crime Laboratory as one of 14 crime laboratories nationally to receive the FORESIGHT Maximus Award. A total of 162 crime laboratories participated in Project FORESIGHT.

National Institute for Occupational Safety & Health (NIOSH) Anthropometric Survey

CMPD sworn staff participated in an Anthropometric (Body Size, Shape, & Composition) Survey conducted by NIOSH measuring Officers' body size information that will be used in the design of the police vehicles, safety restraint systems, and protective equipment. During the one-hour session researchers took up to 62 body dimensions of each officer by using rulers and tape measures. Researchers also took a series of 3-D photos of each participating officer using a whole-body scanner, foot scanner, hand scanner, and a head scanner. Ninety-nine (99) sworn staff, ranging from Major to Officer, participated in this NIOSH research. In addition to the valuable data NIOSH obtained, CMPD HOPE received a donation of $5,940 representing $60 for each participating officer.

Activity Trailer Donated by Circle K

Circle K Stores-Southeast donated an enclosed trailer to the CMPD to serve as a community engagement trailer. This enclosed trailer will be towed and used at community events and festivals providing a focal point for activities to engage youth with police officers.