

Citizens Review Board Recommendations

Annual Report

The Citizens' Review Board (CRB) came into existence in September 1997. The Board reviews appeals from the outcome of citizen complaints to the Police Department concerning use of force, unbecoming conduct, arrest, and search and seizure and complaints of arbitrary profiling involving a sworn police officer. In addition, the disposition of the review of any discharge of a firearm by an officer, which results in the death or injury of a person, may be appealed to the Board. The Board also serves in an advisory role to the Chief of Police, the City Manager, and the City Council. It is charged with making annual reports to the Chief of Police, the City Manager, the City Council and the Community Relations Committee. Within the CRB Annual Report for August 1, 2016 through August 31, 2017, the following actions were recommended by the CRB to enhance the appeal process and effectiveness of the board.

Recommendation 1: Diverse Membership

Board Recommendation	Response and Actions
It is important that membership of this Board remain diverse with respect to age, race, gender, sexual orientation, ethnicity, religious beliefs, disabilities, etc.	<p>City Council revised language in the ordinance to specify a commitment to diversity on June 26, 2017</p> <p>Staff has expanded recruitment efforts to target a diverse audience</p>

Recommendation 2: Clarification on Attorney Representation Options

Board Recommendation	Response and Actions
The Board would ask City Council to consider revisions to the CRB Ordinance to allow an attorney representing a citizen or family to complete and file an appeal form meeting the requirements of the CRB Ordinance.	<p>The application form will be amended to clarify that an attorney may submit on behalf of a client</p> <p>No change is needed to the CRB Ordinance</p>

Recommendation 3: Inventory of CRB Recommendations and Actions Taken

Board Recommendation	Response and Actions
In furtherance of the Board's duty to "promote its visibility within the community by adopting procedures to educate citizens about the board process" (see Section 16-64(d) of the CRB Ordinance), the Board would ask City Council to direct the City Manager to work with CMPD to prepare a report of the policy recommendations the CRB has made to CMPD over the years and to indicate in the report the action taken by	<p>Staff will compile a report that outlines the information requested from prior CRB recommendations</p> <p>Staff is working to compile responses and pending actions based on the following:</p> <ul style="list-style-type: none"> • Police Foundation Critical Incident Review Draft • 2008 Mecklenburg County Justice and Public Safety Task Force

Board Recommendation	Response and Actions
CMPD with respect to each recommendation. The Board would further request that this report be published on the CRB's webpage and updated from time to time as appropriate.	<ul style="list-style-type: none"> • 2005 Homicide Task Force <p>Staff has compiled actions taken in response from the following:</p> <ul style="list-style-type: none"> • The President's Task Force on 21st Century Policing • Activist Demands

Recommendation 4: General Assembly Engagement

Board Recommendation	Response and Actions
The Board would request that City Council continue to press the General Assembly to grant subpoena power to the CRB.	<p>Subpoena power is on the City's current legislative agenda</p> <p>Because legislation was introduced this year and did not advance, legislation cannot be considered again until 2019</p>

100317

The President's Task Force on 21st Century Policing

Building Trust & Legitimacy

Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles

Technology & Social Media

Balancing the embrace of technology and digital communications with local needs, privacy, assessments, and monitoring

Training & Education

Emphasizing the importance of high quality and effective training and education through partnerships with local and national training facilities

Policy & Oversight

Developing comprehensive and responsive policies on key topics while also implementing formal checks/balances and data collection/analysis

Community Policing & Crime Reduction

Encouraging the implementation of policies that support community-based partnerships in the reduction of crime

Officer Wellness & Safety

Endorsing practices that support officer wellness and safety through the re-evaluation of officer shift hours and data collection/analysis to help prevent officer injuries

Pillar I: Building Trust and Legitimacy

Task Force Recommendation	Response and Actions
<p>1.1 Law Enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.</p>	<p>At the core of CMPD's Mission Statement is the pledge to "enhance the quality of life throughout our community, always treating people with fairness and respect." The principles of procedural justice are imbedded in CMPD culture.</p> <p>CMPD expanded our Courtesy Policy (Rule of Conduct #25) to include a provision that officers "will not taunt, verbally bait, or initiate needless or unnecessary physical contact with a subject" to ensure officers are treating citizens with fairness and respect. Officers who violate this policy are subject to disciplinary action.</p>
<p>1.2 Law Enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.</p>	<p>CMPD recognizes that past and present injustices and discrimination are barriers to community trust and has taken measures to build community trust by creating a Community Engagement Services Division. This division was established in July 2015 and falls under the Community Services Bureau. The division incorporates community outreach, youth engagement, crime prevention, and crisis intervention among its functions.</p>
<p>1.3 Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.</p>	<p>All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources.</p> <p>CMPD is participating in the White House Police Data Initiative to make officer-involved shootings and traffic stop data available to the public. This information is available online at www.cmpd.org and on the City of Charlotte's Open Data Portal.</p> <p>CMPD provides immediate media briefings to the public on major criminal incidents within the community, officer-involved shootings, and officer misconduct resulting in criminal charges. The information is disseminated openly and neutrally, respecting areas where the law requires confidentiality.</p> <p>In 2015, CMPD 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.</p> <p>In September 2016, as part of the White House Police Data Initiative, CMPD made officer-involved shootings and traffic stop data available to the public. The data is posted at www.cmpd.org as well as the City of Charlotte's Open Data Portal.</p> <p>In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD's processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how our police department functions.</p>

Task Force Recommendation	Response and Actions
<p>1.4 Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.</p>	<p>At Chief Putney’s direction, an Internal Advisory Committee (Transition Team) formed in July 2015 to disseminate information to employees and seek input from them in the areas most important to building employee morale, while promoting trust and transparency between the CMPD and the community.</p> <p>CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.</p> <p>CMPD seeks to involve our employees in the development of policies and procedures. As such, CMPD established the Policy Management Group (PMG), comprised of sworn and civilian personnel from across the Department, to review policies and directives.</p> <p>In 2016, the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) awarded CMPD its second Gold Standard Assessment (GSA). This assessment provides a stringent review of an agency’s practices to ensure compliance with established policies and procedures. The GSA focuses on processes and outcomes through interviews and observations of agency practices, in contrast to traditional intensive and comprehensive file review. The GSA provides another layer of agency accountability.</p>
<p>1.5 Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.</p>	<p>CMPD has taken a proactive approach to engage the community through events aimed at the youth and other age groups. These events include the following:</p> <p>Community Corners These events are informal gatherings of community members and police officers at community parks and athletic fields. Officers and residents engage in talks about issues important to the community, while enjoying foods prepared by food-truck vendors and businesses in the community. It is also a time of games and fellowship.</p> <p>Coffee with Cops Coffee with Cops serves to build community partnerships through conversations. The sessions take place at coffee houses and restaurants throughout the community. The format is informal and allows members of the community to sit and talk with officers and detectives.</p> <p>COPS & Barbers Recognized by President Obama as a “model for fostering relationships between cops and young black men,” COPS & Barbers serves to facilitate discussions between the police, the community, and the youth.</p> <p>COPS & Kids Building on the success of COPS & Barbers, COPS & Kids moved the dialogue into the school system to engage with middle and high school students to develop more meaningful partnerships with the youth and educate them about their rights and responsibilities. It is also designed to encourage positive interactions with police, address common misconceptions, and dispel common stereotypes.</p>

Task Force Recommendation	Response and Actions
	<p>KOPS & Kids Learn Spanish 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.</p> <p>REACH Academy (Respect Engage Accountability Character Honesty) REACH Academy 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</p> <p>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) The goal of REACH OUT is to facilitate a coordinated effort by CMPD, the Mecklenburg County Sheriff's Office and the Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively change the lives of youthful offenders, giving them the opportunity to become productive adults.</p> <p>Adopt-a-Cop A resident of the Charlotte-Mecklenburg community felt compelled to take action after media reports of mistrust between the community and the police. He organized a peaceful rally at Charlotte's Romare Bearden Park to start conversations on bringing the community and the police together. The success of the rally led him to partner with the CMPD's Central Division and community members to match primarily African-American families with a police officer for a night of games and activities.</p> <p>Turn Charlotte Blue In 2016 members of the Charlotte-Mecklenburg community initiated a project to show appreciation for CMPD officers. A team of volunteers dedicate their time to parade the city with blue ribbons during National Police Week.</p> <p>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.</p> <p>Envision Academy The Charlotte-Mecklenburg Police Department Youth Envision Academy was launched June 2017 after Chief Kerr Putney saw 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 <u>paid</u> work</p>

Task Force Recommendation	Response and Actions
	<p>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. It also provides leadership development and an introduction to the culture and climate of Charlotte, NC. Youth have an opportunity to Envision the economy, the environment, the health and well-being, the rich history and the spirit of our city. 36 young members of our community and five CMPD mentors were selected for the 2017 eight-week immersion as they “Envision” their futures and the future of Charlotte.</p>
<p>1.6 Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.</p>	<p>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.</p>
<p>1.7 Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.</p>	<p>Historically, CMPD has collaborated with an outside firm to conduct yearly surveys that measured Mecklenburg County residents’ satisfaction level with CMPD in various areas. CMPD would then share the results with employees to enhance the service delivered to the community.</p> <p>However, in 2017, CMPD is taking a new approach to gauging community satisfaction. While the City of Charlotte will continue to include questions in their survey that speak to community-wide safety satisfaction, CMPD will begin doing targeted surveys aimed at gauging satisfaction among those most vulnerable in the community. This will allow us to better enhance our services as we hear specifically from those whose voices are more likely to be lost among the masses.</p>
<p>1.8 Law enforcement agencies should strive to create a workforce 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.</p>	<p>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.</p>
<p>1.9 Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.</p>	<p>CMPD provides a 5% pay incentive for employees who speak a foreign language in an effort to reduce language barriers and encourage community building. The department currently has 84 employees receiving language-incentive pay.</p> <p>CMPD’s Community Engagement Services has a unit dedicated to U-Visa verification services for undocumented immigrants who are victims of certain crimes.</p> <p>In April 2016, CMPD officers met with Latino youth to talk about positive interactions with the police. From the</p>

Task Force Recommendation	Response and Actions
	<p>conversations, the youth began teaching the officers Spanish. Officers are now meeting on a regular basis with youth in the Independence Division as part of the KOPS & Kids Learn Spanish Initiative.</p> <p>In 2016, 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. Once officers returned, they used their new insights to initiate programs and disseminate information in their Latino communities. CMPD will continue the immersion program to expand the benefit of learning the language while also gaining an understanding of the culture.</p> <p>Since 1999, CMPD and NORSAN MEDIA have partnered to provide community oriented programs and public service announcements to the Spanish-speaking community. The three weekly programs provide information on law enforcement at the local, state, federal and international levels, as well as topics on resources and services from other city, county and state agencies. These radio programs are instrumental in fostering trust and understanding between the Latino community and CMPD.</p>

Pillar II: Policy and Oversight

Task Force Recommendation	Response and Actions
<p>2.1 Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.</p>	<p>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.</p>
<p>2.2 Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.</p>	<p>Both State and Federal law require that all force be reasonable, as outlined in <i>Graham v Connor</i>. This serves as the basis for CMPD's Use of Force policy. The policy also stipulates that officers employ de-escalation techniques when feasible in encounters with members of the public.</p> <p>In 1997, Charlotte's City Council established the Citizens Review Board (CRB) to help restore public confidence in the police after a string of officer-involved shootings. The CRB serves in an advisory capacity to the Chief of Police, the City Manager, and the City Council. The CRB hears citizen's appeals regarding the Chief's decisions on discipline for certain allegations of misconduct.</p> <p>CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force</p>

Task Force Recommendation	Response and Actions
	<p>and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.</p> <p>CMPD believes the public should have access to internal policies that do not compromise tactical operations or the safety of officers and the public. All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources. All CMPD policies are reviewed by the Policy Management Group.</p>
<p>2.3 Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.</p>	<p>CMPD currently conducts critical incident debriefings separate from criminal and administrative investigations. Members of the Community Wellness team participate in the critical incident debriefs to provide employee wellness resources.</p> <p>CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.</p>
<p>2.4 Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.</p>	<p>All CMPD police recruits receive <i>Implicit Bias</i> education while attending the police academy. In August 2016, In-Service officers and supervisors began attending department-sponsored Cultural Proficiency education taught by a private contractor.</p> <p>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).</p> <p>CMPD has collaborated with the University of Chicago to enhance the Early Intervention System (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues.</p> <p>In 2007, the North Carolina General Assembly enacted N.C. Gen. Stat. §15A-284.50 <i>et. seq.</i> the "Eyewitness Identification Reform Act" to improve and standardize procedures for eyewitness identification of suspects in line ups. These procedures ensure that the identification process is not influenced by any officer involved in the investigation of a crime and that nothing is said or done to influence the identification. The Act was amended in 2015, effective August 1, 2016 to regulate show-up procedures. These requirements have been incorporated in CMPD Directive 500-009.</p>
<p>2.5 All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.</p>	<p>CMPD supports this recommendation.</p> <p>The department's demographic information is available for public view on CMPD's Open Data webpage.</p>

Task Force Recommendation	Response and Actions
<p>2.6 Law enforcement agencies should be encouraged to collect, maintain and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.</p>	<p>North Carolina General Statute (NCGS) 143B-902 stipulates that the NC Department of Public Safety collect, correlate, and maintain traffic and pedestrian stop information by law enforcement officers. Pursuant to the law, CMPD collects, maintains, and analyzes demographic data on all traffic and pedestrian stops and arrests.</p> <p>CMPD is voluntarily participating in the White House Police Data Initiative (PDI). The CMPD Open Data webpage includes data on Officer-Involved Shootings, Traffic Stops, and other information. The data is posted at www.cmpd.org and on the City of Charlotte’s Open Data Portal.</p> <p>The University of North Carolina at Charlotte (UNCC) is currently conducting a study of CMPD traffic stop data to provide an in-depth analysis on types and reasons for stops, searches, and arrests. CMPD is working collaboratively with UNCC on this study.</p> <p>CMPD currently employs an Internal Affairs (IA) Analyst to review and analyze data related to Uses of Force, Officer-Involved Shootings, and others areas determined by the IA Commander.</p> <p>CMPD is currently exploring options for the inclusion of officer commendations to the Open Data webpage.</p>
<p>2.7 Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.</p>	<p>CMPD has invited the Police Foundation, a non-profit, non-partisan, and non-membership-driven organization, to facilitate community dialogue, review our policies and procedures, and response to civil disorder incidents.</p> <p>In 2015, CMPD returned all donated military surplus equipment that was part of the 1033 Program created by the National Defense Authorization Act.</p> <p>CMPD’s Civil Emergency Unit incorporates FEMA’s Center for Domestic Preparedness training principles that focus on protecting First Amendments rights, employing crowd management de-escalation techniques, and ensuring due process of those detained or arrested.</p>
<p>2.8 Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight.</p>	<p>Citizens Review Board (CRB) The CRB is an independent board comprised of 11 members of the public who are appointed by the City Manager, Mayor, and City Council. The CRB hears cases involving CMPD employees related to Arbitrary Profiling, Arrest Search & Seizure, Discharge of a Firearm with Injury, Unbecoming Conduct, and Use of Force.</p> <p>Civil Service Board (CSB) The CSB is an independent board comprised of nine members of the public (six members appointed by the City Council and three members appointed by the Mayor) responsible for approving officers for hire, promotion, and termination. The CSB also holds hearings for sworn personnel against whom administrative charges have been brought by the Chief of Police.</p>
<p>2.9 Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets,</p>	<p>CMPD prohibits any practices related to predetermining the number of tickets, citations, arrests, etc. and does not use quota systems in determining citizen stops and contacts.</p>

Task Force Recommendation	Response and Actions
<p>citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.</p>	
<p>2.10 Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.</p>	<p>Both State and Federal law require that officers have probable cause to search an individual and his or her personal effects unless the officer obtains consent from the individual (however, officers may conduct a pat-down search for weapons based on reasonable suspicion). CMPD officers are governed by the law and must have clear and articulable reasons to conduct a search.</p> <p>Pursuant to CMPD Directive 400-006, officers are required to record themselves asking for consent to search and the citizen's response to that request on their Body Worn Camera (BWC). If an officer is not equipped with a BWC, the officer is required to have written documentation of his or her actions.</p> <p>Additionally, pursuant to CMPD Directive 500-004A VI, all requests for consent searches must be documented on the Stop Data Form.</p>
<p>2.11 Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.</p>	<p>CMPD Uniform and Personal Appearance Directive 400-001 requires an officer to wear a nameplate bearing his or her name on the uniform shirt so that members of the public can identify the officer.</p> <p>CMPD Rules of Conduct require officers to furnish their names and code numbers to any person requesting this information when the officer is on duty or presenting him/herself as a police officer, except when the withholding of such information is necessary to the performance of police duties or is authorized by proper authority.</p> <p>Whenever an officer requests a search of a person, the search information is required to be captured in the Stop Data system.</p>
<p>2.12 Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD requires that all searches be conducted in accordance with the law and without partiality.</p> <p>CMPD does not engage in any practices that rely on the possession of condoms as the sole evidence of vice.</p>
<p>2.13 Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression,</p>	<p>In June 2015, the Charlotte City Council passed the Civil Liberties Resolution. This ordinance protects citizens from racial profiling and provides the Citizens Review Board the opportunity to hear complaints related to arbitrary profiling.</p> <p>In December 2015, CMPD added a Rule of Conduct directive concerning arbitrary profiling. The directive states</p>

Task Force Recommendation	Response and Actions
sexual orientation, immigration status, disability, housing status, occupation, or language fluency.	officers will not conduct any law enforcement activity that is motivated by an arbitrary stereotype or profile. All law enforcement activities involving the detention of a member of the public must be based on a lawful and articulable action. The addition of this rule of conduct allows for more accurate tracking of arbitrary profiling allegations and complaint dispositions.
<p>2.14 The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.</p>	CMPD supports this recommendation.
<p>2.15 The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.</p>	CMPD supports this recommendation.

Pillar III: Technology & Social Media

Task Force Recommendation	Response and Actions
<p>3.1 The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.</p>	<p>CMPD supports this recommendation.</p> <p>Currently, CMPD use social media as one of several outlets to disseminate information expediently to members of the community. CMPD’s Twitter account has over 33,635 followers, and CMPD’s Facebook page has 52,648 Likes.</p> <p>CMPD supports standards across agencies and jurisdictions related to maintaining civil and human rights protections.</p> <p>CMPD is currently exploring new in-car camera options for patrol vehicles.</p>

Task Force Recommendation	Response and Actions
<p>3.2 The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.</p>	<p>In April 2014, CMPD introduced the Property & Laboratory Information Management System (PLIMS) to streamline the evidence collection process. This new technology uses barcode scanning to prevent evidence tampering or manipulation.</p> <p>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with 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.</p> <p>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.</p> <p>CMPD’s Digital Evidence Management System allows officers to quickly and securely upload digital evidence. The system reduces human error or loss of valuable evidence.</p>
<p>3.3 The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD policies follow best practice models that govern the use of technology and maintain individual rights and privacy at all times.</p>
<p>3.4 Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.</p>	<p>CMPD complies with all public records laws pursuant to North Carolina’s Public Information Laws, NCGS 132-1.4 and NCGS 160A-168.</p>
<p>3.5 Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.</p>	<p>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with 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.</p> <p>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.</p> <p>CMPD is exploring new in-car camera options for patrol vehicles.</p>
<p>3.6 The Federal Government should support the development of new “less</p>	<p>CMPD’s Use of Less Lethal Force Directive 600-019 addresses “less than lethal” options officers may utilize in gaining control of an individual.</p>

Task Force Recommendation	Response and Actions
<p>than lethal” technology to help control combative suspects.</p>	<p>CMPD conducts mandatory de-escalation training for all police officers. We are continuing to enhance the training with greater emphasis on scenario-based components.</p> <p>CMPD expanded its Courtesy Policy (Rule of Conduct #25) to include a provision that officers “will not taunt, verbally bait, or initiate needless or unnecessary physical contact with a subject” to help de-escalate situations and utilize less than lethal options.</p>
<p>3.7 The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.</p>	<p>CMPD supports this recommendation.</p> <p>CMPD receives regular updates on FirstNet’s progress in establishing a nationwide, interoperable public safety broadband network dedicated to first responders.</p>

Pillar IV: Community Policing & Crime Reduction

Task Force Recommendation	Response and Actions
<p>4.1 Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.</p>	<p>Imbedded in CMPD’s Mission Statement is the pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community...”</p> <p>Community safety is a shared responsibility that requires a partnership with neighborhood residents, community stakeholders, and the police. The CMPD Community Engagement Services Bureaus’ purpose is to seek mutual understanding and communication between the police and the communities CMPD serves. Its primary goal is to build trust and relationships, and to facilitate meaningful dialogue that addresses community issues and problems.</p>
<p>4.2 Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.</p>	<p>Central to CMPD’s policing practices is the concept of community policing. All department policies and procedures incorporate principles consistent with community policing.</p> <p>The Chief’s Award for Excellence in Policing is awarded annually to CMPD employees who have distinguished themselves by exceptional performance in the area of community policing.</p>
<p>4.3 Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.</p>	<p>CMPD uses the Incident Command System (ICS) to manage major incidents within the jurisdiction. ICS employs a multidisciplinary, community team approach in responding to critical incidents.</p> <p>CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships to deliver Crisis Intervention Team (CIT) training. CMPD has trained a total of approximately 500 officers and 90 Communications personnel on the CIT model.</p> <p>CMPD personnel receive 8 hours of Mental Health/First Aid training on an annual basis. Incorporated in this</p>

Task Force Recommendation	Response and Actions
	training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.
<p>4.4 Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.</p>	<p>CMPD officers undergo regular training on dealing with special populations as part of state-mandated and department training.</p> <p>CMPD personnel receive 8 hours of Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.</p>
<p>4.5 Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.</p>	<p>Imbedded in CMPD’s Mission Statement is the pledge to “build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community....”</p> <p>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.</p> <p>In response to the growing rate of homicides and other violent offenses in Charlotte-Mecklenburg, CMPD created the Community Empowerment Initiative which 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.</p>
<p>4.6 Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.</p>	<p>Youth Diversion Program CMPD’s Youth Diversion Program addresses the community’s need to keep low-level youth offenders (6-17 years of age) out of the juvenile justice system by providing an alternative to arrest while holding the participant accountable for his or her offense. The program also provides supportive programming designed to redirect the youth’s delinquent behavior.</p> <p>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens) The goal of REACH OUT is to facilitate a coordinated effort by CMPD, the Mecklenburg County Sheriff’s Office and the Division of Adult Correction and Juvenile Justice to provide the necessary services and resources to effectively change the lives of youthful offenders, giving them the opportunity to become productive adults.</p> <p>Right Moves for Youth: Healing Horses, Healing Hands This program brings CMPD personnel, Charlotte-Mecklenburg Schools staff, at-risk girls in the community,</p>

Task Force Recommendation	Response and Actions
	<p>and local animal habitat groups together to care for abused horses. It offers girls a unique opportunity to learn empathy and compassion as they build trust with the animals.</p> <p>High School Public Safety Academy (formerly Academy of Safety & Protection) The High School Public Safety Academy (formerly the Academy of Safety & Protection) 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). The Academy 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. It is housed at Hawthorne High School. The inaugural class began August 2016 with over 70 students.</p> <p>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.</p> <p>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.</p> <p>School Resource Officers (SROs) CMPD SROs conduct open forums with students to dialogue on topics related to decision making, positive interactions with the police, legal rights and peer pressure.</p> <p>Summer of Opportunity Summer of Opportunity 2017 was 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 was to foster relationships and eliminate barriers to a better life.</p>
<p>4.7 Communities need to affirm and recognize the voices of youth in community decision making, facilitate</p>	<p>The Chief's Youth Advisory Board (CYAB) The Chief's Youth Advisory Board provides selected Charlotte-Mecklenburg students the opportunity to communicate issues concerning youth and police relations directly to the Chief of Police. The CYAB serves as</p>

Task Force Recommendation	Response and Actions
<p>youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.</p>	<p>a voice for youth, promoting trust between CMPD and the youth in the community.</p> <p>Rise Program CMPD SROs collaborated with a group of African-American male high school students at South Mecklenburg High School on a quest to eradicate negative stereotypes. This self-initiated group is committed to rising above the stereotypes placed on African-American males in society, and actively engages the community through special projects to help those in need.</p> <p>Terrybrook Project The Terrybrook neighborhood was plagued with abandoned homes, graffiti, drugs, and criminal activity committed primarily by juveniles. With the support of City services, community members and 14 motivated youth, they beautified the area. Because of their hard work, residents felt more invested in their community, presenting an opportunity to establish police-community relationships. This led to opportunities for officers to mentor the youth, exposing them to positive experiences both in and outside of their neighborhood. As CMPD continues to model what it means to be a mentor, the hope is that these 14 young people will one day work with CMPD to mentor the next generation. To learn more about Terrybrook Project, please visit theterrybrookproject.org.</p>

Pillar V: Training & Education

Task Force Recommendation	Response and Actions
<p>5.1 The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.</p>	<p>CMPD collaborates with federal and local government partners to deliver and receive specialized training. Some partners include FBI, DEA, FEMA, ATF, NCDOJ, NC Training and Standards Commission, and North Carolina SBI.</p>
<p>5.2 Law enforcement agencies should engage community members in the training process.</p>	<p>External Advisory Committee (EAC) 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.</p> <p>Citizens Academy The Citizen's Academy provides Charlotte-Mecklenburg residents an opportunity to learn more about the department and its services to the community. Residents learn firsthand about police operations through a series of lectures, simulated activities, practical sessions, and tours.</p>

Task Force Recommendation	Response and Actions
	<p>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.</p> <p>Community Day Recruit training includes a Community Day 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.</p> <p>Community Day 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.</p> <p>Transparency Workshops In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD’s processes, services, and operations, strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input on how the department functions.</p>
<p>5.3 Law enforcement agencies should provide leadership training to all personnel throughout their careers.</p>	<p>Supervisor Career Path CMPD’s Training Academy offers a Supervisor Career Path to sworn and civilian personnel who aspire to become first-line supervisors. The four-course offering provides participants an overview of first-line supervision through formal instruction and practical exercises designed to teach the skills needed to manage employees effectively.</p> <p>Command College CMPD’s six-week 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.</p> <p>Leadership Charlotte On an annual basis, CMPD selects members of the command staff to attend Leadership Charlotte. Founded in 1978, Leadership Charlotte is focused on building community leaders through inclusive leadership development.</p>

Task Force Recommendation	Response and Actions
	<p>Leadership Development Initiative (LDI) CMPD provides opportunities for employees to participate in the Community Building Initiative’s Leadership Development Initiative (LDI). LDI connects and guides diverse groups of leaders in increasing their awareness of and ability to influence for inclusion and equity. This program goes beyond personal development by focusing on civic responsibility and organizational leadership.</p> <p>Leaders Under 40 (LU40) CMPD provides opportunities for employees to participate in the Community Building Initiative’s Leaders Under 40 (LU40) program. LU40 convenes and supports emerging community leaders to build connections across differences, to learn about their own leadership styles and real-time issues, and to connect with established leaders in Charlotte-Mecklenburg.</p>
<p>5.4 The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.</p>	<p>CMPD supports existing leadership training programs, such as the FBI National Academy and Senior Management Institute for Police. Members of CMPD command staff are selected annually to attend these programs.</p>
<p>5.5 The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.</p>	<p>CMPD supports this recommendation.</p>
<p>5.6 POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.</p>	<p>CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships in delivering CIT training. CIT training is provided to in-service officers, and has been added to the training program for all recruit classes. CMPD has trained approximately 500 officers and 90 Communications personnel on the CIT model.</p>
<p>5.7 POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.</p>	<p>CMPD recruit training follows the curriculum outlined by the NC Department of Justice Basic Law Enforcement Training (BLET). BLET includes both social interaction and tactical skills training.</p>

Task Force Recommendation	Response and Actions
<p>5.8 POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.</p>	<p>CMPD requires that both recruit and in-service officers attend 8 hours of Mental Health First Aid training, which incorporates curriculum on the disease of addiction.</p>
<p>5.9 POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.</p>	<p>Cultural Proficiency Education Recognizing the importance of diversity training, CMPD began department-sponsored mandatory training for officers in 1994. This education continues today, as all employees are required to participate in Cultural Proficiency Education (CPE). CPE is about exploring and affirming the ways in which CMPD can work well with, respond effectively to, and be supportive of others in cross-cultural settings, treating them with dignity, at all times regardless of the situation or circumstance.</p> <p>CMPD recruits began receiving CPE while in the academy in 2015. Additionally, recruits learn the meaning of the CMPD mission statement and the purpose of the officer oath.</p> <p>Cultural Competency In September 2016, CMPD command staff began attending a year-long series of classes on cultural competency. The following year, a new cohort began that includes CMPD's Police Training Officers.</p> <p>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. <i>Racial Equity Workshop</i> was developed through the cooperative effort of the Race Equity Institute (REI) and Race Matters for Juvenile Justice (RMJJ).</p>
<p>5.10 POSTs should require both basic recruit and in-service training on policing in a democratic society.</p>	<p>As part of recruit training and ongoing professional training, CMPD officers are required to know all policies and procedures associated with constitutional and criminal law. Officers attend legal update and refresher training on an annual basis.</p>
<p>5.11 The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.</p>	<p>The City of Charlotte provides educational reimbursement for CMPD employees seeking undergraduate and advanced degrees from accredited institutions.</p> <p>CMPD provides sworn employees a 5% educational pay incentive for an Associate's degree and a 10% pay incentive for a Bachelor's degree.</p>
<p>5.12 The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.</p>	<p>CMPD uses Firearms Training Simulator (FATS) training to provide realistic scenario-based training. Similarly, citizens have the opportunity to experience the same dynamics of split-second decision-making as an officer through opportunities to use a mobile FATS machine that the CMPD brings to community events.</p> <p>CMPD officers are required to complete training on an annual basis as mandated by the North Carolina Department of Justice. This training is delivered online through the NC Justice Academy. It incorporates scenario-based, interactive training that allows officers the flexibility to conduct it from home or work.</p>

Task Force Recommendation	Response and Actions
<p>5.13 The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.</p>	<p>In March 2016, CMPD reviewed the Police Training Officer (PTO) Program to ensure its consistency among the 13 patrol divisions to provide the best training possible for new officers. Two Patrol captains serve as PTO Administrators to manage the program.</p>

Pillar VI: Officer Wellness & Safety

Task Force Recommendation	Response and Actions
<p>6.1 The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.</p>	<p>CMPD supports the continuing research into the efficacy of mental health checks for officers, along with fitness, resilience, and nutrition research.</p> <p>CMPD is currently working with UNC Charlotte professors to develop and validate a measure of emotion management for use in the selection of new police officers.</p> <p>CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officers’ professional trauma exposure and to promote wellness and resilience. As a result, a position was created for a Clinical Director for CMPD that reports to the Program Administrator of Trauma & Justice Partnerships. This position oversees officer health and wellness, and provides recommendations that promote employee resilience in response to traumatic events.</p>
<p>6.2 Law enforcement agencies should promote safety and wellness at every level of the organization.</p>	<p>In 2015, CMPD officers of all ranks received Emotional Survival training as part of NC Criminal Justice Education & Training Standards Commission mandated training.</p> <p>CMPD has collaborated with the University of Chicago to enhance the Early Intervention System (EIS). EIS seeks to identify patterns of behavior that could lead to misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which considers a variety of factors in determining the probability of an adverse action.</p> <p>The City of Charlotte provides a variety of services to employees through the Employee Assistance Program (EAP).</p> <p>CMPD’s clinical partners at Mecklenburg County recognized the critical need to address officers’ professional trauma exposure and to promote wellness and resilience. As a result, a position was created for a Clinical Director for CMPD that reports to the Program Administrator of Trauma & Justice Partnerships. This position oversees officer health and wellness and provides recommendations that promote employee resilience in response to traumatic events.</p> <p>CMPD employs a Community Wellness Analyst to increase mental health awareness, wellness, and resilience among CMPD members. The Community Wellness Analyst also facilitates collaborative mental health efforts and initiatives with community partners.</p>
<p>6.3 The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.</p>	<p>CMPD currently employs eight and ten-hour shift models. CMPD restricts the number of hours an officer can work on and off-duty assignments in a 24-hour period to 16 hours, except in limited circumstances.</p>

Task Force Recommendation	Response and Actions
The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.	
<p>6.4 Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.</p>	<p>CMPD officers are equipped with Personal Protective Equipment (PPE).</p> <p>CMPD outfits each patrol vehicle with a Level 3A tactical vest and helmet to provide officers an added layer of protection against lethal threats. These vests are separate and apart from the soft body armor (bullet-proof) each officer is provided.</p> <p>All CMPD vehicles are equipped with fire extinguishers.</p>
<p>6.5 The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”</p>	<p>CMPD supports this recommendation.</p> <p>CMPD collects data related to officer injuries and conducts internal investigations to determine whether the injury was preventable. Additionally, CMPD collects data related to assaults on officers.</p>
<p>6.6 Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.</p>	<p>CMPD Departmental Vehicles Directive 600-001 requires that employees operating a CMPD vehicle wear the factory installed occupant safety restraining device.</p> <p>CMPD Uniform & Personal Appearance Directive 400-001 stipulates that ballistic vests are required to be worn by all uniformed officers and supervisors assigned to the Patrol Services Group. Vests must also be worn by all sworn personnel when engaged in pre-planned high-risk activities, and while officers are working in uniform in any secondary employment capacity.</p>
<p>6.7 Congress should develop and enact peer review error management legislation.</p>	<p>CMPD supports this recommendation.</p>
<p>6.8 The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.</p>	<p>CMPD Ford Explorer, Chevrolet Caprice, and Chevrolet Equinox models are equipped with backup cameras.</p>

Activist Groups' Demands September 2016

Various Activist Groups' provided the Charlotte-Mecklenburg Police Department (CMPD) with a list of demands to enhance police-community relations. While there were several items directed to other entities and not within the purview of the CMPD, all requests and recommendations have a common goal of improving police-community relations. The CMPD is committed to continually building trust and legitimacy within the community and welcome input from individuals, groups and organizations that will further enhance our ability to serve the Charlotte-Mecklenburg community.



Pillar I: Building Trust and Legitimacy – Promoting trust and ensuring legitimacy through procedural justice, transparency, accountability, and honest recognition of past and present obstacles

Activist Groups' Demand	Response and Actions
1.1a Immediate release & disclosure of remaining video footage relative to Mr. Scott.	On Friday, September 30, 2016 CMPD made arrangements for members of Mr. Scott's family to review the remaining Body Worn Camera (BWC) and dash-cam video of events following the shooting in its entirety.
1.2a Accountability for on-scene officers who did not turn on their BWC.	At the time of the police-involved shooting, no tactical officers were assigned a BWC.
1.3a Appropriate funds to data warehousing and dissemination from BWC. (Also Pillar IV)	CMPD currently has sufficient funding for storage of all BWC video.
1.4a Undercover police officer requirement to have BWC. (Also Pillar IV)	CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with 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.
1.5a Provide report on status of CMPD meeting policy changes implemented	CMPD implemented an Arbitrary Profiling Policy in response to the Resolution & updated all associated current Directives. Policies and Directives are available to the public on CMPD's website (www.cmpd.org).

Activist Groups' Demand	Response and Actions
through the Charlotte Civil Liberties Resolution.	<p>In December 2015, CMPD added a Rule of Conduct directive concerning arbitrary profiling. The directive states officers will not conduct any law enforcement activity that is motivated by an arbitrary stereotype or profile. All law enforcement activities involving the detention of a member of the public must be based on a lawful and articulable action. The addition of this rule of conduct allows for more accurate tracking of arbitrary profiling allegations and compliant dispositions.</p> <p>CMPD met with the NAACP & SAFE Coalition and provided the report.</p>
1.6a Police not allowed to militarize unless protests lead to property damages that amass \$500,000.	<p>CMPD accommodates peaceful demonstrations through crowd and traffic control. All equipment and tactics surrounding riot control is based on police response to civil disobedience for the protection of the public, officers, and property.</p>
1.7a Continued de-escalation and demilitarization of police practices used on protestors exercising First Amendment rights.	<p>CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships to deliver Crisis Intervention Team (CIT) training. CMPD has trained a total of approximately 500 officers and 90 Communications personnel on the CIT model.</p> <p>CMPD personnel receive 8 hours of Mental Health/First Aid training on an annual basis. Incorporated in this training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.</p> <p>CMPD accommodates peaceful demonstrations through crowd and traffic control. All equipment and tactics surrounding riot control is based on police response to civil disobedience for the protection of the public, officers, and property.</p> <p>CMPD's Civil Emergency Unit incorporates FEMA's Center for Domestic Preparedness training principles that focus on protecting First Amendments rights, employing crowd management de-escalation techniques, and ensuring due process of those detained or arrested.</p> <p>Both State and Federal law require that all force be reasonable, as outlined in <i>Graham v Connor</i>. This serves as the basis for CMPD's Use of Force policy. The policy also stipulates that officers employ de-escalation techniques when feasible in encounters with members of the public.</p> <p>In October 2016, CMPD began conducting mandatory in-service de-escalation training for all police officers, including an emphasis on scenario-based components.</p> <p>In 2015, CMPD's mandatory tactical response training incorporated de-escalation tactics which became a core element of this annual training.</p> <p>CMPD no longer has or receives military surplus equipment.</p>

Activist Groups' Demand	Response and Actions
<p>1.8a Plan a meeting with the community activists to determine what has been gained from the data collection project.</p>	<p>CMPD is in the forefront of agencies to publish its data on the website giving the public direct access to the data.</p> <p>The External Advisory Committee (EAC) was intimately involved in the development of the Open Data page, and continues to be engaged with CMPD in the evaluation of its effectiveness.</p> <p>The Police Foundation's assessment provided activist groups the opportunity to be heard on their recommendations and concerns through community listening sessions.</p>
<p>1.9a Hotline to report unruly police officers. (Also Pillar IV)</p>	<p>Complaints against CMPD personnel may be filed through the CMPD website, the City of Charlotte, US mail, email, in-person, by telephone or anonymously. Complaints can also be filed directly with the Charlotte-Mecklenburg Community Relations Committee.</p>
<p>1.10a Diversity quotas that reflect demographics of the City – strategic placement of officers in communities they reside in/hail from. -TF 1.8-</p>	<p>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.</p>
<p>1.11a Form a delegation of community activists (not just establishment organizations)</p> <ul style="list-style-type: none"> • Review CMPD training to ensure it is culturally competent • CMPD meets the demands expressed by Charlotte Uprising <p>-TF 1.3-</p>	<p>In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD's processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how our police department functions.</p> <p>In 2015, CMPD 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.</p>

Pillar II: Policy and Oversight – Developing comprehensive and responsive policies on key topics while also implementing formal checks/balances and data collection/analysis

Activist Groups' Demand	Response and Actions
<p>2.1a If an undercover assignment leads to bodily harm or death, the video</p>	<p>G. S. Sec. 132-1.4A governs the disclosure (viewing) and release of law enforcement video. CMPD does not have the authority to disclose a video without a court order to anyone other than individuals portrayed in the video or their</p>

Activist Groups' Demand	Response and Actions
<p>should be reviewed by an outside – nonbiased entity (preferably the CRB with the supervision of the DA).</p>	<p>representative. To maintain the integrity of covert (undercover) operations and to avoid jeopardizing the safety of officers, those engaging in these operations will not wear a BWC.</p>
<p>2.2a Prohibit law enforcement officers from racially profiling (racial bias training, data collection of stop-and-frisk, other police encounters, officer-involved killings). -TF 2.13-</p>	<p>CMPD policy prohibits arbitrary profiling, and an alleged violation of this policy is reviewable by the Citizens Review Board (CRB).</p> <p>In June 2015, the Charlotte City Council adopted the Civil Liberties Resolution. This ordinance protects citizens from racial profiling and provides the CRB the opportunity to hear complaints related to arbitrary profiling.</p> <p>In December 2015, CMPD added a Rule of Conduct to its Directives concerning arbitrary profiling. The Directive states officers will not conduct any law enforcement activity that is motivated by an arbitrary stereotype or profile. All law enforcement activities involving the detention of a member of the public must be based on a lawful and articulable action. The addition of this rule of conduct allows us to more accurately track allegations of arbitrary profiling and complaint dispositions.</p>
<p>2.3a Give Citizens Review Board meaningful authority. -TF 2.8-</p>	<p>The CRB is an independent board comprised of 11 members of the public who are appointed by the City Manager, Mayor, and City Council. The CRB hears cases involving CMPD employees related to Arbitrary Profiling, Arrest Search & Seizure, Discharge of a Firearm with Injury, Unbecoming Conduct, and Use of Force.</p> <p>CMPD supports State government granting additional authority to the CRB to subpoena witnesses. Two Bills were filed in the House. The first Bill, HB 165, was sponsored by Representatives Moore and Autry and would have provided subpoena power to the Board. HB 165 was referred to the Committee on State and Local Government on 02/23/17. This Bill never made it out of committee. The second Bill, HB 350 also sponsored by Representatives Moore and Autry, would have provided subpoena power to the Chair for the Board. This Bill was referred to the Committee on Rules on 3/15/17, but was never voted out of committee.</p>
<p>2.4a Hands Up/Apprehension Policy change. (Also Pillars V & VI) -TF 2.2-</p>	<p>Both State and Federal law require that all force be reasonable, as outlined in <i>Graham v Connor</i>. This serves as the basis for CMPD's Use of Force policy. The policy also stipulates that officers employ de-escalation techniques when feasible in encounters with members of the public.</p> <p>The CMPD Use of Force Continuum is a guideline to assist officers in assessing which level of control may be appropriate when confronted with a certain level of resistance. Officers will use only the amount of force that is objectively reasonable and necessary under the circumstances.</p> <p>In 1997, Charlotte's City Council established the Citizens Review Board (CRB) to help restore public confidence in the police after a string of officer-involved shootings. The CRB serves in an advisory capacity to the Chief of Police, the City Manager, and the City Council. The CRB hears citizen's appeals regarding the Chief's decisions on discipline for certain allegations of misconduct.</p> <p>CMPD instituted Subject Matter Expert Boards (SMEBs) in 2015 to provide expert knowledge related to Use of Force</p>

Activist Groups' Demand	Response and Actions
	<p>and Conducted Energy Weapon, Driving/Accident Review, Fourth Amendment, and other investigatory areas determined by the Chief of Police. SMEB members have prior training and experience in their respective subject-matter area.</p> <p>In the spring of 2016, CMPD revised the Use of Force policy to hold officers accountable for incidents where officers instigate the need to rise to a higher level of force during encounters with individuals.</p> <p>The Use of Force Policy has been reviewed by the Police Executive Research Forum (PERF) and also by the EAC.</p> <p>The EAC discussed and reviewed police policies, and Committee members are committed to continuing the work with CMPD to make substantive advances in police-community actions and relations.</p>
<p>2.5a Police officers not granted administrative leave if clear that their actions led to severe bodily injury or death of unarmed citizen.</p>	<p>Administrative leave ensures that officers are accessible for investigative and administrative follow-up. This includes ensuring the officer is fit to return to duty.</p>
<p>2.6a Less pressure on police to meet arrest quotas. -TF 2.9-</p>	<p>CMPD prohibits any practices related to predetermining the number of tickets, citations, arrests, etc. and does not use quota systems in determining citizen stops and contacts.</p>
<p>2.7a Reevaluate how warrants are issued – nonviolent offenders cannot be approached by plainclothes officers.</p>	<p>It is impossible to accurately predict violent or nonviolent behaviors of offenders during police encounters. CMPD sworn employees wear various types of clothing in the performance of their duties. Officers working in plainclothes assignments are given specific requirements and direction depending on the function they are performing. A plainclothes officer is defined by policy to be a sworn officer not in uniform but equipped with the necessary equipment and identification to perform a law enforcement function. Officers working in plainclothes are required to have the appropriate equipment readily accessible and identifiable as law enforcement to quickly transition into an apprehension or other law enforcement related activity, if needed.</p> <p>CMPD has recently reorganized the Professional Standards Bureau and has mandated procedures for supervisors to regularly review body worn camera (BWC) footage. CMPD has also updated procedures to require situations when plainclothes detectives/officers must activate and record interactions with citizens via the BWC assigned to them.</p> <p>CMPD took an extra step to review and update the directive regarding search warrants in March, 2017. Policy still directs that the first person(s) to enter the premise must be in a police uniform. Non-uniformed officers on the search will wear the proper CMPD search attire identifying them as sworn officers. CMPD has a set schedule to review all policies and procedures in order to maintain high standards of policing for the Commission on Accreditation for Law Enforcement Agencies (CALEA).</p>
<p>2.8a Revamp of Authority/Lethal Force Training – must be citizen approved. -TF 2.2-</p>	<p>The Police Foundation's assessment provided activist groups the opportunity to be heard on all of their recommendations and concerns through community listening sessions.</p>

Activist Groups' Demand	Response and Actions
<p>2.9a Look into potential officers' history as well as family history and affiliations.</p>	<p>CMPD completes a background investigation on all police applicants. This investigation includes, but is not limited to, interviewing friends, family, teachers/professors, past employers, references (those provided and those CMPD develops independently). The background investigation also includes reviewing all social media outlets and any information found in an internet search. A criminal background check is completed for each location an applicant has resided, and the applicant is polygraphed and given a psychological test. The background investigation is a 4 to 6 month process.</p>
<p>2.10a Provide the public with the data being collected in its data collection project within the next month or as soon as it is available. -TF 2.6-</p>	<p>North Carolina General Statute (NCGS) 143B-902 stipulates that the NC Department of Public Safety collect, correlate, and maintain traffic and pedestrian stop information by law enforcement officers. Pursuant to the law, CMPD collects, maintains, and analyzes demographic data on all traffic and pedestrian stops and arrests.</p> <p>CMPD is voluntarily participating in the White House Police Data Initiative (PDI). The CMPD Open Data webpage includes data on Officer-Involved Shootings, Traffic Stops, and other information. The data is posted at www.cmpd.org and on the City of Charlotte's Open Data Portal.</p>

Pillar IV: Community Policing & Crime Reduction – Encouraging the implementation of policies that support community-based partnerships in the reduction of crime

Activist Groups' Demand	Response and Actions
<p>4.1a Mandatory meetings with victims of police violence prior to joining CMPD.</p>	<p>Recruit training includes a Community Day 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.</p> <p>Community Day 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.</p>
<p>4.2a Incentivize positive police interactions. -TF 4.1, 4.2, 4.5-</p>	<p>Imbedded in CMPD's Mission Statement is our pledge to "build problem-solving partnerships with our citizens to prevent the next crime and enhance the quality of life throughout our community...."</p> <p>Central to CMPD's policing practices is the concept of community policing. All department policies and procedures incorporate principles consistent with community policing.</p> <p>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.</p>

Activist Groups' Demand	Response and Actions
	<p>Community engagement is a major factor in the yearly evaluation for all officers and in all promotional processes. CMPD tracks police commendations from the public and recognizes the positive work. The public can make commendations through the CMPD website, the City of Charlotte, US Mail, Email, In-person, Telephone or Anonymously. Complaints can also be filed directly with the Community Relations Committee (CRC).</p> <p>The CRC Awards Banquet Committee processes over 400 positive recommendations for positive work by police in communities in which they serve.</p> <p>The Chief's Award for Excellence in Policing is awarded annually to CMPD employees who have distinguished themselves by exceptional performance in the area of community policing.</p> <p>Community safety is a shared responsibility that requires a partnership with neighborhood residents, community stakeholders, and the police. The CMPD Community Engagement Services Bureaus' purpose is to seek mutual understanding and communication between the police and the communities CMPD serves. Its primary goal is to build trust and relationships, and to facilitate meaningful dialogue that addresses community issues and problems.</p>

Pillar V: Training & Education – Emphasizing the importance of high quality and effective training and education through partnerships with local and national training facilities

Activist Groups' Demand	Response and Actions
<p>5.1a Ensure that all CMPD officers have received all training in compliance with the Charlotte Civil Liberties Resolution and the President's Council on 21st Century Policing within one calendar year.</p>	<p>CMPD currently conducts mandatory legal training annually for all police officers which remains consistent and compliant with the Resolution.</p> <p>CMPD developed a response to each of the 59 recommendations made by the President's Task Force on 21st Century Policing, to include action items where needed. The report was presented to the Charlotte City Council's Community Safety Committee and was published electronically for public consumption.</p>
<p>5.2a Undercover engagement tactic training to be facilitated by veteran military operatives with relative experience in how to not shoot to kill.</p>	<p>CMPD is a paramilitary organization; therefore, it would be inappropriate to have military operatives training, as they have different rules of engagement. However, we are always open to assessing and reevaluating our tactical training.</p>
<p>5.3a Required amount of Community Service hours per week in respective areas where they will serve. -TF 5.2-</p>	<p>CMPD encourages community engagement by all police officers. However, officers will not be required to do so in an unpaid, off-duty capacity.</p> <p>Altruism is a component of promotional processes implemented in 2016.</p>

Activist Groups' Demand	Response and Actions
	<p>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.</p>
<p>5.4a Required amount of Community Service, prior to receiving a gun and badge, in respective areas they will serve. -TF 5.2-</p>	<p>CMPD exceeds State mandated requirements for recruit training, which includes a community engagement component. Recruits will not be required to work in an unpaid, off-duty capacity.</p> <p>Each recruit class must complete a minimum of three community-based initiatives prior to graduating from the Police Academy.</p> <p>Recruit training includes a Community Day 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.</p> <p>Community Day 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.</p>

Pillar VI: Officer Wellness & Safety – Endorsing practices that support officer wellness and safety through the reevaluation of officer shift hours and data collection/analysis to help prevent officer injuries

Activist Groups' Demand	Response and Actions
<p>6.1a Protect police who are willing to speak up against injustice.</p>	<p>Federal Law protects against retaliation of employees who report misconduct within an agency. CMPD requires employees to report policy violations to include misconduct and encourages intervention when recognized.</p> <p>CMPD is accountable to its employees through internal reporting of misconduct. On average, 79% of complaints against employees are made by other CMPD employees.</p>
<p>6.2a Administrative / Psychological police complaint follow-up. -TF 6.1, 6.2-</p>	<p>CMPD currently conducts administrative follow up of all complaints on employees. Psychological follow up is conducted when appropriate which is determined on a case-by-case basis.</p> <p>CMPD's clinical partners at Mecklenburg County recognized the critical need to address officers' professional trauma exposure and to promote wellness and resilience. As a result, a position was created for a Clinical Director for CMPD that reports to the Program Administrator of Trauma & Justice Partnerships. This position oversees officer health and wellness, and provides recommendations that promote employee resilience in response to traumatic events.</p>

Activist Groups' Demand	Response and Actions
	<p>CMPD employs a Community Wellness Analyst to increase mental health awareness, wellness, and resilience among CMPD members. The Community Wellness Analyst also facilitates collaborative mental health efforts and initiatives with community partners.</p> <p>CMPD supports the continuing research into the efficacy of mental health checks for officers, as well as fitness, resilience, and nutrition.</p> <p>CMPD is currently working with UNC Charlotte professors to develop and validate a measure of emotion management for use in the selection of new police officers.</p> <p>CMPD officers of all ranks received Emotional Survival training in 2015 as part of NC Criminal Justice Education & Training Standards Commission mandated training.</p> <p>CMPD continues to collaborate with the University of Chicago to enhance the Early Intervention System (EIS). The EIS seeks to identify patterns of behavior, cumulative stressors or traumas that could potentially lead to future adverse interactions or events involving an employee.</p> <p>The City of Charlotte provides Employee Assistance Program (EAP) services to employees. A variety of services are provided through EAP.</p> <p>CMPD is enhancing its Early Intervention System (EIS) with the assistance of the University of Chicago to provide assurance that the Department is being proactive in detecting undesirable behaviors. The enhanced EIS will also provide for additional assistance and monitoring of the wellness of our employees. We are committed to addressing issues with our employees in a timely, empathetic, and responsible manner. The EIS allows us to hold ourselves accountable and take necessary action(s) to remediate issues. It also provides an opportunity for training and other interventions to prevent future adverse interactions with the public. The tentative rollout date is November 1, 2017.</p>

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External Advisory Committee Report

In January 2015, CMPD asked the Lee Institute to partner on a community engagement initiative. As a result, the External Advisory Committee (EAC) was formed and charged to identify ways to strengthen relations between the Charlotte community and the Police Department by improving communications, identifying opportunities for dialogue and increasing CMPD transparency with specific focuses on recruitment and retention; professional development; and professional standards. The Lee Institute facilitated committee meetings starting in 2015 and documented a full report of committee recommendations in 2016. Below is a listing of each recommendation and the corresponding response and actions.



1.1 Cadets, Interns & Explorer's – Recruitment & Retention Subcommittee

Recommendation	Response and Actions
<p>A) Improve collaboration between the Community Engagement and Recruitment Departments, especially with the Cadet and Internship Programs.</p>	<p>The Community Engagement Unit and the Recruitment Division reviewed and modified their working relationship to enhance their efficiency and complement the goals of both areas.</p> <p><i>City and CMPD Human Resources are working together to provide database capabilities to track Cadent and Internship program participants to capture historical information for future use by Recruitment should the participant apply for a position at CMPD.</i></p>
<p>B) Establish and enforce requirements for acceptance to the Cadet Program; include a condition that cadets must work for CMPD for two years after the program concludes.</p>	<p>CMPD explored this option previously and determined a better option is to offer a bonus to cadets who become police officers and remain a minimum of two years. This negates the requirement to enter into a contract with the Cadet which requires legal action to enforce and may not actually be enforceable.</p>

1.2 Recruitment – Recruitment & Retention Subcommittee

Recommendation	Response and Actions
<p>A) Create a book of profiles that highlights diverse officers and their personal journeys, helping draw diverse recruits to the organization as they see relatable representation in the Dept.</p>	<p>CMPD has several print documents and posters.</p> <p><i>CMPD is creating a video to include the components of this EAC Recommendation.</i></p>
<p>B) More intentionally recruit individuals leaving the military, particularly women; widely distribute information about CMPD as a next career opportunity.</p>	<p>CMPD currently visits several different branches of the military & offers onsite testing for convenience (DELPOE and JRPAT). Applications from military personnel are kept on file for a period of 18 months which exceeds the standard 12 months.</p> <p>While CMPD has a primary military recruiter, the Recruitment Division also works with several former military</p>

Recommendation	Response and Actions
	female officers. As a result, CMPD recruiting information was added to a private Facebook page for military females only. In addition, former military female officers accompany CMPD Recruiters on recruiting trips.
<p>C) Offer an onsite tour to show people other sides of CMPD, like K-9, Special Weapons and Tactics (SWAT), the Communications Department, sworn and nonsworn jobs, etc.</p>	<p>CMPD has engaged this recruiting tool for many years and continues to do so, averaging four tour sessions per year by various Divisions within CMPD.</p> <p>CMPD also hosted a Female First Responder Open House at the Training Academy in March of 2017 to specifically target and attract female applicants.</p>
<p>D) Increase the presence and engagement of CMPD recruitment officers with young people on Historically Black Colleges and University (HBCU) campuses and feeder schools.</p> <ul style="list-style-type: none"> i) Improve the perception of the Department and provide information on career opportunities. ii) Build collaboration at local HBCUs that would allow officers to take classes on campus and provide additional CMPD visibility. 	<p>CMPD visits HBCU's with the target audience being criminal justice/sociology classes. The visits are coordinated with the professors. CMPD also attends job fairs at the HBCU campuses and recruit from the various sororities and among women athletes.</p> <p>CMPD hosts recruiting events during CIAA and offers onsite testing for convenience.</p>

1.3 Retention – Recruitment & Retention Subcommittee

Recommendation	Response and Actions
<p>A) Cultivate a culture of inclusion, internally and externally, with particular focus on listening, allowing every voice to have value, and providing equitable opportunities to all officers.</p>	<p>CMPD has expanded the Internal Advisory Committee (IAC) to include younger voices with fresh ideas. Through the IAC, CMPD creates subcommittees to tackle issues that impact service, safety, and morale and employee opportunities.</p> <p>CMPD expanded the EAC in 2017 to reflect a more diverse group, including the younger voices and representation from the LGBTQ community.</p>
<p>B) Direct more intentional focus toward building trust within and breaking down silos across the org.</p>	<p>Working with EAC to clarify expectations and develop actions.</p>
<p>C) Address the overall power system of the Department to create more transparency and dialogue around the real and perceived challenges up, down and across the organization.</p>	<p>Working with EAC to clarify expectations and develop actions.</p>

Recommendation	Response and Actions
D) Identify and communicate what success looks like for the culture CMPD is driving to create.	CMPD contracted with OnStrategy to assist in the development of a strategic plan that attaches each individual performance appraisal to the department’s mission, goals and priorities in a way that enables every employee to see how their job functions advance CMPD’s scorecard objectives.
E) Improve processes to more effectively track, manage and incentivize performance based on the organization’s mission and values, including development of a more competitive total rewards package for officers.	CMPD contracted with OnStrategy to assist in the development of a strategic plan that attaches each individual performance appraisal to the department’s mission, goals and priorities in a way that enables every employee to see how their job functions advance CMPD’s scorecard objectives.

2.1 Police Training Officer Program – Professional Development Subcommittee

Recommendation	Response and Actions
A) Focus on more diversity in PTO recruitment and selection by assessing and modifying the current internal selection process. Ensure diversity on the PTO Committee that manages and monitors accountability.	<p>The Chief charged management with challenging officers to become involved through mentoring and to encourage officers, early in the officer’s career, to consider the role of Police Training Officer (PTO).</p> <p>Administration of the PTO Program is now under the leadership of two Captains with day-to-day responsibilities assigned to a Lieutenant to ensure the program operates as intended institutionally. An important element of their work has been to revise the PTO selection process based on input from current and past PTOs.</p> <p><u>PTO Selection Process</u></p> <ul style="list-style-type: none"> • Surveys completed by peers, chain of command, current PTOs. • Officers are nominated by the officer’s Division COC. • PTO Selection Committee selects a pool of candidates and provides names to Division Captains. • Division Captains choose officers from that list to attend PTO School. • Selected officers attend the 4-day PTO School (pass/fail) • Officers who successfully complete the school become PTOs <p><i>Continue the work to expand the PTO Committee to include more diversity.</i></p> <p><i>Continue the efforts to expand the number and diversity of PTOs.</i></p>
B) Clearly identify core competencies required to be successful in the PTO role.	<p>CMPD has a PTO Program Learning Matrix that is used to ensure every trainee is evaluated fully and equipped to serve the community.</p> <p>CMPD has a Performance Appraisal Amendment that is incorporated into a PTO’s annual evaluation. Prior to becoming a PTO, the officer is given this information in writing and signs it to acknowledge receipt and understanding of the expectations.</p>

Recommendation	Response and Actions
C) Establish an annual review process for PTO performance and remove poor trainers from their positions.	PTOs now undergo an annual review. At the end of each training cycle, surveys are completed by trainees. To be or remain a PTO, the officer’s performance appraisal must be rated at the “Exceeds” or “Exceptional” level. A lower rating will result in removal from trainer status.
D) Improve the total rewards/compensation package for PTOs to incentivize the role and increase interest and retention.	<p>There is an annual, multi-day training update for PTOs designed to close the gap between PTOs and trainees fresh out of recruit school. In this training, the PTO is updated on what/how recruits are being taught in the area of laws, use of force and any major changes from the previous training methods/information.</p> <p>CMPD factors the PTO status into the promotional process if the officer includes the information in their portfolio.</p> <p>CMPD assessed the feasibility of take home car for PTOs within the current guidelines of the policy and put this incentive into action.</p> <p>CMPD created a cohort model that includes training and leadership. The first cohort began March 2017.</p> <p><i>CMPD is assessing the feasibility of laptops for PTOs to enable them to work while their trainee is completing reports. IT is working to overcome the challenge of bandwidth limitations.</i></p> <p><i>CMPD is exploring the feasibility of implementing additional incentives such as allowing PTO’s the first choice of training slots, firearms slots and first issuance of new equipment.</i></p>
E) Work with seasoned PTOs to develop a best practice document that can be used as a training manual for PTOs, providing consistent procedures for trainees.	The top PTOs speak to the PTO class and provide best practices and a mini-mentoring session as a standard part of their training. This was determined to be a best practice over creating a document given the nature of ever-evolving policing techniques, practices, etc.
F) Require trainees to ride in multiple areas around the city for more diverse experience/exposure (at least three times during training phase).	<p>In each Division, there are resources housed in the Roll Call Room, and additional resources are provided to each new trainee by the Investigative Technician. These basic tools of the trade are made available beginning the first day the trainee is in Patrol.</p> <p>Recruit training includes a Community Day 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.</p> <p>Community Day 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.</p> <p>Members of the EAC were offered the opportunity to speak during Community Day to share perspectives based on their organization affiliation.</p>

Recommendation	Response and Actions
	<i>PTO Administrators plan to implement a standard that once a recruit has been assigned to a Division the recruit is to read about the Division from the CMPD website to begin to understand the community they will serve.</i>

2.2 Cultural Awareness & Trust Building – Professional Development Subcommittee

Recommendation	Response and Actions
<p>A) Reassess the mission statement and core values of CMPD to ensure they align with the culture the organization is trying to create internally and exhibit externally. Reinforce the vision of the Department.</p> <p>i) Align recruitment, retention and performance management around the mission and core values.</p>	<p>CMPD contracted with OnStrategy to assist in the development of a strategic plan that attaches each individual performance appraisal to the department’s mission, goals and priorities in a way that enables every employee to see how their job functions advance CMPD’s scorecard objectives.</p>
<p>B) Communicate clearly the overall philosophy of CMPD from the top down so that everyone knows and understands the Chief’s expectations of the Department.</p>	<p>CMPD contracted with OnStrategy to assist in the development of a strategic plan that attaches each individual performance appraisal to the department’s mission, goals and priorities in a way that enables every employee to see how their job functions advance CMPD’s scorecard objectives.</p>

2.3 Performance Management – Professional Development Subcommittee

Recommendation	Response and Actions
<p>A) Develop clear job descriptions for all roles across the organization, with particular focus on the PTO role, and ensure they are easily accessible and frequently reviewed.</p>	<p>Human Resources communicated that development of a job description for the PTO Role is not appropriate because it is more of a function, not a job title.</p> <p>CMPD has never had formal job descriptions. Job posting information has, in many cases, been used as job descriptions.</p> <p><i>The Employer’s Association is working with our Human Resources Division to complete job descriptions on all positions having a completed job task analysis. This is a long-term project within CMPD HR.</i></p>

3.1 Professional Standards – Professional Standards Subcommittee

Recommendation	Response and Actions
<p>A) Provide the maximum possible access as appropriate to body camera video footage, data, information and reports that illuminate problematic interactions between police and community citizens (Open Data Initiative).</p>	<p>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with 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.</p> <p>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.</p> <p>In October 2016, HB 972 went into effect, limiting CMPD’s ability to provide BWC video. CMPD’s response to this Bill is to seek a court order for the release of video as soon as the release will not compromise the investigation.</p> <p>North Carolina General Statute (NCGS) 143B-902 stipulates that the NC Department of Public Safety collect, correlate, and maintain traffic and pedestrian stop information by law enforcement officers. Pursuant to the law, CMPD collects, maintains, and analyzes demographic data on all traffic and pedestrian stops and arrests.</p> <p>All CMPD Directives are available for the public to view online at www.cmpd.org under CMPD e-Policing Resources.</p> <p>CMPD is participating in the White House Police Data Initiative to make officer-involved shootings and traffic stop data available to the public. This information is available online at www.cmpd.org and on the City of Charlotte’s Open Data Portal.</p> <p>CMPD provides immediate media briefings to the public on major criminal incidents within the community, officer-involved shootings, and officer misconduct resulting in criminal charges. The information is disseminated openly and neutrally, respecting areas where the law requires confidentiality.</p> <p>In September 2016, as part of the White House Police Data Initiative, CMPD made officer-involved shootings and traffic stop data available to the public. The data is posted at www.cmpd.org as well as the City of Charlotte’s Open Data Portal.</p> <p>In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD’s processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how our police department functions.</p> <p><i>CMPD is exploring options for the inclusion of officer commendations to the Open Data webpage.</i></p>

Recommendation	Response and Actions
<p>B) Host targeted, organized discussions with community groups on the Open Data Initiative to explain that the purpose of providing this information to the public is to increase transparency.</p> <p>i) Continue and expand <i>Cops & Kids - Know Your Rights</i> education conversations.</p>	<p>There were 15 high school COPS and Kids Forums conducted in 2015-2016 school year. The Unplugged Program was started under the Cops & Kids Program in January 2016 and has impacted approximately 750 youth participants to date. Officers conduct monthly forums with 15-20 neighborhood youth through the Unplugged Program. They engage in small group conversations that go more in depth about issues involving youth and police encounters to educate youth on their rights and responsibilities as citizens while building stronger, more trusting relationships.</p> <p>The first 2017 high school forum was held on January 10th. The plan is to expand COPS & Kids to 18/19 High Schools and begin the conversation in the Middle Schools, and for expansion of the Unplugged Program to continue into YMCA Charlotte, Boys and Girls Clubs, Charlotte-Mecklenburg Parks and Recreation and Right Moves For Youth.</p> <p>CMPD believes public trust is paramount to building strong communities and reducing crime, and that the community and 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.</p> <p><i>CMPD will create a flyer for community consumption to educate and open additional dialogue.</i></p>
<p>C) Identify opportunities to share Open Data information (including context around the data) via multiple and more inclusive engagement mediums (not just online), particularly around “arbitrary profiling” so the community knows whom CMPD is stopping, why and where.</p>	<p>In September 2016, as part of the White House Police Data Initiative, CMPD made officer-involved shootings and traffic stop data available to the public. The data is posted at www.cmpd.org as well as the City of Charlotte’s Open Data Portal.</p> <p>CMPD believes public trust is paramount to building strong communities and reducing crime, and that the community and 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.</p> <p><i>CMPD will create a flyer for community consumption to educate and open additional dialogue.</i></p>
<p>D) Describe correlations between stop data and service call data to help inform the community on why there may be greater officer presence in some areas.</p>	<p><i>CMPD will create a flyer for community consumption to educate and open additional dialogue.</i></p>

Recommendation	Response and Actions
<p>E) Facilitate more conversations internally and externally around implicit biases and how they affect daily interactions. Identify perceptions in both directions to help prevent escalations.</p>	<p>CMPD currently engages in multiple efforts to facilitate dialogue and to increase awareness and education around implicit biases.</p> <p>Internally:</p> <ul style="list-style-type: none"> • Cultural Proficiency Education J.P. Davis and Associates, LLC 8 Hours • Dismantling Racism Workshops Race Matters for Juvenile Justice 16 Hours • Implicit Bias and Beyond Dr. Melvin Herring, JCSU One Year Deep dive into implicit bias, privilege, systematic and institutional issues around race, ethnicity and gender • Emotion Management Dr. Jamie Bochantin (UNCC) Developing and validating a measure of emotion management for use in the selection of new police officers and to enhance the wellbeing of current employees <p>Externally:</p> <p>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. A Community Safety Forum was held in each of the 13 Divisions in 2016. The 2017 forums are underway and include a two-pronged approach. The Chief’s Safety Forums continue, and an additional component has been added where the Majors/Captains have created Division Leadership Councils who are conducting community information sessions. The Forums will span the entire calendar year.</p>
<p>F) Increase transparency around CMPD training to educate the community about mandatory training for officers.</p>	<p>In January 2017, CMPD began hosting Transparency Workshops. The Workshops are three-day training events intended to provide community members an inside understanding of CMPD’s processes, services, and operations to strengthen relationships, increase understanding, and equip the public to provide productive and meaningful input into how our police department functions.</p> <p><i>CMPD will create a flyer of mandatory training for CMPD officers for community consumption.</i></p>

Recommendation	Response and Actions
G) Openly communicate the current gender and racial make-up of the Department to the community.	CMPD employee demographics are openly available to the public via the City of Charlotte and CMPD websites at http://charlottenc.gov/CMPD/Pages/Resources/CMPD-OpenData.aspx
H) Widely communicate that 70% of complaints on officers are filed internally; increase awareness that many officers are looking at each other with critical eyes and recognizing bad behavior from other officers. Share data, if possible, on outcomes of those complaints.	At the Community Safety Forums, Chief Putney communicates information to the public about the number and source of complaints. <i>CMPD will create a flyer for community consumption to educate and open additional dialogue.</i>
I) The Professional Standards Committee recommends CMPD focus on the following target groups to increase transparency in the community: i) Minority communities (i.e. African-American, Latino, Immigrant, Southeast Asian, International House, LGBTQ) ii) Social justice organizations (i.e. NAACP, Latin American Coalition, ACLU, Freedom Center) iii) Youth organizations (like the YMCA) iv) Faith-based communities (like the Islamic Center)	CMPD Division officers, the Community Engagement Division, the Office of the Chief and CMPD employees of various CMPD-birtherd initiatives conduct targeted outreach on a continual and wide scale to engage members of each of these communities.

4.1 Additional Recommendations – Lee Institute

Recommendation	Response and Actions
A) Implementation = Trust. It is important to begin implementing as many of the External Committee’s high-priority recommendations as possible over the next one to two years. Failing to embrace these recommendations will damage the relationships built over the last nine months, reduce trust and have a negative impact on CMPD community relations.	Implementation of the recommendations has been completed or is in process as outlined in this document. <i>Implementation will continue until complete or until it is determined that another course of action needs to be taken based on the current climate in Charlotte-Mecklenburg.</i>
B) Ongoing Dialogue and Partnerships. We strongly recommend continuing CMPD’s partnership with the External Committee (or a subset thereof) beyond the end of this project.	The EAC has been established as a standing committee that remains active in an advisory capacity to the Chief of Police

Recommendation	Response and Actions
<p>C) Challenge the Status Quo. We heard from several CMPD representatives that some aspects of the current organizational culture do not necessarily lend themselves to bold process improvements and aggressive implementation of these recommendations.</p>	<p>CMPD contracted with OnStrategy to assist in the development of a strategic plan that attaches each individual performance appraisal to the department’s mission, goals and priorities in a way that enables every employee to see how their job functions advance CMPD’s scorecard objectives.</p>

100417 (Italics = Pending Action)

Police Foundation Critical Incident Review DRAFT Recommendations

The City of Charlotte requested that the Police Foundation conduct an independent review of the Charlotte-Mecklenburg Police Department's (CMPD) response to the demonstrations that erupted following the September 20, 2016 officer involved shooting. The city's request demonstrates their desire to learn from the events and to use this assessment, in part, to help the city heal and move forward in a constructive manner.

While the assessment team found that the CMPD acted appropriately and in line with their policies and procedures, it also identified areas in which the CMPD could improve its policies, practices and operations to strengthen the department's relationship with the community it serves, to help prevent and respond to future instances of civil unrest. The report is organized by "pillars" under which critical issues are discussed and recommendations provided. The table below outlines each recommendation from the DRAFT report.

Pillar I: Policies, Protocols, and Strategies

Foundation DRAFT Recommendation	Response and Actions
1.1 The CMPD should identify and engage in continued opportunities and strategies that promote effective dialogue between the department and the community around race and policing.	<p style="text-align: center;">~ PENDING FINALIZED REPORT ~</p>
1.2 The CMPD should continue to build on its tradition of community policing to identify opportunities for the community to participate in the development of the department's policies, procedures and practices.	
1.3 The CMPD should continue to support the Constructive Conversation Program, expanding it internally and further engaging the community.	
1.4 The CMPD should continue to review its mobilization plans for personnel and resources to make them more agile in response to critical incidents.	
1.5 The CMPD should review its CEU training to account for the evolving nature of demonstrations and protests.	
1.6 The CMPD should involve the community in the development of robust communication and community engagement directives and strategies for engaging in respectful and constructive conversations and de-escalation during response to mass demonstrations.	
1.7 The CMPD should develop and implement policies and procedures that increase situational awareness in anticipation of and during demonstrations and acts of civil disobedience with a specific emphasis on social media.	

Foundation DRAFT Recommendation	Response and Actions
<p>1.8 The CMPD should develop policies and procedures that use social media to "push" information to the community and quickly disseminate accurate information in response to rumors and false accusations.</p>	

Pillar II: Training and De-escalation

Foundation DRAFT Recommendation	Response and Actions
<p>2.1 The CMPD should conduct a thorough review of its academy courses and hours, and its additions to the required BLET courses, to emphasize empathetic dialogue and non-confrontational conversations with community members.</p>	<p>~ PENDING FINALIZED REPORT~</p>
<p>2.2 The CMPD should continue engaging community members in the training process.</p>	
<p>2.3 Recommendation 2.3: Curricula to train all CMPD personnel on crowd management strategies and tactics should be developed from current best practices, policy recommendations, and lessons learned from after-action reviews of similar events.</p>	

Pillar III: Equipment and Technology

Foundation DRAFT Recommendation	Response and Actions
<p>3.1 The CMPD should continue the practice of deploying bicycle officers during demonstrations and mass gatherings. Bicycle officers were well-received by demonstrators.</p>	<p>~ PENDING FINALIZED REPORT~</p>
<p>3.2 Conduct a regional inventory of assets, or create a regional Council of Governments (COG), to assist incident commanders in identifying potential resources at their disposal that may assist them in their efforts.</p>	
<p>3.3 The CMPD should establish a committee that includes the County Attorney, the County Prosecutor, and the community to collaboratively create a protocol for determining the appropriate process for releasing BWC footage in critical incidents.</p>	
<p>3.4 The CMPD should equip officers with body worn cameras, especially officers assigned to its Civil Emergency Unit (CEU).</p>	

Pillar IV: Social Media and Communication

Foundation DRAFT Recommendation	Response and Actions
<p>4.1 The CMPD should have established its Joint Information Center (JIC) earlier and should have used it to monitor media broadcasts and social media.</p>	<p>~ PENDING FINALIZED REPORT~</p>
<p>4.2 The CMPD should create a clear and detailed media strategy or policy to guide the department's use of traditional news media and social media, particularly during critical incidents.</p>	
<p>4.3 The CMPD and City officials should coordinate messaging and talking points prior to making public comments to ensure unity of message and focus on the overall mission of safe and effective resolution of critical incidents.</p>	
<p>4.4 The CMPD should continue to prioritize local media outlets covering critical incident by providing them additional interviews and exclusive information.</p>	
<p>4.5 The CMPD should enhance its use of social media to engage community members and demonstrators before, during, and after mass gatherings and demonstrations to disseminate accurate information and correct erroneous information.</p>	
<p>4.6 CMPD Public Affairs Unit as well as the City of Charlotte Communications should study critical incident reviews and incorporate lessons learned from these incidents into their public information strategies.</p>	

Pillar V: Transparency and Accountability

Foundation DRAFT Recommendation	Response and Actions
<p>5.1 The CMPD should work with the community to develop and publicize directives regarding body-worn camera (BWC), particularly regarding the release of BWC footage and officer-involved shooting (OIS) investigations to improve transparency.</p>	<p>~ PENDING FINALIZED REPORT~</p>
<p>5.2 The CMPD should continue to build on efforts to reach out and engage the community where they are.</p>	
<p>5.3 The CMPD should consider developing and executing standardized process(es) from which to collect and analyze input from the community regarding their expectations and satisfaction of police services.</p>	
<p>5.4 The CMPD should regularly analyze and publish community satisfaction data collected.</p>	

Foundation DRAFT Recommendation	Response and Actions
5.5 The CMPD should continue to work to manage their message and tell the CMPD story - both the good and the bad.	
5.6 The CMPD should work together with the City of Charlotte to develop strategies that educate the community on transparency and oversight efforts, as well as other relevant strategies ongoing city-wide.	
5.7 The CMPD should develop a specific strategy and policy to keep the community apprised of their efforts in response to significant/critical incidents to demonstrate transparency and community engagement, as well as highlight their outreach and partnership efforts.	
5.8 CMPD should ensure that all data provided is accurate, coordinated, easy to access and co-located.	

Pillar VI: Police-Community Relationships

Foundation DRAFT Recommendation	Response and Actions
6.1 The CMPD should continue to invest in community policing efforts, particularly in diverse communities, to include acknowledging the history of race relations in the community and develop a process and programs towards reconciliation.	~ PENDING FINALIZED REPORT~
6.2 The CMPD should engage in one-on-one or small-group engagement and relationship-building programs in the specific communities most affected by violence and negative perceptions of the police.	
6.3 The CMPD should expand its foot patrol pilot program to the communities most affected by violence and negative perceptions of the police.	
6.4 The CMPD should augment its increased focus on building relationships on social media with increased opportunities to provide feedback in person.	
6.5 The CMPD should identify and work closely with emerging and traditional community leaders to ensure inclusion and representation from all members of the community.	
6.6 The CMPD should more fully engage community members in strategic hiring and promotions, training, policy development and other activities to improve community-police relations and provide the community a voice and meaningful involvement in how its police department operates.	

2008 Mecklenburg County Justice and Public Safety Task Force Recommendations

The Mecklenburg County Justice and Public Safety Task Force was created in response to a combination of factors -including a Jail Master Plan report and public outcry for local government to do something to correct system deficiencies and an increase in crime - particularly, property crime. At its May 20, 2008 meeting, the Mecklenburg County Board of Commissioners voted unanimously to create the non-partisan task force to identify and recommend to the Board immediate and substantive modifications to the operations of city, county and state criminal justice agencies in Mecklenburg County to restore their functional effectiveness within the coming budget year.

Retired Chief Superior Court Judge Shirley Fulton and retired Carolinas Healthcare CEO, Dr. Harry Nurkin, accepted appointments as co-chairs and an open application process provided the County Manager and Task Force Co-Chairs with more than 350 applicants to fill 12 remaining seats. With a charge of "working together to determine how to best allocate resources to make the most impact on crime and the Criminal Justice System," the Task Force met and found that Mecklenburg County citizens perceive that public safety is not considered to be a consistently high priority by elected officials of Mecklenburg County, the City of Charlotte or the State of North Carolina, all of which have direct responsibility for significant portions of the Criminal Justice System.

The Task Force recognizes that solutions to some of the challenges of the Criminal Justice System are limited by legislative and statutory mandates. However, the Task Force believes that it is possible to work within these constraints to improve the system. The Task Force delivered the report with the hope that the recommendations and observations included would lead to positive changes in the Criminal Justice System and reduce crime. Below is an outline of the recommendations from the report.

Recommendation 1: Establish Oversight Function

Task Force Recommendation	Response and Actions
Establish a function/position within Mecklenburg County and a permanent Citizen Advisory Committee to promote collaboration and coordination across all components of the Criminal Justice System. The function/position will be given authority to establish performance measures; will work with the Citizen Advisory Committee; will recommend funding priorities related to the Criminal Justice System to the County Manager; and will seek to increase effectiveness of the Criminal Justice System.	<i>~Updates being compiled~</i>

Recommendation 2: Align Police Department/District Attorney Priorities

Task Force Recommendation	Response and Actions
Encourage the immediate creation of a formal agreement to align priorities between the Police Departments in Mecklenburg County and the District Attorney's Office.	<i>~Updates being compiled~</i>

Recommendation 3: Focus On Part One Chronic Offenders

Task Force Recommendation	Response and Actions
Increase focus on Part One chronic offenders by a) identifying and fast-tracking the arrest and prosecution of Part One chronic offenders and b) developing a system-wide, comprehensive plan that reduces the number of chronic offenders. Establish a separate division within the District Attorney's Office that focuses on the expedited prosecution of chronic offenders.	<i>~Updates being compiled~</i>

Recommendation 4: Create Criminal Justice System Report

Task Force Recommendation	Response and Actions
Increase the accountability of the entire Criminal Justice System by creating one consolidated, transparent, understandable, easily accessible, broadly disseminated and regular report available to the public that communicates the effectiveness and efficiency of the Criminal Justice System. The responsibility for this reporting would fall to the position referenced in recommendation one.	<i>~Updates being compiled~</i>

Recommendation 5: Complete Information Systems Review

Task Force Recommendation	Response and Actions
Complete a comprehensive independent review of information systems used in the Mecklenburg County Criminal Justice System and produce and implement an Information System Strategic Plan for the Criminal Justice System.	<i>~Updates being compiled~</i>

Recommendation 6: Collaborate with Charlotte-Mecklenburg Schools and Public Schools

Task Force Recommendation	Response and Actions
Increase collaboration and resources between the Criminal Justice System, Charlotte-Mecklenburg Schools and other public schools with a focus on prevention and offenders.	<i>~Updates being compiled~</i>

Recommendation 7: Expand Use of Specialty Courts

Task Force Recommendation	Response and Actions
Increase usage of, and provide greater support for, specialty courts.	<i>~Updates being compiled~</i>

Recommendation 8: Implement Alternative Solutions To Incarceration

Task Force Recommendation	Response and Actions
Implement and expedite alternative solutions to incarceration for first-time offenders.	<i>~Updates being compiled~</i>

Recommendation 9: Examine Staffing/Salaries

Task Force Recommendation	Response
Adjust and maintain staffing ratios and salaries for all positions within the Criminal Justice System to industry standards. Additionally, explore alternatives for how to retain employees in all areas of the Criminal Justice System.	~Updates being compiled~

Recommendation 10: Target Juvenile/Jail Programs

Task Force Recommendation	Response and Actions
Target and support resources to programs for juveniles and jail inmates - such as GED's, drug treatment, job training, counseling, etc. in order to prevent and reduce crime through youth intervention programs and through programs that provide jail inmates alternatives to criminal lifestyles and recidivism.	~Updates being compiled~

Recommendation 11: Maximize Use of Monitoring Devices

Task Force Recommendation	Response and Actions
Fully implement and increase the efficiency of the use of monitoring devices where appropriate through the entire Criminal Justice System (i.e., courts, police, Sheriff, probation, juveniles).	~Updates being compiled~

Recommendation 12: Conform To American Bar Association (ABA) Performance Standards

Task Force Recommendation	Response and Actions
Reduce the number of days it takes to process cases through the Criminal Justice System to the American Bar Association standards.	~Updates being compiled~

Recommendation 13: Increase Police Visibility

Task Force Recommendation	Response and Actions
Support full implementation of increased police visibility on the streets.	~Updates being compiled~

Recommendation 14: Follow-up on Property Crime

Task Force Recommendation	Response and Actions
Encourage all Police Departments within Mecklenburg County to investigate and follow-up with those individuals who experience property crimes.	~Updates being compiled~

Recommendation 15: Effectively Use Citations and Warning Tickets

Task Force Recommendation	Response and Actions
Encourage the appropriate use of citations and warning tickets to increase the efficiency of the system.	<i>~Updates being compiled~</i>

Recommendation 16: Increase Support to Victims

Task Force Recommendation	Response and Actions
Increase attention to victims' assistance programs and efforts.	<i>~Updates being compiled~</i>

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2005 Homicide Task Force Recommendations

In 2005, 85 people were murdered in Charlotte-Mecklenburg—the largest number since 1995. In a community of 670,000 people that prides itself on its heart, its compassion, and its quality of life, 85 homicides is 85 too many.

As homicides in Charlotte began to increase, African Americans became disproportionately represented as both homicide victims and perpetrators. In discussions on how to address the problem, then Mayor Pro Tem Patrick Cannon, Assistant City Manager Keith Parker and Police Chief Darrel Stephens conceived the idea of a task force to examine the issue. The Task Force would be composed of representatives from many segments of the community who could examine the issue from varied perspectives and make recommendations on what the City Council and the community could do to impact the problem. Council approved the formation of the Homicide Task Force on February 28, 2005. Dianne English, Executive Director of the Community Building Initiative, agreed to chair the Task Force and worked with the City Manager’s Office to identify task force members who represented critical points of view on the homicide and violent crime issue.

The task force concluded that the following list of recommendations offered a strategy to address the root causes of the problem through a balance of prevention, intervention and enforcement efforts. An important component was that the strategy articulated a role for virtually every member of the community. Task Force member Lisa Crawford reminded the group that, “we have not asked enough people to do a small thing; we have asked a few people to do a large thing.” With the entire community as stakeholders in homicide reduction, we can make a difference.

Recommendation 1: Increase Community Awareness

Task Force Recommendation	Response and Actions
Develop a community education program on homicides that focuses on the magnitude and severity of the problem, dispels myths and increases awareness that everyone in the community is affected by the reality of homicide.	<i>~Updates being compiled~</i>

Recommendation 2: Increase Enforcement Efforts That Target the Most Violent Offenders

Task Force Recommendation	Response and Actions
Use the Operation Cease Fire approach to target the violent gangs responsible for a significant number of serious crimes and expand the Operation Dusk to Dawn Program, a curfew for robbery offenders out on bail, to other offenses.	<i>~Updates being compiled~</i>

Recommendation 3: Intervene Early Through the School System

Task Force Recommendation	Response and Actions
Expand resources for the school system to conduct mental health assessments for elementary school students, ages 6-10, to detect behavioral and psychological problems at an early age; provide educators with a comprehensive resource guide on available services for children, youth and their families, and; engage in further dialogue on the role of schools and after school programs in the following areas: <ul style="list-style-type: none"> ▪ Early intervention in behavioral and family problems 	<i>~Updates being compiled~</i>

Task Force Recommendation	Response and Actions
<ul style="list-style-type: none"> ▪ Teaching conflict resolution skills ▪ Prevention related training-drugs, gangs, etc. ▪ Parenting education and training 	

Recommendation 4: Expand Prevention Programs

Task Force Recommendation	Response and Actions
<p>Continue to support and expand existing prevention programs, including the Steele Creek Youth Network, Right Moves for Youth, Gang of One and the Police Athletic League. The emphasis of these programs should be the prevention of criminal activity, including gang involvement; providing healthy alternatives to criminal activity, and building self esteem and life skills. These programs should have a research and evaluation component to identify successful initiatives that can be replicated throughout the city. The faith community is a strong partner in the Steele Creek Youth Network and they should be encouraged to use their resources in prevention programs throughout the community.</p>	<p><i>~Updates being compiled~</i></p>

Recommendation 5: Expand Mentoring Programs

Task Force Recommendation	Response and Actions
<p>Expand existing mentoring programs, including the Mayor's Mentoring Alliance, and develop new ones with an emphasis on helping young people in the African American community develop positive concepts of manhood and womanhood; develop programs that explore the concept of mentoring families.</p>	<p><i>~Updates being compiled~</i></p>

Recommendation 6: Increase Job Opportunities

Task Force Recommendation	Response and Actions
<p>Engage in a partnership with the corporate community to expand the Mayor's Summer Youth Employment Program by creating a summer and after-school corporate challenge with public recognition for those corporate partners who create jobs for youth and positive publicity for success stories regarding the youth participating in the program.</p>	<p><i>~Updates being compiled~</i></p>

Recommendation 7: Reduce Availability of Guns

Task Force Recommendation	Response and Actions
<p>Lobby the State Legislature for stricter penalties for all offenses committed with a gun.</p>	<p><i>~Updates being compiled~</i></p>

Recommendation 8: Invest in Problem Solving Courts

Task Force Recommendation	Response and Actions

Task Force Recommendation	Response and Actions
Expand the drug court concept to develop problem solving courts such as child neglect and family courts.	<i>~Updates being compiled~</i>

Recommendation 9: Strengthen Police Partnership with Probation and Parole

Task Force Recommendation	Response
Strengthen the partnership between the Police Department and Probation and Parole through more joint operations and shared information systems.	<i>~Updates being compiled~</i>

Recommendation 10: Seek Additional Resources for the Criminal Justice System

Task Force Recommendation	Response and Actions
The City, County, and community should lobby the legislature for more funding for all components of the criminal justice system.	<i>~Updates being compiled~</i>

Recommendation 11: Provide Enhanced Services to Families of Homicide Victims

Task Force Recommendation	Response and Actions
Provide Enhanced Services to Families of Homicide Victims	<i>~Updates being compiled~</i>

Recommendation 12: Support and Enhance the Network of Services for Offenders Reentering Our Community

Task Force Recommendation	Response and Actions
Support and Enhance the Network of Services for Offenders Reentering Our Community	<i>~Updates being compiled~</i>

Recommendation 13: Develop a Collaborative Violence Reduction Partnership Among the City of Charlotte, Mecklenburg County, and the Charlotte-Mecklenburg Schools

Task Force Recommendation	Response and Actions
Develop a Collaborative Violence Reduction Partnership Among the City of Charlotte, Mecklenburg County, and the Charlotte-Mecklenburg Schools	<i>~Updates being compiled~</i>