

# The President's Task Force on 21<sup>st</sup> 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><b>1.1</b> 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><b>Note: All responses shown below " ____ " represent new activities initiated after December 2017</b></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>_____</p> <p>The Response to Resistance Directive recognizes and respects the integrity and paramount value of human life, the CMPD believes that human life is sacrosanct and the goal of any encounter with the public is girded by the unwavering commitment to the preservation of life. Consistent with this belief is the CMPD's full commitment to a culture of guardianship that embraces a warrior spirit in protecting the community. Effective November 6, 2019, CMPD adopted this new Directive to address concerns from some residents about police use of force, while acknowledging that officers face an inherently dangerous job.</p>
<p><b>1.2</b> 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 recognized 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>_____</p> <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>In January 2017 the CMPD implemented CLEAR (Communicating Law Enforcement Actions &amp; Responsibilities) Workshops (formally Transparency Workshops) to expand the opportunity for the CMPD to improve the partnerships needed to better serve the community. CLEAR Workshops are three-day events that provide community members an inside understanding of CMPD's processes, services, and operations. The mission of CMPD CLEAR Workshop is to strengthen community relationships, increase the community's understanding of police work, and equipping citizens with the knowledge to provide productive and meaningful input into how the CMPD functions.</p>

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	<p align="center"><b>Note: All responses shown below “ ____ ” represent new activities initiated after December 2017</b></p> <p>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>
<p><b>1.3</b> 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 <a href="http://www.cmpd.org">www.cmpd.org</a> 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 <a href="http://www.cmpd.org">www.cmpd.org</a> 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 &amp; 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 <a href="http://www.cmpd.org">www.cmpd.org</a> as well as the City of Charlotte’s Open Data Portal.</p> <p>_____</p> <p>In January 2017 the CMPD implemented CLEAR (Communicating Law Enforcement Actions &amp; Responsibilities) Workshops (formally Transparency Workshops) to expand the opportunity for the CMPD to improve the partnerships needed to better serve the community. CLEAR Workshops are three-day events that provide community members an inside understanding of CMPD’s processes, services, and operations. The mission of CMPD CLEAR Workshop is to strengthen community relationships, increase the community’s understanding of police work, and equipping citizens with the knowledge to provide productive and meaningful input into how the CMPD functions.</p> <p>Bridging the Difference was implemented in 2018 to maintain a healthy community, it is important to invest in all people, address difficult issues and work to remove barriers. There must be an intentional effort to build relationships and one way to do that is through the power of conversation. CMPD is seeking to advance</p>

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	<p data-bbox="716 172 1881 196"><b>Note: All responses shown below “ ___ ” represent new activities initiated after December 2017</b></p> <p data-bbox="646 207 1948 326">police/community relations through impactful conversation. A key component to having a successful community is the ability of all residents to feel that they are a part of the broader community. Residents need to be able to trust the people they come into contact with every day, including police, and view them as fellow residents who also care and have a point of view.</p> <p data-bbox="646 367 1948 485">To create a future where the needs of all residents are taken into consideration, CMPD understands that it has to seek ways to create partnerships and collaborations across lines of difference, including race, geography and socio-economics. CMPD is committed to engaging with residents in ways that will have a lasting impact and foster mutual understanding.</p> <p data-bbox="646 526 1948 732">Through <i>Bridging the Difference</i>, the CMPD is engaging the community in a series of conversations to provide an opportunity for honest dialogue, including input and feedback around potentially difficult community issues. The idea is to examine personal reactions to present day and historical issues in Charlotte-Mecklenburg related to policing and to identify opportunities to bridge gaps between the many perspectives around policing in our community. The goal is to provide a safe space where a group of diverse residents can openly share their thoughts, feelings, and ideas and hear from others. The objective is for these conversations to lead to actions and help to build bridges between those perspectives as a way to improve police/community relations.</p> <p data-bbox="646 773 1948 891">The intention is to build relationships between the community and the CMPD by encouraging residents to become a Charlotte Ambassador. Charlotte Ambassadors would assist Charlotte by being part of community-wide impactful conversations, sharing information with others, welcoming outsiders into our community, and assisting the CMPD to keep Charlotte-Mecklenburg safe by providing additional eyes and ears in the community.</p> <p data-bbox="646 932 1948 1203">The Ambassador (Volunteer) Program is a call-to-action from CMPD Police Chief Kerr Putney for a cross-section of Charlotte-Mecklenburg residents to actively contribute to the well-being, peace and stability of the City of Charlotte through an apolitical lens. Ambassadors have been solicited and trained for large city events and community conversations to create a movement to shift attention to conversation, not confrontation. Ambassadors will also mediate conversations that showcase different perspectives and work alongside CMPD during big events. Training received by Ambassadors include Government 101, Communication 101, Conflict Resolution, the History of Charlotte, Mediation 101, De-escalation Techniques, and Race, Prejudice &amp; Stereotyping. In addition, Ambassadors will receive training Encountering Outside Activist Groups and receive an overview of the CMPD’s Citizens’ Academy</p> <p data-bbox="646 1243 1948 1362">CMPD revised its Neglect of Duty policy (Rules of Conduct) on June 4, 2020 to include the following language: Officers will take appropriate and immediate action in any situation in which they know or should have known their failure to act would result in an excessive response to resistance or egregious behavior which shocks the conscience.</p>

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<p><b>1.4</b> Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.</p>	<p style="text-align: center;"><b>Note: All responses shown below “ ____ ” represent new activities initiated after December 2017</b></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>_____</p> <p>CMPD has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 2005. The CMPD was most recently reaccredited in 2017. Currently the CMPD was awarded the CALEA Advanced Law Enforcement Program Accreditation. CALEA Accreditation requires a police agency to develop a comprehensive, well thought out, uniform set of written directives. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to police agency leadership facilitating a police agency’s pursuit of professional excellence.</p>
<p><b>1.5</b> 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><b>Community Corners</b>  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><b>Coffee with Cops</b>  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><b>COPS &amp; Barbers</b>  Recognized by President Obama as a “model for fostering relationships between cops and young black men,” COPS &amp; Barbers serves to facilitate discussions between the police, the community, and the youth.</p>

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	<p data-bbox="716 172 1881 196"><b>Note: All responses shown below “ ____ ” represent new activities initiated after December 2017</b></p> <p data-bbox="646 207 789 232"><b>COPS &amp; Kids</b> Building on the success of COPS &amp; Barbers, COPS &amp; 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> <p data-bbox="646 396 957 420"><b>KOPS &amp; Kids Learn Spanish</b> KOPS &amp; 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 data-bbox="646 553 1430 578"><b>REACH Academy (Respect Engage Accountability Character Honesty)</b> 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 data-bbox="646 800 1457 857"><b>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens)</b> 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 data-bbox="646 1016 789 1040"><b>Adopt-a-Cop</b> 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 data-bbox="646 1268 873 1292"><b>Turn Charlotte Blue</b> 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>

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	<p data-bbox="716 172 1881 201"><b>Note: All responses shown below “ _____ ” represent new activities initiated after December 2017</b></p> <p data-bbox="646 207 877 237">Project “Unplugged”</p> <p data-bbox="741 240 1948 391">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 data-bbox="646 427 856 456">Envision Academy</p> <p data-bbox="741 459 1948 797">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 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 data-bbox="667 846 751 859">_____</p> <p data-bbox="646 894 1150 924">Camp Lead Up Summer Leadership Institute</p> <p data-bbox="741 927 1948 1105">A three-day program, Camp Lead Up Summer Leadership Institute, is designed to change, challenge, and encourage youth to prepare them for their place of leadership in the future and provide the tools necessary today for each to stand out in their respective schools and communities. CMPD staff, in cooperation with Camp Lead Up staff, takes an active role in exposing participants in the operation of the CMPD including the operation of the Police Training Academy and team building exercises. The objective is to develop the talents of each toward a positive method of expressing their abilities.</p> <p data-bbox="646 1141 961 1170">College Internship Program</p> <p data-bbox="741 1174 1948 1446">This paid and non-paid internship program introduces college students to the opportunities and disciplines within the law enforcement. Interns are exposed to effective problem-solving and partnership-building skills to gain a better understanding of day-to-day operations of the CMPD. Two types of college internship program (pathways) are offered. The first pathway, the Sworn Program, allows college interns that desire to become sworn law enforcement officers, the opportunity to work in a CMPD Investigative, Support Services, and/or Patrol Services Group for duration of his or her internship. The second pathway, the Civilian Program, places college interns, desiring to focus their internship on one specialized area of law enforcement, in a Division predominately staffed by civilians, including Crime Scene Search, Animal Care and Control, and Research &amp; Planning, and Crime Analysis.</p>

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	<p style="text-align: center;"><b>Note: All responses shown below “ ____ ” represent new activities initiated after December 2017</b></p> <p>Passport to Manhood An eight-week course taught to male students ages 8-16 focusing on positive interactions leading young men becoming men. Class discussions range from respect, goals, establishing good credit, personal financing, being a good person, proper dress attire, and other essential lessons in becoming a man.</p> <p>Court Camp Since 2018 CMPD sponsors four teenagers who have expressed an interest in a legal system related career and/or just interested in learning more about the law and the North Carolina Judicial system. During this week-long camp at the Mecklenburg County Courthouse, participants learn about the North Carolina Judicial Branch, meeting judges, attorneys, law enforcement officers, court reporters, and other court personnel. Participants also take behind-the-scenes tours of the Mecklenburg County Courthouse, Mecklenburg County Jail, Charlotte Mecklenburg Police Department Crime Lab, Central Piedmont Community College's Criminal Justice Department, and a large law firm. The highlight of Court Camp is observing live criminal and civil trials and participating in a mock crime scene and mock trial. A mock trial and graduation ceremony are presided over by a District Court Judge and held on the last day of the camp at which parents and guardians are invited to attend.</p>
<p><b>1.6</b> 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>CMPD implemented the use of Body Worn Cameras (BWC) in April 2015 with department-wide rollout in September 2015 to assist in monitoring emergencies, identifying training and policy deficiencies, and to promote trust, transparency and accountability. CMPD considered best practice policies from other law enforcement agencies and input from the American Civil Liberties Union and Police Executive Research Forum in the development of a BWC policy. In addition to BWC worn by officers assigned to patrol duties, the CMPD issued BWCs to officers for off-duty employment, tactical officers (SWAT and VCAT) and expanded the issuance to all sworn employees below the rank of Deputy Chief in June 2017. To maintain the confidentiality of minors, School Resource Officers will not wear a BWC, and to maintain the integrity of operations and to avoid jeopardizing the safety of officers, covert (undercover) officers will not wear a BWC.</p>
<p><b>1.7</b> 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</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>In 2018, CMPD took 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 surveys</p>

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sampling protocols, can measure how policing in that community affects public trust.	<p align="center"><b>Note: All responses shown below “ ____ ” represent new activities initiated after December 2017</b></p> <p>aimed at gauging satisfaction among those in the community who may be dissatisfied with public safety services. This will allow CMPD to better enhance its services as we hear specifically from those whose voices are more likely to be lost among the masses.</p>
<p><b>1.8</b> 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>_____</p> <p>It was announced by Deputy Chief Stella Patterson, March 30, 2020, an expanded officer recruitment marketing campaign. As part of the expanded program, the CMPD will grow its Historic Black College and University (HBCU) Initiative to build additional diversity within the CMPD through visits to campuses by CMPD HBCU alumni. Time will be invested to build sustainable relationships by talking with professors and engaging with students to discuss the rewards of the police profession.</p> <p>The expanded marketing plan includes a comprehensive campaign centered around marketing the City of Charlotte and the CMPD. The 2020 campaign is based on a single idea - CMPD gives you the chance to accelerate your career in a community of opportunity. Channels where this new work will be displayed include search engine marketing, paid social media, geofencing, in-gym advertising, and in-gaming advertising. CMPD is on pace to hire at least 170 officers in 2020.</p> <p>CMPD provides officers with competitive pay. There are pay incentives for (+5%) associates and (+10%) bachelor’s degrees.</p> <p>Key benefits include:</p> <ul style="list-style-type: none"> <li>• Higher pay for experienced lateral transfer officers</li> <li>• Take home vehicle opportunities</li> <li>• 5% city contribution into 401k</li> <li>• Education tuition reimbursement and incentive pay</li> <li>• Six weeks paid parental leave</li> <li>• Ability for eligible military/veteran personnel to apply for GI Bill benefits</li> <li>• Incentive pay for second language proficiency</li> <li>• 10 to 20 vacation days per year (based on years of service)</li> <li>• Paid military leave</li> </ul>

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	<p align="center"><b>Note: All responses shown below “ ___ ” represent new activities initiated after December 2017</b></p> <p>Broadcast monthly, live on Facebook, Officers from the Training and Recruiting Division provide answers to viewers questions regarding the CMPD’s hiring process.</p> <p>With the adoption of the City of Charlotte’s FY 2019 Budget an incentive residency program was implemented for Sergeants and Officers residing within the Charlotte City limits. The objective is to increase the CMPD’s visibility in the community and foster a better understanding of neighborhood concerns. Over a period of two years, Officers who reside or move into Charlotte will receive a one-time \$2,500 residency incentive.</p> <p>With the adoption of the City of Charlotte’s FY 2019 Budget, a new Senior Police Officer Program was implemented for eligible Officers at the top Public Safety Pay Plan Step. Interested Officers are required to complete a set of courses to be eligible for an additional five percent increase in salary.</p>
<p><b>1.9</b> 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 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 &amp; 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> <p>_____</p>

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**Pillar II: Policy and Oversight**

Task Force Recommendation	Response and Actions
<p data-bbox="159 789 621 1097"><b>2.1</b> 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 data-bbox="646 789 1940 971">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 data-bbox="646 1008 1940 1190">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 &amp; 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> <hr data-bbox="646 1211 716 1219"/> <p data-bbox="646 1256 1940 1466">Patrol Leadership Councils are comprised of community and business leaders from within a Patrol Division. These leaders commit themselves to attend a series of meetings, usually quarterly, which are designed to showcase the work, collaboration, and success of the Officers from the Patrol Division. In October 2015, the Metro Division was the first Patrol Division to hold a Leadership Council meeting. Metro Division’s Patrol Leadership Council is called the Metro Advisory Committee, but each Patrol Division may call their Leadership Council by a different name. The format for the meetings is designed to be educational and informative and usually featuring a guest speaker. Also, in attendance are members from our CMPD partner agencies to answer questions about the services they provide.</p>

Task Force Recommendation	Response and Actions
	<p>During meetings, community and business leaders are tasked with providing feedback on topics that directly impact them and can be improved upon by involvement from the CMPD and/or services offered by our partner agencies. After each meeting, the topics discussed are collected by the Patrol Division’s Community Coordinators. Community Coordinators are tasked with addressing each topic point prior to the next quarterly meeting and providing an update to the group.</p> <p>In response to recent events, following the killing of George Floyd, was a community call-to-action for “8 Can’t Wait” - a project by Campaign Zero to bring transformative change to police departments nationwide that moves beyond policing as a key to public safety. CMPD supports this initiative and currently has policies in place that align with these 8 standards; however, CMPD believes that “8 Isn’t Enough!” CMPD is a learning agency and continues to review opportunities to improve and ensure its policies and tactics are in-line with the department’s high standards. With that, CMPD requested the assistance from the public to provide feedback to continue improving services that CMPD provides this great community through an online “8 Isn’t Enough Community Feedback Survey.”</p>
<p><b>2.2</b> 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 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 <a href="http://www.cmpd.org">www.cmpd.org</a> under CMPD e-Policing Resources. All CMPD policies are reviewed by the Policy Management Group.</p> <hr/> <p>CMPD recrafted its Use of Force Directive to develop a clear and concise Response to Resistance Directive. The Response to Resistance Directive was developed with input from organizations including the NAACP, Civil Service Board, Citizen Review Board, NC SAFE Coalition, Community Relations Committee, and additional public input.</p> <p>Building on the success of Constructive Conversation Team training, “Chaos to Conversation: How to Get People to Stop Yelling and Start Talking” mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions and energy, making it more</p>

Task Force Recommendation	Response and Actions
	<p>powerful than having a fellow officer in jeans and a T-shirt playing the role of a resident. To that end, resident volunteers and officers come together to talk about their perspectives.</p>
<p><b>2.3</b> 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><b>2.4</b> 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 the Racial Equity Workshop (formerly Dismantling Racism), a 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> <hr/> <p>The Cultural Competence Education Program is an intensive eleven-session program designed around nine cultural competence modules that provide a holistic and impactful training experience for participants. Participants have included selected Captains, Lieutenants, Sergeants and civilian staff. The purpose of this education program, led by Dr. Melvin Herring, Johnson C. Smith University, is to develop a foundation for participants to become culturally competent practitioners and leaders.</p> <p>Implementation of the Cultural Proficiency Education, designed by Ms. Jennifer Davis, prepares and equips CMPD staff to lead from where they are to achieve maximum cultural proficiency within the organization and community. All CMPD sworn and civilian staff participate in Cultural Proficiency Education.</p>

Task Force Recommendation	Response and Actions
	<p>Coordinating with the University of Chicago, the CMPD implemented a new Early Intervention Program (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which takes a variety of factors into consideration in determining the probability of an adverse action has become a national model. The CMPD is contacted frequently by police agencies across the country to learn about the CMPD's EIS</p>
<p><b>2.5</b> 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>
<p><b>2.6</b> 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 <a href="http://www.cmpd.org">www.cmpd.org</a> and on the City of Charlotte's Open Data Portal.</p> <p>CMPD currently employs an Internal Affairs (IA) Analyst to review and analyze data related to Uses of Force, Officer-Involved Shootings, and other areas determined by the IA Commander.</p>
<p><b>2.7</b> 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>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>_____</p> <p>CMPD requested the Center for Domestic Preparedness to ensure the managed tactical resources and tactics used by CMPD s consistent with CMPD policies and procedures.</p>

Task Force Recommendation	Response and Actions
	In June 2020, CMPD revised Civil Emergency Unit Standard Operating Procedure.
<p><b>2.8</b> 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 &amp; 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><b>2.9</b> Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, 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>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><b>2.10</b> 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>_____</p> <p>Pursuant to CMPD Directive 400-006, Body Worn Cameras, during a consent search officers shall record him or herself asking for consent and the citizen's response to that request. If during a consent search in a non-public place, the citizen no longer wants the search recorded, the officer shall stop recording and continue as normal without recording. All sworn employees issued a BWC who are participating in the execution of a search on an entry team shall begin a recording prior to making entry and continue the recording until the premises have been secured.</p> <p>CMPD has three Directives pertaining to Conducting Person Searches (500-004), Conducting Searches of Structures (500-004), and Conducting Vehicle Searches (500-004).</p>
<p><b>2.11</b> Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name,</p>	<p>CMPD Uniform and Grooming Standards 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>



<b>Task Force Recommendation</b>	<b>Response and Actions</b>
<p>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 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><b>2.12</b> 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>_____</p> <p>It is the policy of the CMPD to conduct all searches and seizures in a lawful manner (Directive 500-004A: Conducting Person Searches). The video and audio recording of all searches and seizures will be conducted in accordance with 400-006 Body Worn Cameras. A clear and voluntary expression by an individual to allow an officer to search the person or property of the consenting party or property over which the consenting party has apparent control. Consent may be requested when there is a non-arbitrary articulable reason. The articulable reason should always be noted in a Field Interview or KBCOPS Narrative.</p> <p>CMPD does not engage in any practices that rely on the possession of condoms as the sole evidence of vice.</p>
<p><b>2.13</b> Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.</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>_____</p> <p>In December 2015, CMPD adopted Directive 600-017 Arbitrary Profiling. Arbitrary profiling is defined as any police activity that is motivated by race, gender, ethnicity, religion, age, citizenship, sexual orientation, or any arbitrary stereotype rather than the behavior of an individual or information that leads to a particular individual that is reasonably suspected to be, or to have been engaged in specific criminal activity. The CMPD believes that the use of arbitrary stereotypes is inconsistent with effective policing.</p> <p>CMPD Rules of Conduct states, “Officers will not conduct any law enforcement activity that is motivated by an arbitrary stereotype or profile. All law enforcement activity involving the detention of a member of the public must be based on a lawful and articulable action. Officers are prohibited from detaining, arresting or conducting any law enforcement action against an individual solely based on the individual’s actual or perceived race, color, national origin, or ancestry. Officers are prohibited from detaining, arresting or conducting any law enforcement action against an individual solely based on the individual’s actual or perceived gender, religion, disability, sexual orientation and/or their marital, parental, military discharge, or socioeconomic status.</p> <p>Through LGBTQ Engagement Committee CMPD maintains a tradition of responding respectfully and effectively to employees and the public in a manner that recognizes, affirms and values the worth of individuals, families and</p>

Task Force Recommendation	Response and Actions
	<p>communities to protect and preserve the dignity of all. The LGBTQ Engagement Committee was established January 12, 2017 to develop strategies that enable the full participation and contribution of Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) members of CMPD through education, by enhancing awareness and improving understanding. The CMPD seeks to maintain an environment free from discrimination and promote engagement and understanding of the LGBTQ community, foster inclusion of LGBTQ members, and maintain a positive work environment, by empowering all employees to achieve their full potential.</p>
<p><b>2.14</b> 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>	<p>CMPD supports this recommendation.</p>
<p><b>2.15</b> 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>	<p>CMPD supports this recommendation.</p>

### Pillar III: Technology & Social Media

Task Force Recommendation	Response and Actions
<p><b>3.1</b> 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</p>	<p>CMPD supports this recommendation.</p> <p>CMPD supports standards across agencies and jurisdictions related to maintaining civil and human rights protections.</p> <p>_____</p> <p>Social Media was expanded to multiple platforms to communicate with the community, provide timely and accurate information, and dispel rumors. The CMPD has multiple methods of community engagement through</p>

<b>Task Force Recommendation</b>	<b>Response and Actions</b>
and across agencies and jurisdictions and maintain civil and human rights protections.	social media including Twitter, Facebook, Instagram, and YouTube. The number of followers of the CMPD on social media platforms has grown exponentially.
<p><b>3.2</b> 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 &amp; 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>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>_____</p> <p>A Technology Strategic Plan was prepared to identify CMPD technology and technology-based equipment needs for the next 10 fiscal years. The preparation of the Technology Strategic Plan was a direct result of Pillar Three of the President’s Task Force on 21st Century Policing. Pillar Three reads, in part, “Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights.”</p> <p>Mobile Firearms Training Simulator is a law enforcement virtual training simulation system provides marksmanship and judgmental training for police officers. The Simulator allows instructors to continuously adapt courseware to meet ever changing training needs. This model Simulator is mobile is taken to community meetings for hands-on, citizen participation. The goal is to provide citizens with a better understanding of CMPD training tactics.</p> <p>The VirTra 360 is a simulator that provides CMPD officers advanced law enforcement training. The VirTra 360 provides an intense training environment considering all indicators to the most cognitive overload stimuli situations imaginable. This judgmental decision-making training simulator is designed to teach, test, and sustain officers with knowledge and skills. Equipped with extensive branching options, each scenario unfolds depending on the officer’s actions inside the simulator.</p> <p>Signal Sidearm is a new technology that enhances CMPD’s reporting abilities. It is a wireless sensor that alerts body-worn cameras when a firearm is removed from an officer’s holster. CMPD conducted a beta test in the fall of 2017 with 100 officers. CMPD recommended some design changes to improve the effectiveness, reliability and efficiency of this technology. The vendor implemented several changes, and then the technology was ready for a second test in April 2018. That test performed well, and CMPD purchased 1,175 units of the technology in February 2020 for a scheduled March rollout. COVID-19 delayed the rollout schedule until June. The technology is now being installed for all of patrol.</p>

Task Force Recommendation	Response and Actions
	<p>Coordinating with the University of Chicago, the CMPD implemented a new Early Intervention Program (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which takes a variety of factors into consideration in determining the probability of an adverse action has become a national model. The CMPD is contacted frequently by police agencies across the country to learn about the CMPD's EIS</p> <p>CMPD's Aviation Unit is now making training easier for our officers with a new flight simulator. The FAA simulator arrived in February 2019 and has the same flight instruments as the CMPD's helicopter "Snoopy." The simulator helps officers who fly the CMPD's helicopters to mimic emergency procedures without endangering the real aircraft. The simulator also keeps CMPD pilots current and proficient on their requirements to fly the helicopters.</p> <p>The American Society of Crime Laboratory Directors received funding from the Laura and John Arnold Foundation to develop software that transfers data from forensic Laboratory Information Management Systems (LIMS) to FORESIGHT, a business quantitative process tailored to forensic laboratories. FORESIGHT provides tailored quantitative reports and evaluations to the laboratories about their performance. Project FORESIGHT is a voluntary business model study of forensic laboratories sponsored by the West Virginia University College of Business and Economics and the United States Department of Justice National Institute of Justice. In August 2019, the National Institute of Justice recognized the CMPD's Crime Laboratory as one of 14 crime laboratories nationally to receive the FORESIGHT Maximus Award. A total of 162 crime laboratories participated in Project FORESIGHT.</p>
<p><b>3.3</b> 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 always govern the use of technology and maintain individual rights and privacy.</p> <p>_____</p> <p>CMPD sworn staff participated in an Anthropometric (Body Size, Shape, &amp; Composition) Survey conducted by NIOSH measuring Officers' body size information that will be used in the design of the police vehicles, safety restraint systems, and protective equipment. During the one-hour session researchers took up to 62 body dimensions of each officer by using rulers and tape measures. Researchers also took a series of 3-D photos of each participating officer using a whole-body scanner, foot scanner, hand scanner, and a head scanner. Ninety-nine (99) sworn staff, ranging from Major to Officer, participated in this NIOSH research.</p>
<p><b>3.4</b> 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><b>3.5</b> Law enforcement agencies should adopt model policies and best practices for technology-based community</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</p>

<b>Task Force Recommendation</b>	<b>Response and Actions</b>
<p>engagement that increases community trust and access.</p>	<p>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>_____</p> <p>Officers and Sergeants assigned to Patrol shall wear and operate a BWC when working on duty or secondary employment in uniform; when operating a vehicle equipped with emergency equipment; when wearing tactical vests for plainclothes operations for on duty and secondary employment. Officers and Sergeants should have their BWC with them in the event that they need to put the vest on. Officers and sergeants assigned to Patrol will be issued two BWCs, one for on-duty and one for secondary employment. Sworn employees assigned as School Resource Officers are not required to wear a BWC while working on campus during normal school hours. Sworn employees assigned as a School Resource Officers shall wear and operate a BWC when working on campus during non-school hours. Sworn employees shall wear the BWC attached to the outermost garment on the upper, center area of the chest utilizing the issued mounting bracket. It is recommended that the inner magnet be placed inside the trauma plate pocket of the ballistic vest or the front chest pocket of the uniform shirt.</p> <p>Signal Sidearm is a new technology that enhances CMPD’s reporting abilities. It is a wireless sensor that alerts body-worn cameras when a firearm is removed from an officer’s holster. CMPD conducted a beta test in the fall of 2017 with 100 officers. CMPD recommended some design changes to improve the effectiveness, reliability and efficiency of this technology. The vendor implemented several changes, and then the technology was ready for a second test in April 2018. That test performed well, and CMPD purchased 1,175 units of the technology in February 2020 for a scheduled March rollout. COVID-19 delayed the rollout schedule until June. The technology is now being installed for all of patrol.</p>
<p><b>3.6</b> The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.</p>	<p>_____</p> <p>CMPD’s Response to Resistance Directive (600-019) addresses the use of a less lethal option as any control employed using specialized equipment that is designed to temporarily incapacitate a person and is not reasonably likely to produce death or serious injury, including, but not limited to, Oleoresin Capsicum (OC spray), impact munitions, Conducted Electrical Weapon (CEW), and bean bag rounds.</p> <p>CMPD uses a low velocity less-lethal 40 mm delivery systems that fires projectiles used by SWAT as a less-lethal option to preserve life in high-risk situations. This equipment will be purchased as a replacement for the current, obsolete delivery system deployed by SWAT.</p> <p>CMPD conducts mandatory de-escalation training for all police officers. De-escalation depends on many variables, for example, if the person is armed and with what type of weapon, is there a threat to other third parties, the mobility of the person, the urgency of the situation, and the ability of all parties to comprehend what is being communicated. The term de-escalation lacks precise definition in the law enforcement community. In some departments it encompasses more of a tactical approach and in others it is based on communication skills. For the CMPD, defines it as the tactics or techniques officers use when faced with a hostile person. The goal is to gain compliance or cooperation through verbal dialogue and non-confrontational body language, however; if force must be used, officers should use the least amount of force to effectively control the person.</p>

Task Force Recommendation	Response and Actions
	<p>CMPD has added a two-hour communication class to recruit and in-service training that focuses on verbal de-escalation techniques with more training in the future to expand on this concept. In addition, the Recruit Training staff has added an additional 16 hours of scenario-based training on de-escalation, communication skills, and tactical positioning when dealing with highly agitated individuals. All this additional training focuses on the ability to resolve conflict without resorting to physical control measures unless necessary.</p>
<p><b>3.7</b> 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>_____</p> <p>In 2019, AT&amp;T launched “FirstNet,” the nation’s first public safety broadband network where the only traffic allowed are public safety subscribers. FirstNet provides priority support to public safety operations in Charlotte-Mecklenburg when the commercial network is congested. 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><b>4.1</b> 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><b>4.2</b> 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>_____</p> <p>CMPD’s organizational structure is centered around community policing.</p> <p>CMPD’s Directive Department Awards (300-012) establishes a procedure for recognizing and rewarding Charlotte-Mecklenburg Police Department (CMPD) employees and citizens who distinguish themselves through heroic actions and outstanding performance or service to the Department and the community.</p>

Task Force Recommendation	Response and Actions
	<p>Sergeant Career Path Education Program is a four-course program to prepare Officers aspiring for promotion to Sergeant. Sergeant Career Path 101 focuses on the differences between coaching and mentoring, the characteristics of both terms, and how they relate to becoming a new supervisor. Course 102 focuses on leadership requiring Officers to deliver a presentation on an article based on decision making in a leadership context. The responsibility of leaders to make decisions, one of the most critical characteristics of effective leadership, is the emphasis of Course 103. The final course, 104, is centered on employee interaction, critical thinking, and applying the concepts learned in previous courses for application in a real-world environment.</p>
<p><b>4.3</b> 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 training are effective strategies on interacting with members of the public who may experience a wide range of mental health crises.</p> <p>_____</p> <p>City Council accepted an offer from the Federal Bureau of Investigation (FBI) to reimburse the city up to \$1,000,000 to fund upgrades and enhancements to the Firearms Range. The FBI has a longstanding and positive working relationship with the city and has used the Firearms Range continuously for many years. Enhancements may include construction of a modular classroom with audio/video capabilities that can seat 50 or more students for training, replacement barrier shields on the firearms range.</p> <p>To deescalate all situations that have the potential for violence during police contacts involving people suffering from behavioral health crises or substance abuse disorders, while simultaneously assessing the mental health services available to assist, the CMPD implemented the Community Policing Crisis Response Team (CPCRT). The purpose of CPCRT, launched April 2019, is to provide improved public safety and service through the deployment of CPCRT assigned eight officers and six Master level licensed mental health clinicians. Together, the paired officer and licensed mental health clinician work to decrease the number of injuries and incarcerated mentally ill individuals by acting as an entry point into mental health treatment, and prevent incidents through early intervention, diversion, and with prompt and thorough case follow-up. The CPCRT is designed to provide a cooperative, compassionate and collaborative response to assist affected persons in crisis to access available supportive mental health services.</p> <p>Building on the success of Constructive Conversation Team training, “Chaos to Conversation: How to Get People to Stop Yelling and Start Talking” mandatory training course for all officers includes modules on building resilience, emotional control, active listening skills, and persuasive and informative speech. This training equips officers with the ability to listen first, build a connection with people, and to answer questions. During the training, resident volunteers play the role of agitated protesters. Everything is real – questions, emotions and energy, making it more</p>

Task Force Recommendation	Response and Actions
	powerful than having a fellow officer in jeans and a T-shirt playing the role of a resident. To that end, resident volunteers and officers come together to talk about their perspectives.
<p><b>4.4</b> 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>————</p> <p>Working together, CMPD, mental professionals, child protective service and other providers, coordinate multi-system interventions that re-establish safety, security and well-being in the immediate wake of violent events. Community Development-Community Policing (CD-CP) has served as a model for law enforcement-mental health partnerships around the country. The goals of the CD-CP program include increase officer awareness and identification of children exposed to violence and other trauma and increase clinical assessment and coordinated services to targeted children and families.</p>
<p><b>4.5</b> 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><b>4.6</b> 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</p>	<p>Youth Diversion Program</p> <p>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>



Task Force Recommendation	Response and Actions
<p>participation in schools and communities.</p>	<p><b>REACH OUT (Respect Engage Accountability Character Honesty Officers Understanding Teens)</b>  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><b>Right Moves for Youth: Healing Horses, Healing Hands</b>  This program brings CMPD personnel, Charlotte-Mecklenburg Schools staff, at-risk girls in the community, 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><b>High School Public Safety Academy (formerly Academy of Safety &amp; Protection)</b>  The High School Public Safety Academy (formerly the Academy of Safety &amp; 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><b>Youth Symposium</b>  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><b>Youth Envision Academy</b>  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><b>School Resource Officers (SROs)</b>  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>

Task Force Recommendation	Response and Actions
	<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><b>4.7</b> Communities need to affirm and recognize the voices of youth in community decision making, facilitate 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>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 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 <a href="http://theterrybrookproject.org">theterrybrookproject.org</a>.</p>

## Pillar V: Training & Education

Task Force Recommendation	Response and Actions
<p><b>5.1</b> 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><b>5.2</b> 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 &amp; Retention. The Lee Institute facilitated discussions between the EAC and CMPD, and</p>

Task Force Recommendation	Response and Actions
	<p>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> <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>_____</p> <p>In January 2017 the CMPD implemented CLEAR (Communicating Law Enforcement Actions &amp; Responsibilities) Workshops (formally Transparency Workshops) to expand the opportunity for the CMPD to improve the partnerships needed to better serve the community. CLEAR Workshops are three-day events that provide community members an inside understanding of CMPD’s processes, services, and operations. The mission of CMPD CLEAR Workshop is to strengthen community relationships, increase the community’s understanding of police work, and equipping citizens with the knowledge to provide productive and meaningful input into how the CMPD functions.</p>
<p><b>5.3</b> Law enforcement agencies should provide leadership training to all personnel throughout their careers.</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> <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>_____</p> <p>Sergeant Career Path Education Program is a four-course program to prepare Officers aspiring for promotion to Sergeant. Sergeant Career Path 101 focuses on the differences between coaching and mentoring, the characteristics</p>

Task Force Recommendation	Response and Actions
	<p>of both terms, and how they relate to becoming a new supervisor. Course 102 focuses on leadership requiring Officers to deliver a presentation on an article based on decision making in a leadership context. The responsibility of leaders to make decisions, one of the most critical characteristics of effective leadership, is the emphasis of Course 103. The final course, 104, is centered on employee interaction, critical thinking, and applying the concepts learned in previous courses for application in a real-world environment.</p> <p>CMPD Command College was initiated as a year-long comprehensive program to prepare CMPD and associated law enforcement agencies emerging leaders for the complex challenges associated with increased rank. Command College offers a comprehensive course of study in Cultural Proficiency, Leadership Development, Community Impact, Governmental Functions, Media Strategies, Problem Solving, Defensive Tactics, Communication, Health/Fitness, and Service Excellence. The emphasis is on preparing these leaders for complex contemporary challenges through innovative techniques, superior education/research and a network of partnerships.</p> <p>CMPD's Sergeants Course is designed for first line supervisors at the rank of Sergeant. The course convenes for 17 sessions for a duration of six weeks consisting of a class size of 16-20 Sergeants. This course will be offered quarterly. The Sergeants Course will be a practical training course focusing on the specific and high liability job dimensions of a CMPD Sergeant. The topics will include a self-assessment and 360 reviews, leadership styles and police management, leadership and problem solving during critical incidents, fundamentals of policing, law and policy, crime fighting and community engagement and physical health and Officer wellness. Class members will be responsible for completing written assignments, presentations, examinations and practical's which will test each student's cumulative knowledge, skill and ability. Class members will also be required to participate in physical health and wellness training sessions throughout the duration of the course.</p>
<p><b>5.4</b> 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><b>5.5</b> 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>

Task Force Recommendation	Response and Actions
<p><b>5.6</b> POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.</p>	<p>_____</p> <p>CMPD collaborates with Mecklenburg County Health Department and Trauma and Justice Partnerships in delivering Crisis Intervention Training (CIT). CIT training is provided to in-service officers, and has been added to the training program for all recruit classes. CMPD has trained 729 officers and 228 civilian staff on the CIT model.</p> <p>All sworn personnel have been tasked with attending Mental Health First Aid training. Taught by Mental Health America of Central Carolinas, this 8-hour course trained officers to better understand and serve our citizens suffering from mental health issues.</p>
<p><b>5.7</b> 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>
<p><b>5.8</b> POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.</p>	<p>_____</p> <p>All sworn personnel have been tasked with attending Mental Health First Aid training. Taught by Mental Health America of Central Carolinas, this 8-hour course trained officers to better understand and serve our citizens suffering from mental health issues which incorporates curriculum on the disease of addiction.</p>
<p><b>5.9</b> 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. Additionally, recruits learn the meaning of the CMPD mission statement and the purpose of the officer oath.</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>_____</p> <p>The Cultural Competence Education Program is an intensive eleven-session program designed around nine cultural competence modules that provide a holistic and impactful training experience for participants. Participants have included selected Captains, Lieutenants, Sergeants and civilian staff. The purpose of this education program, led by Dr. Melvin Herring, Johnson C. Smith University is to develop a foundation for participants to become culturally competent practitioners and leaders.</p>

Task Force Recommendation	Response and Actions
<p><b>5.10</b> 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><b>5.11</b> 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><b>5.12</b> 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> <p>_____</p> <p>The VirTra 360 is a simulator that provides CMPD officers advanced law enforcement training. The VirTra 360 provides an intense training environment considering all indicators to the most cognitive overload stimuli situations imaginable. This judgmental decision-making training simulator is designed to teach, test, and sustain officers with knowledge and skills. Equipped with extensive branching options, each scenario unfolds depending on the officer’s actions inside the simulator.</p>
<p><b>5.13</b> The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.</p>	<p>CMPD has for many years had in place a Police Training Officer (PTO) Program. When graduating Recruit Training and becoming a sworn officer, before beginning patrolling new officers must successfully complete a three-month training program paired with a PTO.</p> <p>_____</p> <p>Recruit training includes a Community Engagement module designed to provide members of the community an opportunity to impact recruits by sharing their experiences and perspectives of policing in Charlotte-Mecklenburg. Speakers include family members of those affected by CMPD’s actions, and those who work exclusively with males between the ages of 10 and 24. Community Engagement classes will continue to include individual community members and various activist groups, even those of a controversial nature, to provide a platform for candid conversation, education, and awareness.</p>

**Pillar VI: Officer Wellness & Safety**

Task Force Recommendation	Response and Actions
<p><b>6.1</b> 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>

Task Force Recommendation	Response and Actions
	<p>CMPD worked 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 &amp; Justice Partnerships. This position oversees officer health and wellness and provides recommendations that promote employee resilience in response to traumatic events.</p> <p>_____</p> <p>Identified as one of the six pillars of the “President’s Task Force on 21st Century Policing,” the CMPD Wellness Program uses the ‘whole person’ concept focusing on addressing physical health and fitness, emotional well-being, spiritual, financial, personal relationships, social connectedness, and career satisfaction. Emotional well-being, or mental health, has become an area of emphasis for the CMPD. Beginning March 2016, in a partnership with Mecklenburg County, the CMPD has an onsite clinical psychologist who provides organizational consulting in a variety of areas while also providing referrals and individual consultation for all members of the CMPD. Assistance is provided in many areas, including initial and follow-up training for the CMPD’s Peer Support Program, the SafeGuard Program providing “check-in” sessions for officers involved in positions deemed “high-risk,” the Officer Involved Shooting’ Peer Support Team; a program unique to the CMPD, and free access to aerobic and strength training equipment at CMPD’s 17 facilities. To care for the spiritual aspect of wellness, the CMPD has volunteer chaplains who serve specific Patrol Divisions are on call support, 24 hours a day.</p> <p>An area that is not typically thought of in terms of officer wellness is financial fitness. Financial issues are addressed as early as new police recruit training and recently for officers through large class presentations and providing a financial counselor for free one-on-one financial fitness reviews. Topics covered include financial basics, budgeting for retirement, principles of investing, how to structure a retirement income stream to address retirement wants and needs, employee City of Charlotte benefits review, and reviewing the basics of estate planning, wills and trusts</p> <p>In 2018, the CMPD was one of 11 large police agencies to participate in a research study and report conducted by the COPS Office to address the charge from Congress to identify successful officer mental health and wellness programs using a case study format. A research team from the COPS Office spent time with selected members of the CMPD and City staff and received background materials from the CMPD to better understand the CMPD’s wellness programming. Each case study, including the CMPD, layers a number of strategies from recruitment to retirement that cover a continuum of prevention, early intervention, crisis response, and follow up care. The COPS Office researchers said about the CMPD’s wellness programs, <i>“The CMPD’s services to support holistic, mental, and physical wellness for its employees make it an exemplary agency and a model of how agencies can work with local government and private organizations to create whole-health systems that are accessible. Built into its policies and procedures is language and behavior that encourages a culture of openness and support, mitigating the negative stigma around mental health issues. The CMPD recognizes that the key to both public safety and agency success is officer wellness. While there are developments to be made and challenges to overcome, the CMPD’s approach to mental wellness may be helpful to those agencies across the nation that are in the earlier stages of establishing holistic wellness programming.”</i></p>

Task Force Recommendation	Response and Actions
	<p>Coordinating with the University of Chicago, the CMPD implemented a new Early Intervention Program (EIS). EIS seeks to identify patterns of behavior that could lead to employee misconduct or other performance issues. The new EIS moves from a threshold-based system to a data-driven model, which takes a variety of factors into consideration in determining the probability of an adverse action has become a national model. The CMPD is contacted frequently by police agencies across the country to learn about the CMPD's EIS.</p>
<p><b>6.2</b> 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 &amp; 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 &amp; 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><b>6.3</b> The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement. 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>
<p><b>6.4</b> Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.</p>	<p>CMPD outfits each patrol vehicle with a Level IIIA ballistic 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>



Task Force Recommendation	Response and Actions
	<p>All CMPD vehicles are equipped with fire extinguishers.</p> <p>_____</p> <p>CMPD officers are equipped with Personal Protective Equipment (PPE) including N95 masks and fentanyl exposure PPE. Select officers are equipped and trained to administer NARCAN designed to rapidly reverse an opioid overdose.</p>
<p><b>6.5</b> 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><b>6.6</b> 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>_____</p> <p>CMPD Uniform and Grooming Standards Directive (400-001) stipulates that ballistic vests are required to be worn by all uniformed officers and supervisors assigned to the Field Service Groups. Ballistic vests are required to be worn by all sworn personnel when engaged in pre-planned high-risk activities which include warrant service, raids, searches and other activities deemed to be high risk by the supervisor in charge of the activity. The wearing of a ballistic vest is mandatory for any sworn personnel working in uniform in any secondary employment capacity regardless of their rank or normal assignment. Supervisors will conduct inspections of all personnel required to wear a ballistic vest as described above. These inspections will occur on a daily basis as part of the regular inspection of assigned equipment.</p>
<p><b>6.7</b> Congress should develop and enact peer review error management legislation.</p>	<p>CMPD supports this recommendation.</p>
<p><b>6.8</b> 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> <p>_____</p> <p>CMPD implementing GeoTab to connect vehicles to the internet and providing web-based analytics to help CMPD better manage its fleet. Geotab's open platform will allow CMPD to automate operations by integrating vehicle data with their other data assets.</p>