



Charlotte City Council  
**COMMUNITY SAFETY  
COMMITTEE**

Meeting Summary for October 20, 2016

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## COMMITTEE AGENDA TOPICS

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- I. Subject:**        **FY2018 Community Safety Focus Area Plan**  
Action:                None
- II. Subject:**        **21<sup>st</sup> Century Policing**  
Action:                None

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## COMMITTEE INFORMATION

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Present:            Julie Eiselt, Al Austin, Kenny Smith, Greg Phipps  
Guests:            Patsy Kinsey  
Time:                12:05 pm – 1:05 pm

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## ATTACHMENTS

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1. Agenda
2. Draft Focus Area Plan
3. 21<sup>st</sup> Century Policing Recommendations.ppt
4. Initial Response to Demands from Various Activist Groups.doc
5. Evolution of CMPD's Cultural Proficiency Education.doc

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## DISCUSSION HIGHLIGHTS

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Chairwoman Eiselt called the meeting to order and asked everyone in the room to introduce themselves. She thanked everyone in the audience for being at the meeting and being engaged and reminded the audience that the Committee meetings are not for public comment and are a working session for the Committee. She then turned it over to Assistant City Manager Ann Wall.

**I.        FY2018 Community Safety Focus Area Plan**

Ms. Wall directed to the Committee to their handout “FY2018 & FY2019 Strategic Focus Area Plan” (copy attached). Ms. Wall walked the Committee through the draft Focus Area Plan and reviewed the different objectives and strategies of the Plan. She also discussed the measures and

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# Community Safety Committee

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targets. Ms. Wall reminded the Committee that the development of the Focus Area Plans is starting earlier than usual in an effort to get better alignment and to assist departments in the budget process. This is also now a two-year plan adoption versus a one-year plan adoption.

Council member Austin asked if CMPD will be doing a community survey in relation to the objective to improve perception of safety and level of trust in Community Safety. Chief Putney replied that Market Wise does one annually and he will send that to the Committee for them to review if interested. He also stated that the survey results get posted on their website every year.

## **II. 21<sup>st</sup> Century Policing**

Chairwoman Eiselt said this discussion on 21<sup>st</sup> Century Policing is actually something that was started many months ago and is an ongoing process. Chief Putney thanked the Committee for allowing him to be there and then pointed out the two handouts at their table that he will be referring to; “Initial Response to Demands from Various Activist Groups” and “Evolution of CMPD’s Cultural Proficiency Education” (copies attached). Chief Putney explained that the demands from various groups were compared to the six task force pillars of the President’s Task Force on 21<sup>st</sup> Century Policing.

Chief Putney began reviewing the “21<sup>st</sup> Century Policing” presentation (copy attached). He discussed the background of the President’s Task Force on 21<sup>st</sup> Century Policing, reviewed three recommendations for immediate implementation, which are training and tactics, cultural proficiency education and body worn cameras. He focused on the formula to de-escalation which is to comply, communicate and de-escalate. Once they get compliance CMPD is very good at de-escalating.

The Committee had discussions around the word comply and the fact that some citizens may feel that word really means submit when they are not doing anything wrong. Chief Putney shared his personal and professional feelings on the word “comply”. If CMPD is asking a person to do something lawful (legal) they should obey then CMPD can communicate and de-escalate. Chief Putney informed the Committee that work is being done to create a visual to use as a slogan or campaign for the public in order to help understand comply, communicate and de-escalate.

Chief Putney reviewed the education they provide on cultural proficiency through local partnerships. He stated that this work has been going on since 1994 (see document timeline for more information). He went on to talk about body worn cameras including equipment needs, CMPD policy updates and reviewed the new legislation. The Committee was reminded that the body worn cameras are actually quite affordable, it is the storage of the data and the licensing that is very expensive. He shared with the Committee that there will be a request in the budget process for more money for body worn cameras. There was discussion around the current vendor and Chief Putney stated that this vendor is best suited for the expansion. The Committee also discussed the request for outfitting off-duty officers with body worn cameras.

## **Q&A**

Eiselt: When and individual has been stopped and asked to comply what is the policy around when the body worn camera is turned on? And when is it turned off?

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Putney: For a traffic stop, they must have it on. They can turn it off once the encounter is over. Or if it starts into an investigative process they would turn it off due to collecting confidential information.

Phipps: When it comes to traffic stops and escalates to a search is there such a thing as mandatory written consent for a search? Do you ask and can they say they don't consent to the search?

Putney: We have to document the search. Our policy dictates you must have it on video so there is no question that you have consent. There are some community leaders who are pushing for consent in writing as well, and we are looking into it and working through it.

Chief Putney continued with his presentation and stated that the community has an opportunity to define what community policing looks like in Charlotte. CMPD will look at exploring subpoena power of witnesses by the Citizens Review Board. The Intergovernmental Relations Committee has also discussed it this week and looking to add to the Legislative agenda. To continue addressing trust and accountability, CMPD is seeking an independent review by the Police Foundation of its policies, procedures, and its relationship with the community.

Council member Smith and Council member Austin thanked Chief Putney for all he and his department are doing on this work. They also thanked the community partners that have stepped up to achieve better outcomes in the future and to build back trust in the community.

Chairwoman Eiselt said that now is the time for the community to help.

Meeting adjourned at 1:05 p.m.

**Community Safety Committee**  
**Thursday, October 20; 12:00 – 2:00 p.m.**  
**Room 280**

Committee Members: Julie Eiselt, Chair  
Al Austin, Vice Chair  
Claire Fallon  
Greg Phipps  
Kenny Smith

Staff Resource: Ann Wall, Assistant City Manager

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**AGENDA**

**I. FY2018 Community Safety Focus Area Plan**

*Staff Resource: Ann Wall, City Manager's Office*

The Committee will review and discuss the draft FY2018 Community Safety Focus Area Plan.

*Action: No action, for information only.*

**II. 21<sup>st</sup> Century Policing**

*Staff Resource: Chief Putney, CMPD*

Chief Putney will provide a presentation to consider the community requests and their connection to recommendations in the President's Task Force on 21<sup>st</sup> Century Policing. The Chief will also provide additional information on current implementation of the report.

*Action: No action, for information only.*

**Next Meeting:** Wednesday, November 9 at Noon in Room 280

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Distribution: Mayor/City Council  
Bob Hagemann  
Jon Hannan

Ron Kimble, Interim City Manager  
Stephanie Kelly  
Community Safety Cabinet

Executive Team  
Kerr Putney

## Community Safety

### FY2018 & FY2019 Strategic Focus Area Plan

“Charlotte will be one of America’s safest communities.”

One of the highest priorities for the City of Charlotte is to create a community where residents and visitors feel safe and citizens are actively engaged in promoting safety and addressing public safety threats. The City of Charlotte will invest in personnel, practices, and training that foster trust in public safety, reduce crime, and minimize community risks with the highest standards of integrity and professionalism.

Objectives WHAT?	Strategies HOW?
Minimize loss of life, property damage, and injury	Continue to refine community policing and crime fighting practices to protect potential victims of crime
	Improve response times for emergency calls
	Reduce risks to commuter safety on and around city streets, sidewalks, greenways, and transit modes
	Improve investigation clearance rate for arson, robbery, burglary, and larceny from vehicle cases
	Increase code inspections and other proactive risk mitigation programs in the community
Improve perception of safety and level of trust in Community Safety*	Improve and protect quality of life in Charlotte neighborhoods and corridors
	Implement recommendations from the President’s Task Force on 21st Century Policing
	Expand Juvenile Diversion and support for youth programs
	Develop effective planning tools for significant community events
	Implement and support community education programs in schools, neighborhoods, and during community events
Develop an inclusive representative and highly trained Workforce	Enhance efforts to attract and develop a public safety workforce that is more representative of the community it serves
	Increase education and training to include: implicit bias, cultural awareness, crisis intervention, and conflict de-escalation
	Enhance operational effectiveness and customer service by using technology and collaborating with other agencies
Enhance Emergency Preparedness	Conduct annual disaster preparedness public education activities
	Maintain and continue to refine a comprehensive emergency operations plan
Foster economic success for everyone in the community	Collaborate between agencies to engage and strengthen relationships in vulnerable areas of the community

\*Included in the Strategic Priorities Matrix

**Community Safety**  
**FY2018 & FY2019 Strategic Focus Area Plan**

**Performance**

Objective and Strategy	Measure/Target	FY2016 Actual
<b>Objective: Minimize loss of life, property damage, and injury</b>		
<b>Strategy:</b> Continue to refine community policing and crime fighting practices to protect potential victims of crime	≥3% reduction in reported Part One UCR crimes	
	≥3% reduction in UCR crime rates per 100,000 population	
<b>Strategy:</b> Improve response times for emergency calls	≤7 minute CMPD response to a Priority 1 (emergency) call for service	
	Percent of Fire calls where first company is on scene in ≤6 minutes (90% of time goal)	
<b>Strategy:</b> Reduce risks to commuter safety on and around city streets, sidewalks, greenways, and transit modes	Complete ≥15 pedestrian safety and crossing projects per year	
	Build ≥10 miles of new sidewalks and bikeways per year	
<b>Strategy:</b> Improve crime reduction rates	≥5% increase in number of illegal guns seized	
	≥75% clearance rate for homicide cases	
<b>Strategy:</b> Improve investigation clearance rate for arson	Percent of arson cases cleared	
<b>Strategy:</b> Increase or maintain code inspections and other proactive risk mitigation programs in the community	Maintain number of fire code inspections conducted within state mandated frequencies	
<b>Objective: Improve perception of safety and level of trust in Community Safety*</b>		
<b>Strategy:</b> Improve and protect quality of life in Charlotte neighborhoods and corridors	Keep 95% of streetlights operational city-wide	
	Begin to develop a system-wide inventory to identify barriers to ADA compliance in the public right-of-way by June 2017.	
	Achieve pavement rating of 90.0 or above	
<b>Strategy:</b> Develop responses to each President's Task Force recommendation on 21st Century Policing	Implement a culture shift towards a 21st Century Policing	
<b>Strategy:</b> Expand Juvenile Diversion and support for youth programs	Increase the completion rate of first time youthful offenders referred to the Juvenile Diversion Program by ≥10%	
<b>Strategy:</b> Proactively promote public trust by initiating positive non-law enforcement activities to engage communities	Expansion of programs, including but not limited to, Community Corners, Coffee with COPs, COPs & Kids, REACH Academy, and Adopt-a-COP	
<b>Strategy:</b> Implement and support community education programs in schools, neighborhoods, and during community events	Enhance the Community Response model by conducting community safety forums to disseminate crime information and obtain community input on areas to focus resources	
	Percent of CMS 3 <sup>rd</sup> grade classrooms that receive fire education programs	

<b>Objective: Develop a representative and highly trained 21<sup>st</sup> Century Public Safety Workforce</b>		
<b>Strategy:</b> Enhance efforts to attract and develop a public safety workforce that is more representative of the community it serves	Percent of women and minorities in police officer and firefighter applicant pool	
<b>Strategy:</b> Increase education and training to include: implicit bias, cultural awareness, crisis intervention, and conflict de-escalation	Provide education and training, including but not limited to, Supervisor Career Path, Command College, Crisis Intervention, and Cultural Proficiency	
<b>Strategy:</b> Enhance operational effectiveness and customer service by using technology and collaborating with other agencies	Increase use of social media (i.e., Facebook, Twitter, etc.) to disseminate information to the community	
	Establish the Joint Communications Center for emergency response call handling	
<b>Objective: Enhance Emergency Preparedness</b>		
<b>Strategy:</b> Conduct annual disaster preparedness public education activities	Number of Annual Disaster and Incident Action Plans developed	
<b>Strategy:</b> Maintain and continue to refine a comprehensive emergency operations plan	Partner with other City, County, state, federal, and private agencies in planning and preparedness efforts for disasters	
<b>Objective: Foster economic success for everyone in the community</b>		
<b>Strategy:</b> Collaborate between agencies to engage and strengthen relationships in vulnerable areas of the community	Implementation of Performance Strategic Plan with other City and County Departments	

\*Included in the Strategic Priorities Matrix



## 21<sup>st</sup> Century Policing Recommendations

[The President's Task Force on 21st Century Policing Report](#)

Chief Kerr Putney

October 20, 2016



## 21<sup>st</sup> Century Policing

- President Barack Obama signed an Executive Order establishing the President's Task Force on 21st Century Policing on December 18, 2014.
- Six pillars were established
- 59 recommendations were proposed



## Task Force Recommendations Short Term

CMPD believes the following are the most relevant Task Force recommendations that the department and community must address immediately:

- Training & Tactics
- Cultural Proficiency Education
- Body Worn Cameras



## Recommendation #1 - Training

"To be effective in an ever-changing world, training must continue throughout an officer's career."

- Ongoing CMPD Training:
- Crisis Intervention Training
  - De-escalation



Recommendation #2 – Cultural Proficiency Education

CMPD recognizes the importance of cultural proficiency education through local partnerships:

- Jennifer P. Davis and Associates, LLC
- Racial Matters for Juvenile Justice
- Dr. Melvin Herring, Johnson C. Smith University
- Dr. Jamie Bochantin, UNC - Charlotte



Recommendation #3 - Body Worn Cameras

- CMPD implemented the use of Body Worn Cameras (BWC) in January 2015
- Equipment Needs
- CMPD Policy Updates
- New legislation



## Defining Success

- The community has an opportunity to define what community policing should look like in Charlotte.
- CMPD will strategically implement short-term and long term 21st Century Policing recommendations.
- Building trust and accountability:
  - Citizens Review Board
  - Civil Liberties Resolution
  - Police Foundation



## Defining Success - Citizens Review Board

- CMPD supports exploring subpoena power of witnesses by the Citizens Review Board.
- The Citizens Review Board was established in September 1997.



### Defining Success – Civil Liberties Resolution

- In December 2014, 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.



### Defining Success - Police Foundation

- The Police Foundation is an independent, non-governmental research organization based in Washington D.C.
- CMPD is seeking an independent review by the Police Foundation of its policies, procedures, and its relationship with the community.



Questions?

## Evolution of CMPD's Cultural Proficiency Education

<p><b>1994</b></p>	<ul style="list-style-type: none"> <li>▪ Began working with Chief Nowicki after several shootings in Charlotte involving white officers and black citizens</li> </ul>
<p><b>1995</b></p>	<ul style="list-style-type: none"> <li>▪ The department created an in-service training module: <i>Effective Communication</i></li> </ul>
<p><b>1996-1998</b></p>	<ul style="list-style-type: none"> <li>▪ CMPD offered two additional in-service modules: <i>Introduction to Cross-Cultural Communications and Breaking the Barriers</i></li> </ul>
<p><b>1999</b></p>	<ul style="list-style-type: none"> <li>▪ Introduced <i>How Do You Eat An Elephant?</i> – a mandatory Diversity Education module which focused on raising personal awareness and understanding of others, characteristics of a change agent, exploration of stereotypes and biases and how to confront them in the workplace</li> <li>▪ At the end of each session, participants were asked to make a personal commitment to help change the culture and internal environment.</li> </ul>
<p><b>2000</b></p>	<ul style="list-style-type: none"> <li>▪ Changed the name of the class to soften reluctance</li> <li>▪ Introduced three different offerings:               <ul style="list-style-type: none"> <li>-<i>Understanding the Asian Culture</i></li> <li>-<i>Understanding the Hispanic Culture</i></li> <li>-<i>It's Not Personal! It's Personality</i></li> </ul> </li> </ul>
<p><b>2001</b></p>	<ul style="list-style-type: none"> <li>▪ Diversity Education Proposal CMPD/CMS</li> <li>▪ Conducted a two-day strategic planning and leadership retreat with Chief Darrel Stephens. All members of the Command staff participated and each took the Big 5 Instrument</li> <li>▪ <u>2Spanish Language Training</u></li> </ul>
<p><b>2003</b></p>	<ul style="list-style-type: none"> <li>▪ Offered diversity sessions for every recruit class that focused a great deal on the personality piece of helping officers understand that personality matters in policing and personal growth</li> <li>▪ Presented information at every Citizens Academy session on what CMPD was doing and had been doing in the area of sensitivity and diversity education</li> <li>▪ Conducted focus groups for sergeants to determine training gaps and needs/desires</li> <li>▪ Leadership Development for Sergeants – based on John C. Maxwell's book <i>Developing the Leader Within You</i></li> <li>▪ Worked with specific departments as requested/asked on teambuilding and leadership challenges</li> </ul>

## Evolution of CMPD's Cultural Proficiency Education

<b>2005</b>	<ul style="list-style-type: none"> <li>▪ Juvenile Minority Sensitivity Training/State - Gen Y</li> </ul>
<b>2006</b>	<ul style="list-style-type: none"> <li>▪ Juvenile Minority Sensitivity Training/State – Gang Awareness</li> </ul>
<b>2007</b>	<ul style="list-style-type: none"> <li>▪ Juvenile Minority Sensitivity Training/State – Current Youth Culture: <i>What's hot/What's not?</i></li> <li>▪ Diversity Training for CMPD Leadership Team</li> <li>▪ Religious Diversity</li> <li>▪ Interacting with Special Populations/Stat</li> <li>▪ Arbitrary Profiling Update Training</li> <li>▪ Police Response to People with Disabilities/Federal</li> </ul>
<b>2008</b>	<ul style="list-style-type: none"> <li>▪ Diversity Training for Leaders</li> <li>▪ Juvenile Minority Sensitivity Training/State – Juvenile Bullying</li> <li>▪ Civilian Diversity/Harassment Workshop</li> </ul>
<b>2009</b>	<ul style="list-style-type: none"> <li>▪ Civilian Diversity/Harassment Workshop</li> <li>▪ Juvenile Minority Sensitivity Training/State – Law in the real world</li> <li>▪ <i>Changing Places - From Black and White to Technicolor®</i>: Focused on culture, telling stories and exploring traditions of both new and longtime residents (Levine Museum of the New South)</li> </ul>
<b>2010</b>	<ul style="list-style-type: none"> <li>▪ Franklin Covey Diversity Centered Leadership For Law Enforcement</li> <li>▪ Juvenile Minority Sensitivity Training/State</li> </ul>
<b>2011</b>	<ul style="list-style-type: none"> <li>▪ Diversity &amp; Inclusion (Phase 4)</li> </ul>
<b>2012</b>	<ul style="list-style-type: none"> <li>▪ Juvenile Minority Sensitivity Training/State – Interactions and Communications</li> <li>▪ Juvenile Minority Sensitivity Training/State – Building Rapport</li> </ul>
<b>2013</b>	<ul style="list-style-type: none"> <li>▪ CMPD2013 Sikh Culture Training</li> <li>▪ Juvenile Minority Sensitivity Training/State: Don't Press Send</li> <li>▪ Basic Spanish</li> <li>▪ Conducted interviews, Big 5 Profile Assessments, and Team Building Leadership and Strategic Retreats for Chief Rodney Monroe and the Executive Team</li> <li>▪ Diversity Training for Leaders (Phase 2)</li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>▪ Implicit Bias</li> <li>▪ Juvenile Minority Sensitivity Training/State</li> <li>▪ Dismantling Racism</li> </ul>

## Evolution of CMPD's Cultural Proficiency Education

<b>2015</b>	<ul style="list-style-type: none"><li>▪ Administered the Big Five to all members of the Command Staff (Captains and above)</li><li>▪ Created, administered, and provided feedback to every member of the Executive Staff on their Big Five Profiles and 360 Assessment</li><li>▪ Law Enforcement and Society: Lessons from the Holocaust</li><li>▪ Cultural Competence Education Program – Class 1 (Johnson C. Smith University)</li></ul>
<b>2016</b>	<ul style="list-style-type: none"><li>▪ Cultural Competence Education Program – Class 2 (Johnson C. Smith University)</li><li>▪ Conducting parallel cultural proficiency education sessions for all CMPD employees, CMPD recruit classes and Patrol Training Officers Cohorts</li></ul>

### Initial Response to Demands from Various Activist Groups

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

#### Six Task Force Pillars (*President's Task Force on 21st Century Policing*)

Pillar One: Building Trust & Legitimacy  
 Pillar Two: Policy & Oversight  
 Pillar Three: Technology & Social Media

Pillar Four: Community Policing & Crime Reduction  
 Pillar Five: Training & Education  
 Pillar Six: Officer Wellness & Safety

Pillar	Demand	Response	Pending Action
One Four	4. Undercover police officer requirement to have Body Worn Cameras (BWC).	To maintain the integrity of covert (undercover) operations and to avoid jeopardizing the safety of officers, those engaging in these operations will not wear a BWC.	CMPD recognizes the benefit of BWC and is currently expanding issuance of the equipment to outfit all plainclothes (tactical) officers and officers working jobs in an off-duty capacity. (Continual Process)
Two	7. Give Citizens Review Board meaningful authority.	CMPD supports State government granting additional authority to the Citizens Review Board to subpoena witnesses.	CMPD will seek the support of government officials to authorize subpoena power. (Continual Process)
One	8. Provide report on status of CMPD meeting policy changes implemented through the Charlotte Civil Liberties Resolution.	CMPD implemented an Arbitrary Profiling Policy in response to the Resolution & updated all associated current Directives. Policies and Directives are available to the public on CMPD's website ( <a href="http://www.cmpd.org">www.cmpd.org</a> ).	CMPD will provide a report. (Continual Process)
Two Five Six	9. Hands Up/Apprehension Policy change.	<p>The CMPD Use of Force Continuum is a guideline to assist officers in assessing which level of control may be appropriate when confronted with a certain level of resistance. Officers will use only the amount of force that is objectively reasonable and necessary under the circumstances.</p> <p>In the spring of 2016, CMPD revised the Use of Force Policy to hold officers accountable for incidents where officers instigate the need to rise to a higher level of force during encounters with individuals.</p> <p>The Use of Force Policy has been reviewed by the Police Executive Research Forum (PERF) and also by the External Advisory Committee (EAC).</p>	While the EAC discussed and reviewed police policies, Committee members are committed to continuing the work with CMPD to make substantive advances in police-community actions and relations. (Continual Process)

Pillar	Demand	Response	Pending Action
Two	<p><b>13.</b> Reevaluate how warrants are issued – nonviolent offenders cannot be approached by plainclothes officers.</p>	<p>CMPD will review and evaluate warrant service, including the engagement of plainclothes officers in serving them.</p> <p>The Police Foundation’s assessment will provide activist groups the opportunity to be heard on all of their recommendations and concerns through community listening sessions.</p>	
Five	<p><b>16.</b> Ensure that all CMPD officers have received all training in compliance with the Charlotte Civil Liberties Resolution and the President’s Council on 21<sup>st</sup> Century Policing within one calendar year.</p>	<p>CMPD currently conducts mandatory legal training annually for all police officers which remains consistent and compliant with the Resolution.</p>	<p>CMPD is updating its Early Intervention System (EIS) with the assistance of the University of Chicago to provide assurance that the Department is being proactive in detecting undesirable behaviors and addressing them with our employees. The EIS allows us to hold ourselves accountable and take necessary action to remediate issues. It also provides opportunity for training and other interventions to prevent adverse interactions with the public.</p> <p>CMPD and the Community Safety Committee are developing a response document to address each of the 59 recommendations made by the President’s Task Force on 21<sup>st</sup> Century Policing. (Continual Process)</p>
Two	<p><b>17.</b> Revamp of Authority/Lethal Force Training – must be citizen approved.</p>	<p>The Police Foundation’s assessment will provide activist groups the opportunity to be heard on all of their recommendations and concerns through community listening sessions.</p>	
One	<p><b>22.</b> Plan a meeting with the community activists to determine what has been gained from the data collection project.</p>	<p>CMPD is one of the first agencies to publish its data on the website.</p> <p>The EAC is intimately involved in the development of the Open Data page, and this Committee will continue to be engaged in the evaluation of its effectiveness.</p> <p>The Police Foundation’s assessment will provide activist groups the opportunity to be heard on all of their recommendations and concerns through community listening sessions.</p>	<p>CMPD will analyze and assess the gains resulting from the Open Data sharing with the public. (Continual Process)</p>